

UNIVERSITY OF THE WESTERN CAPE (UWC)

REWARD FOUNDATION

DECEMBER 2006



UNIVERSITY of the
WESTERN CAPE

A place of quality, a place to grow, from hope to action through knowledge

HR POLICY DOCUMENT

REWARD FOUNDATION

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1. INTRODUCTION

1.1 BACKGROUND

The University of the Western Cape (UWC) is a leading university in Southern Africa, dedicated to quality, learning and personal growth.

UWC recognises that rewards play a big part in aligning the needs of the organisation and its people. This document sets out our Philosophy, Strategy and Policy regarding academic staff leadership rewards.

1.2 PURPOSE OF OUR REWARD PHILOSOPHY

- To provide a statement of the intent of the reward strategy, policies and practices in the organisation in terms of its context within the organisational mission and vision.
- It is concerned about the extent to which and how rewards need to support the broader organisation.

1.3 PURPOSE OF OUR REWARD STRATEGY

- To provide a statement defining the intentions of the organisation on how its reward policies and processes should be developed to meet and support organisational needs, including ethos and ideal culture and human capital initiatives.
- It is concerned with what the organisation wants to do about rewards over the next two (2) or three (3) years.

1.4 PURPOSE OF OUR REWARD POLICY

- To provide a statement as to how we administer and manage our rewards in practice.
- It is concerned with the good governance aspects that are important to us.

1.5 PURPOSE OF OUR REWARD PRACTICES AND PROCESSES

- To provide a statement of practices and processes that needs to be adopted to ensure the effective implementation and management of our remuneration strategies and policies.

1.6 CONTEXT OF OUR REWARD FOUNDATION

- UWC recognises the broader definition of rewards and the fact that individuals and organisations may have different cultures and therefore be attractive to different individuals for very particular and personal reasons.
- It is particularly important to UWC to recognise the particular financial and non-financial rewards that are important to employees.
- This is contextualised by the Seven Levels of Consciousness and Rewards as set out in Annexures (one) 1 and (two) 2.

1.7 ASPECTS EXCLUDED FROM REWARD FOUNDATIONS

- The remuneration of employees who are funded by organisations other than UWC and are on conditions of service not determined by UWC. It therefore remains as a separately documented policy covering Contractor and Secondment employees. However, where possible, an approach consistent with the UWC policy and practices will be applied.

2. REWARD PHILOSOPHY

2.1 INTRODUCTION

The following aspects have been taken into consideration as the context for determining our reward philosophy:

- Organisational mission and vision.
- Organisational strategy.
- Organisational design.
- Organisational values and culture.
- Reward and motivational theory (see annexure 1).
- Relationships with our stakeholders.

2.2 PHILOSOPHY

Our reward philosophy sets out statements of intent and aims to ensure an integrated approach that is aligned with our organisational strategy, design, people and culture. These statements encapsulate what our rewards need to support:

A unique culture	Rewards will not motivate our people but they need to support the creation of a unique culture that attracts, holds and energises people to be great.
Affinity and alignment	Rewards will assist to reinforce trust, teamwork, affinity and alignment.
Credible and well-understood	A credible and well-understood reward system underpinning a culture of quality, personal growth, learning and new knowledge creation.
Continuous & volatile change	Built on the understanding that continuous and volatile change has become the norm. We will continually monitor that our rewards keep pace with developments and are at all times relevant and applicable.
Balance consistency across organisation and recognising differences	Consistent across our organisation but, where appropriate and applicable, should recognise the specific needs of individuals or the differing needs of different disciplines, skill requirements and special projects.
Transparent	Committed to transparency and exceptional communication and this value needs to extend to rewards.
People-focussed	Supporting our desire to be a people-focussed organisation that lives our values, aligned with our great people standards and provides equal opportunities, learning and growth.
Recognising holistic worth of individual	Taking into account the contribution of the holistic worth of the individual and our intent to treat all our people as human beings who are important stakeholders in our organisation and to whom we deliver value.
Choose to join, learn, grow and contribute	Encourage all people to actively choose to join, choose to learn and grow and choose to contribute to our organisation.
Attract high quality and high profile academic staff	In the interest of the profile of the organisation, enable the attraction of a small number of high profile academics of high international standing.
Attract people with service competence to support the academic deliverables	In the interest of being a place to learn, attract a small number of administration and support staff who are leaders in their field.

3. REWARD STRATEGY

3.1 INTRODUCTION

The following aspects have been taken into consideration as the context for determining our reward strategy:

- People and HR strategy.
- Employee needs.
- Organisational values and culture.
- Reward and motivational theory (see annexure 1).
- Relationships with our stakeholders.

3.2 OBJECTIVES

In summary, our reward strategy intends to achieve the following:

- Provide a **consistent framework** and **establish principles** for remuneration in the organisation. It will allow for specific differences, where appropriate.
- Introduce a **total reward model** reflecting the full value a person achieves as part of UWC.
- **Be fair, credible and equitable**, and not prone to distortion or manipulation that could advantage some individuals or groups and disadvantage others.
- Manage rewards **toward internal and external equity**.
- Position us as a **caring facilitator of benefits**, not as a provider.
- Recognises and encourages **continuous growth in capacity to contribute to success**.
- Aims to develop a unique approach to rewards which is styled to complement and **reinforce the culture of quality and growth**.
- **Communicate our reward system**.
- A **measurable and defensible approach** to reward management.
- A **simple, understandable approach** to reward management and administration.
- Reward design and development is the **responsibility of Human Resources** and, further, they have a consulting and custodian responsibility.
- Human Resources Management will support and provide input to **Senior Leadership on the management of rewards**.
- Human Resources will engage all stakeholders with changes to remuneration policies and practices.

3.3 REWARD ELEMENTS

Our reward strategy is to develop a total rewards model that consists of the following four (4) aspects:

1. Pay, including direct benefits (remuneration).
2. Indirect Benefits.
3. Learning & Development.
4. Quality of Working Life.

The following areas are covered under remuneration:

3.3.1 Guaranteed Remuneration (Basic Salary plus Direct Benefits)

Rewards for the delivery of competent expected performance and personal capacity to succeed, grow, teach & learn research & publish and provide community service; as well as serve our internal UWC community.

3.3.2 Variance Pay (Temporary Allowances)

Rewards for taking on additional responsibilities over and above those specified for the role or in respect of scarce skills.

The additional responsibilities will be of a temporary nature but last for a period of more than three (3) months and have a clear definition of responsibilities. An example of such a role includes the position of Head of Department in the academic environment.

Scarce Skills will be in respect of specific skills that carry a market premium at the time over and above the size of the role and may or may not continue to be at a premium over time.

3.3.3 Variable Pay (Recognition Bonus)

Rewards for the recognition of extraordinary contribution delivery exceptional performance as identified in the execution of duties.

3.3.4 Indirect Benefits

Indirect benefits are for the purpose of personal renewal. It includes benefits such as leave and study leave.

3.3.5 Learning & Development

UWC will promote relevant learning and personal growth, including opportunities for interaction with other staff in tertiary education institutions to stimulate both personal and professional growth and development. This opportunity increases the capacity to contribute and offer value that is aligned with the organisational needs.

3.3.6 Quality of Working Life

The quality of working life is seen as an important part of the total reward offering a work environment conducive to our values and philosophies, facilitating people's opportunity to contribute to the ethos of quality and growth, offering people a work/life balance and offering them a purpose and passion for their work. This is a place where people can identify and belong, share in our aims and ethos.

This aspect of reward includes being part of the UWC community which includes non-financial rewards, values and culture, employee well-being and the physical environment.

This reward has a value for both individuals and teams since our employees have the added responsibility of living the ethos and inspiring those they serve, teach, mentor and interact with to live the ethos of the organisation. Knowledge creation, quality and growth are the manifestations of the people's experience of the organisation.

3.4 PAY DETERMINATION / DIFFERENTIATION

Remuneration will be determined and managed according to a number of determinants. We will strive for horizontal and vertical equity using these determinants categorised as primary and secondary pay determinants.

3.4.1 Primary Pay Determinant – Guaranteed Remuneration

The primary pay determinant will be based on the size of the role the person fulfils as defined by the rank or grade according to the JE system.

Every employee in the organisation will be assigned a rank and a rank or a role with a JE category that provides for the establishment of a range of pay for each role.

The basis for pay will be determined by benchmarking this with comparable roles in other South African Higher Education Institutions. It is the stated policy of UWC to pay staff within a range around the 50th percentile of the market (HEI). The market comparison will be performed using total cost of employment, including direct benefits, variance pay and variable pay, but excluding leave and other indirect benefits.

3.4.2 Secondary Pay Determinants – Guaranteed Remuneration

The following pay determinants will be taken into consideration to determine where a person may be paid within a pay range of the role's rank:

- External market, where appropriate

3.4.3 Non-Pay Determinants – Guaranteed Remuneration

The following will not be used as pay determinants of guaranteed pay:

- Disability.
- Future potential.
- Gender.
- Geographical differences.
- Length of service.
- Marital status.

3.4.4 Pay Determinants – Variance Pay (Allowances)

The primary pay determinant will be based on the size of the additional responsibilities the person fulfils.

Every type of allowances will be specified and a rate set for:

- the fulfilment of the additional responsibilities – E.g. Acting allowance.
- the premium of the particular scarce skills at the time – E.g. Scarce Skills allowance.
- the additional responsibility carried in certain positions – E.g. Head of Department allowance.

3.4.5 Non-Pay Determinants – Variance Pay (Allowances)

The following will not be used as pay determinants of allowances:

- Special projects.
- Taking on short term additional responsibilities (such as when somebody is on leave).

3.4.6 Pay Determinant – Variable Pay (Recognition Bonus)

The recognition bonus will be based on the individual performance and contribution to the organisation's mission, vision and values, subject to the availability of a bonus pool.

3.4.7 Non-Pay Determinants – Variable Pay (Recognition Bonus)

The following will not be used as pay determinants of recognition bonus:

- Length of Service.
- Scarce Skills.
- Allowances.

3.5 CHOICE AND FLEXIBILITY

We recognise the need to reflect the value of employees and understand that they have unique needs. However, this needs to be considered in the context of being a caring employer in the South African environment and meet the principle of offering simple and understandable rewards.

We will adopt the Total Cost of Employment (TCOE) approach for comparison purposes, but contract on the basis of basic salary plus a number of compulsory benefits. Compulsory benefits are death, disability, retirement and medical aid. Our people will be able to select the level of certain of these benefits in order to meet their specific needs.

We will at all times be legally compliant.

3.6 COMMUNICATION

We see communication not as a chore but as an opportunity to create dialogue with people.

We must strive to be transparent, invest in helping people to understand how pay works and excel in open communication to our people. The organisation will publish all details of the reward system where it is appropriate, apart from the earnings of individual employees.

We will at all times communicate in a responsible manner, for example:

- Training and education will precede communication so that our employees can fully understand the information being imparted and how it can best be used.
- We will develop a communication strategy that will impart information in a coherent way, each new communication building on the foundation of previous communication.

We will specifically:

- Communicate through workshops this Reward Foundation using an easy to understand presentation. Employees will be able to request this Reward Foundation document for more information.
- Communicate the value of each employee's Total Package by evaluating the benefits. This will be done at least once a year following the annual increase process.

4. REWARD POLICY

4.1 INTRODUCTION

Reward management is important to us and our people. We will at all times strive to:

- Provide the highest level of administration and management to our reward practices and processes.
- Attain the highest level of good governance in all that we do.

4.2 GUARANTEED REMUNERATION

- Guaranteed remuneration will consist of the regular total basic salary plus direct benefits. Total cost of employment will be the basis for comparing with external market competitiveness. Basic salary plus benefits will be the basis of contracting.
- Guaranteed remuneration is person and capability related which will be determined according to the Job Size (i.e. primary pay determinant) the person is fulfilling.
- Variances from this percentile should be based on those aspects listed in secondary pay determinants and only applied when there is a compelling reason for differentiation.
- Market competitiveness will be used as a guide for determining pay policy.

4.2.1 *Guaranteed Pay - Definition*

Included in the determination of Guaranteed Pay are:

- Basic Salary.
- Annual Bonus (typically 8.33% of salary).
- Direct Benefits.
- Car Benefits & Travel Allowance.
- Medical Aid.
- Pension / Provident (which includes contributions to risk benefits and administration fees).

Not included in Guaranteed Pay are:

- Annual Leave (although the value of this will be communicated in terms of Total Package).
- International Travel.
- PCs.
- Sick Leave.
- Statutory levies (e.g. UIF, RSC levies, etc.).
- Variance Pay (allowances in excess of guaranteed pay).
- Variable Pay (recognition bonus).
- Free education for employee or family members of employee.

4.2.2 *Direct Benefits*

We will:

- Implement a benefits policy that is appropriate for and meet the needs of the people within the organisation, whilst at the same time being durable and sustainable in a rapidly changing environment.
- Move away from paternalistic provision of benefits and will not entertain benefit offerings that require expensive infrastructure and unnecessary administrative support.
- Where possible, provide access to benefits that will be open to all and the principles of horizontal and vertical equity will be applied.

This will be achieved by:

- Offering benefits in the context of market appropriateness and sustainability.
- People being allowed a choice in the type and level of benefits (within the rules and legislation governing the benefits) in order to:
 - Minimise the organisation's exposure to open ended benefit liabilities.
 - Offering easy access to benefit schemes that are affordable and / or tax-efficient.
 - Require people to take responsibility for their own tax compliance.
- Having legally compliant tax allowances (e.g. Car Allowances).

We will provide an acceptable level of security and protection from disaster to employees through compulsory core benefits based on an employee's pensionable salary for each of the following:

- Death.
- Disability.
- Retirement.
- Medical Aid.

4.3 VARIANCE PAY (ALLOWANCES)

The following have been identified as variance pay:

- Allowances for fulfilling a particular role on a temporary basis: E.g. Heads of Department.
- Acting Allowance in the case where this is for a period of more than three (3) months.
- Scarce Skills Allowances.

4.4 VARIABLE PAY (RECOGNITION BONUS)

The following have been identified as variable pay:

- A non-guaranteed recognition bonus based on performance criteria.

4.5 INDIRECT BENEFITS

The following have been identified as offering Indirect Benefits:

- Annual leave.
- Sick leave.
- Study leave.
- Free tertiary education for family members.

4.6 LEARNING AND DEVELOPMENT

The following elements have been identified as offering Learning and Development rewards:

- Encourage continuous improvement and the capacity to grow to increase one's versatility to contribute and enhance personal growth and development.
- Opportunity to go on national and international conferences and workshops.
- Opportunity to network and co-operate with counterparts in other tertiary education institutions both nationally and internationally.
- Appropriate personal development opportunities.
- Involve people in Management / Leadership Workshops.

4.7 QUALITY OF WORKING LIFE

Included in Quality of Work-Life are aspects such as:

- Being part of the UWC community.
- The opportunity to contribute to the future of the country and the continent.
- Being part of a visionary organisation with a proud history of influencing positive change.
- The opportunity to make a difference to society.

- Making a difference that will impact both this generation and generations to come.
- Being encouraged to be involved in the local community
- Being part of a culture of recognition and thanking.
- The opportunity to show inspirational leadership.
- Being part of a culture of cohesion.
- Recognition for long service.
- Recognition for great ideas.
- A collegial working environment.

5. REWARD PRACTICES AND PROCESSES

5.1 PAY STRUCTURE

Based on the primary determinant of pay, the rank or role size, each job will be banded with similar size roles into a grade or rank.

Each grade or rank will have a standard rate for the job. Basic Salary below and above the midpoint will be established per employee by the secondary pay determinant (see 3.4.2). Differentiation in pay within a grade or rank will be the exception rather than the rule.

5.2 PAY PROGRESSIONS

Our pay progression practice will determine how our employees move within a rank or grade and across ranks or grades.

Movements within a rank or grade will be determined by the secondary pay determinants (see 3.3.2).

Movements across ranks will be the result of a promotion to a new role with a different rank or grade to the current role.

5.3 PAY REVIEW

Pay reviews are performed once a year to take into account cost of living adjustments and changing circumstances that may require review of remuneration and/or employment practices.

Interim increases take place as and when required and only in exceptional circumstances.

5.4 PAY PRACTICES AND PROCESSES

To support the reward philosophy and strategy and facilitate the reward policies, the following practices and processes have been adopted:

- The delivery of pay, benefits and related services will be correct and on time.
- Secure the assistance of external reward design and management expertise to keep us abreast of forward thinking reward approaches and assisting in the development and implementation of future relevant reward strategies.
- Continually explore and evaluate new reward trends that will support the philosophy and strategies adopted.
- Develop a plan that ensures equitable pay practices across all population and gender groups and sensitively corrects current remuneration disparities for people that are outside of acceptable pay policies. Regular equal pay audits will be conducted to identify and manage inequities that may arise and to address these appropriately.

- Establish a frame of reference for increases and promotion practices that is simple and has a high level of buy-in from people and serves the strategic purposes of the organisation.
- Ensure adequate and transparent communication with our people regarding the reward strategies and policy.
- Equipping leaders with the required remuneration knowledge and tools to adequately and immediately deal with the vast majority of remuneration questions and issues arising.
- Provide the Senior Leadership with the relevant information of changes and pressure points that may arise in the organisation that require amendments for remuneration practices or employment contracts.
- Develop an appropriate implementation plan for changes in reward policies and processes, taking into account the integration and change elements, which will give people the knowledge and understanding as to how the future is expected to develop.

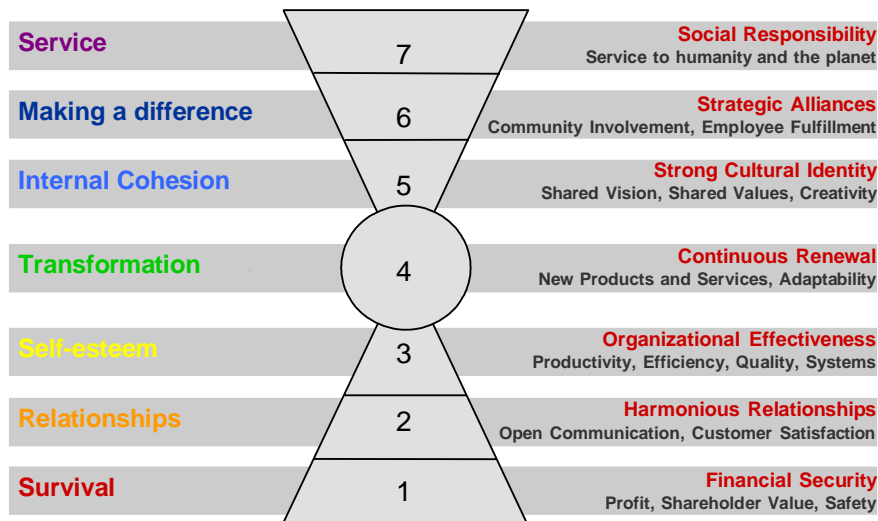
ANNEXURE 1 – SEVEN LEVELS OF CONSCIOUSNESS EXPANDED

The following is an extract from the models developed by Richard Barrett and provides some context for the levels of consciousness of employees and the reward model.

Seven Levels or Organizational Consciousness

Included within the term “organization” are all forms of group structures that have a well-defined purpose such as associations, government institutions and non-governmental organizations (NGOs). Organizational cultures grow and develop in the same way as individual personalities – by successfully mastering the beliefs associated with each of the seven levels of organizational consciousness. The most successful organizations are those that develop full-spectrum consciousness. They are able to respond appropriately to all the organization’s challenges. The seven stages in the organizational consciousness are very similar to the seven levels of corporate consciousness. The principal differences occur at level 1 and levels 6 and 7.

Organizational Consciousness



Organizations learn to master stage 1 by developing skills and abilities to ensure financial soundness and employee health and safety.

Organizations learn to master stage 2 by developing skills and abilities to create harmonious internal relationships that give employees a sense of belonging, and strong relationships between employees and the people the organization serves.

Organizations learn to master stage 3 by developing the structures, systems and processes that bring order and efficiency to the organization.

Organizations learn to master stage 4 by balancing the external needs of the organization with the needs of the employees.

Organizations learn to master stage 5 by aligning the individual motivations of all employees with the overall vision of the organization. The result is internal cohesion.

Organizations learn to master stage 6 by a) supporting and deepening the internal connectedness of employees so they can find fulfilment in their work, and b) building the external connectedness of the organization through strategic alliances or coalitions with other like-minded organizations to actualize their shared visions.

Organizations learn to master stage 7 by a) continuing to deepen the internal connectedness of their employees through ethics and codes of conduct, and b) by expanding the sense of external connectedness of the organization to include all humanity and the planet.

The seven stages in the development of organizational consciousness are the blueprint that governs the evolution of consciousness of all forms of organizations.

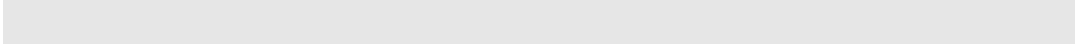
The levels of consciousness that an organization operates from, are a direct reflection of the levels of consciousness of the leader or decision-making authority and the legacy of past leaders and decision-making authorities.

When the motivations of the decision-making authority conflict with the needs of employees, the decision-making authority of the group must decide which takes precedence. The process of learning how to balance the self-interest of the organization as defined by the decision-making authority with the collective interest of employees is called cultural transformation.

Cultural transformation is never a singular event. It is an ongoing series of encounters between balancing the needs of the organization and the needs of employees. When the consciousness of the organization (decision-making authority) is out of alignment with the consciousness of employees, organizations find it difficult to attract and retain talented employees.

Organizations are usually more successful when the leader (or decision-making authority) seeks and acts on the counsel of the employees. In other words, when participation in decision-formulation is extended to all employees.

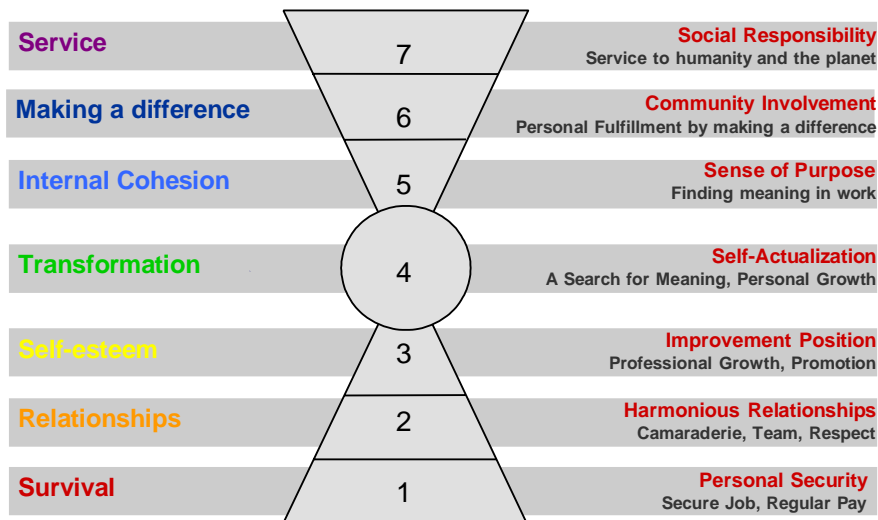
Organizations work best when all employees share a common vision of the future and operate on the basis of a shared set of beliefs and values. In other words, organizational cultures are more cohesive when there is a match between the personal values of employees and the values of the organization.



ANNEXURE 2 – SEVEN LEVELS OF EMPLOYEE CONSCIOUSNESS

Richard Barrett, author and organisational culture consultant, draws the parallel between the levels of organisational consciousness, personal consciousness and leadership consciousness. The work of Richard Barrett builds on that of Abraham Maslow and provides a framework for understanding the motivations of employees as they pertain to rewards. The level of consciousness model defines 7 levels of employee consciousness as follows:

Employee Consciousness



Level 1 – Sustainability. Individuals at this level are likely to concentrate on finding a secure job, regular pay and risk benefits such as medical aid. The motivation is on physical survival and meeting physical needs. Employees who are entrenched in this level may become preoccupied with money and feel insecure about their future.

Level 2 – Relationships. The second level motivation of employees is to find friendship and camaraderie among colleagues. The need to belong is strong and individuals are likely to seek places of employment where they can work with other individuals sharing their world view and are similar to themselves. Employees who are entrenched at this level may place their loyalty to their colleagues above their loyalty to the organisation.

Level 3 – Self-esteem. The third level is characterised by the need to gain respect. At this level employees are likely to focus on improving their salary and/or position. When the need for self-esteem is overly strong, employees may become overly ambitious and competitive.

Level 4 – Transformation. The fourth level is one of personal transformation where individuals re-examine their beliefs that were strong in levels 1 to 3 and embark on a search for meaning and truth. At this level the motivation changes from being guided by insecurities to being guided by values and a sense of purpose. Money and status lose their importance as primary motivators at this level.

Level 5 – Organisational. The main focus at this level of is a search for meaning through work. At this level, the concept of a job or a career is replaced by meaning through work and employees search for ways to improve their effectiveness and the concept of enlightened self-


interest becomes a reality. Employees at this level are motivated by opportunities to learn and grow.

Level 6 – Community. The main focus here is to make a difference in the world. There is a sense of responsibility that embraces both the organisation and the community and a great awareness of environmental and social issues. Employees at this level see their work as a vehicle to fulfil their mission and goals. Financial rewards are of lesser importance at this level and traditional „carrot and stick“ financial reward systems are likely to have a detrimental impact at this level.

Level 7 – Society. The principal focus of employees at this level of consciousness is service. They are aware of and active in finding solutions to the major issues facing society. Being of service, in and of itself, is the prime motivator.

Distribution of Consciousness

Individuals and organizations do not operate from any one single level of consciousness. They tend to be clustered around three or four levels. It is also possible that when one of the „lower“ needs is under threat, that employees may regress to a lower level of functioning. The ideal is to create a consciousness across all 7 levels and to function on the full spectrum.



ANNEXURE 3 – SEVEN LEVELS OF REWARDS

The seven levels or Rewards indicates the typical reward issues, both tangible and intangible that may surface at the various levels.

The ideal situation recognises the need for reward design that meet reward needs at all levels without any significant problems at any particular level. It is difficult to meet higher reward needs prior to lower reward needs being addressed.

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Full-Spectrum Intangible Rewards

