

# Post-Grading Salary Survey Brief Worksheet

Divine ICTP · Johannesburg · Free Field kit · Updated Sep 2026

## Important

Job evaluation produces **grades**, not rand figures. Market pay comes from a **named survey source**, peer definition, and RemCo-approved positioning policy. This worksheet helps you brief Remchannel, 21st Century, or another survey / reward house **after** grades are stable. Divine ICTP does **not** publish salary databases or medians here. Attribute any market numbers to the third-party source and vintage the **client** supplies or licenses.

## 1. Prerequisites (tick before briefing)

- Grades / bands for roles in scope are written and versioned
- Role titles map cleanly to survey job matches (or match gaps are listed)
- Organogram and headcount context available
- RemCo / FD has named who may approve peer-set and percentile policy
- No orphan claim that "grade X = market median" without a survey citation

## 2. Client & scope (fill in)

| Field                                                   | Client entry |
|---------------------------------------------------------|--------------|
| Organisation                                            |              |
| Survey provider / product under consideration           |              |
| Effective date required for data                        |              |
| Roles / grades in scope (attach list)                   |              |
| Roles explicitly out of scope                           |              |
| Geography (e.g. national SA; JHB; multi-country)        |              |
| Sector / industry peer definition                       |              |
| Organisation size band for peer cut (client definition) |              |

## 3. Package definition questions for the survey house

| Question                                                            | Client preference / notes |
|---------------------------------------------------------------------|---------------------------|
| Guaranteed package vs total guaranteed package (TGP) — how defined? |                           |
| Benefits in / out of TGP?                                           |                           |
| STI / short-term incentive — target, max, actuals treatment?        |                           |
| LTI / long-term incentive — inclusion rules?                        |                           |
| Allowances / car / medical / retirement — treatment?                |                           |
| Sign-on or retention — excluded from ongoing market view?           |                           |
| Executive vs non-executive cuts required?                           |                           |
| Bargaining vs non-bargaining splits?                                |                           |

## 4. Peer set & positioning (blank — client decision)

| Decision                                                                                                   | Client entry |
|------------------------------------------------------------------------------------------------------------|--------------|
| Peer set description                                                                                       |              |
| Percentile / positioning policy (e.g. mid-point philosophy — <b>client fills</b> ; no Divine % prescribed) |              |
| Range-width principles (if any)                                                                            |              |
| Roles allowed outside policy (list)                                                                        |              |
| Approval forum (FD / RemCo / EXCO)                                                                         |              |

## 5. Anomalies & match quality

| Role / grade | Survey match confidence (H/M/L) | Issue (title drift, unique job, scarce peers) | Proposed treatment |
|--------------|---------------------------------|-----------------------------------------------|--------------------|
|              |                                 |                                               |                    |
|              |                                 |                                               |                    |
|              |                                 |                                               |                    |

## 6. Deliverables you want back

- Role-level extracts with source, sample size notes, and effective date
- Grade-linked band draft **using client policy** (not vendor opinion alone)
- List of weak matches / exclusions
- Assumptions log suitable for RemCo appendix
- Licence / usage terms understood before RemCo circulation

## 7. Hand-off after survey

| Step                                               | Owner | Due |
|----------------------------------------------------|-------|-----|
| Validate matches with line / Reward                |       |     |
| Document band framework linked to grades           |       |     |
| Flag outliers for anomaly register                 |       |     |
| Prepare RemCo pack inputs (HC only)                |       |     |
| Counsel / CoSec for statutory rem report questions |       |     |

## What Divine ICTP will not put in a free kit

- Invented “market medians” or national Paterson salary tables
- Endorsement of a particular survey vendor’s fees
- Software / automated grading brands
- Legal advice on Companies Act rem disclosure

**Discuss grades, bands, and survey-brief hygiene:** [jurgen@divineict.co.za](mailto:jurgen@divineict.co.za) · 082 900 2742 ·

[www.divineict.co.za](http://www.divineict.co.za) Enquire:

<https://www.divineict.co.za/index.html?engagementType=remco-readiness#contact> Parent guide:

/guides/remco-readiness-grades-and-bands.html Related: /assets/pdfs/remco-readiness-one-pager.pdf

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