



# GRP

GLOBAL REMUNERATION PROFESSIONAL

**Strengthen Your Skills,  
Broaden Your Reach**

**Continuous Learning**

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**Global Expertise**

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**Career Advancement**

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**Competitive Advantage**

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## Organizations Worldwide Value WorldatWork Certification

Airbnb Inc.

Aditya Birla

Apple

AstraZeneca

Avis Budget

Capital One

Government of British Columbia

Hilton

Institute of Public Administration—Kingdom of Saudi Arabia

Johnson & Johnson

Lockheed Martin

Mayo Clinic

National Australia Bank Ltd.

Novartis

Saudi British Bank

Shell International

The Coca-Cola Company

UnitedHealth Group

Wells Fargo

Zurich Financial

“WorldatWork plays a big part in helping us develop highly skilled compensation and reward professionals who excel at supporting our line managers to build a competitive advantage.”

Fayez Al-Shehri, GRP  
Manager, Strategy & Market Intelligence,  
Executive C&B, SABIC, Saudi Arabia

“Having GRP & CCP on my resume spoke volumes to my sophisticated understanding of total rewards best practices and showed management of my career at a granular level.”

Sigit Hadiawan, CCP, GRP  
Total Remuneration Specialist,  
Chevron Indonesia

**Human Resources is the core of an organization and holds the key to its success.** As an HR professional, you must be equipped to handle the situations of today, while being ready to overcome the unexpected challenges of tomorrow.

Since 1955, WorldatWork has continued to set the standard for HR professionals who strive for the best. Serving HR professionals in organizations of all sizes and structures, WorldatWork’s certification programs and other professional development options equip you with the knowledge, skills and confidence needed to design strategic Total Rewards programs that cultivate engaged workforces to drive organizational success.

### Strengthen your skills, broaden your reach

Certified professionals become the go-to resource for planning and development beyond their own department walls – and become a larger influence on business strategies. Completing one of WorldatWork’s certifications shows your commitment to the profession and gives you the confidence needed to drive success.

The Global Remuneration Professional (GRP) designation conveys that you have a foundation of knowledge to make strategic decisions and implement practical solutions to conduct compensation practices for global organizations.

Helping you build a strong future in global rewards, WorldatWork provides courses worldwide to help you prepare for GRP certification exams and continue your professional development. WorldatWork’s global remuneration classes teach you how to effectively design and implement a unifying rewards strategy to support a stable and consistent global culture.

WorldatWork provides individuals and departments with cost-effective, professional development programs in a variety of formats:

- **Live Virtual Classroom:** These instructor-led, online classes meet just a few hours each day providing live interaction with instructors and colleagues.
- **Onsite Education:** The in-person, traditional classroom setting limits outside distractions with group-focused study.
- **Corporate Education:** Ensures the same best practices are utilized by the entire team. This learning option helps you maximize ROI while tailoring our education to meet your unique needs.
- **Self-paced E-Learning Courses:** Study anytime, anywhere with our self-paced learning option proving you with the recorded course material at your fingertips.

# Global Remuneration Professional (GRP®)

The GRP designation signifies the knowledge and ability to integrate global rewards programs with business strategy. Those who hold this certification understand the impact of globalization and regional influences on the design and delivery of global rewards programs, successfully design and administer base and variable pay programs and effectively communicate global rewards information to management and staff.

## Total Rewards Management (T1/GR1)

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## Job Analysis, Documentation and Evaluation (C2/GR3)

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## Base Pay Administration and Pay for Performance (C4/GR4)

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## Market Pricing — Conducting a Competitive Pay Analysis (C17/GR17)

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## Quantitative Principles in Compensation Management (C3E)

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## Variable Pay — Improving Performance with Variable Pay (C12/GR6)

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## International Remuneration — An Overview of Global Rewards (GR7)

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## Business Acumen for Compensation Professionals (C8)

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### Ten required exams.

*With our online proctoring, exams can be taken from home, office or location of your choice.*

# Total Rewards Management

## Certification Exam T1/GR1

An effective Total Rewards strategy results in satisfied, engaged and productive employees who create desired business performance and results. Total Rewards represent all the tools (monetary and nonmonetary) an employer uses to attract, motivate, engage and retain employees. Learn what is required to formulate a Total Rewards program.

- Discover the elements and process of designing a Total Rewards strategy.
- Recognize external influences that impact an organization’s culture and strategies.
- Understand the drivers of a Total Rewards strategy.
- Find out how to communicate the value of a Total Rewards package

## What You Will Learn

### Introduction to Total Rewards

- The evolution of rewards
- The Total Rewards model
- External Influences
- Drivers of Total Rewards strategy
- Elements of Total Rewards strategy
- The Total Rewards strategy
- The Total Rewards approach

### Compensation

- Factors influencing compensation
- Base pay
- Base pay structure design
- Case Pay Structure
- Differential pay
- Variable pay

### Benefits

- Factors influencing benefits
- Income protection programs
- Pay for time not worked programs

### Work-Life Effectiveness

- The work-life portfolio

### Performance Management

- Pay for Performance
- Principles of merit pay programs
- The base pay investment
- Merit increase guidelines

### Talent Development

- Talent development opportunities
- Types of development opportunities
- Measuring effectiveness

### Recognition

- The value of recognition programs
- Using recognition to drive results
- Recognition plan types and programs

### Total Rewards — Putting It All Together

- Revisiting the Total Rewards model
- The Total Rewards design process
- Total Rewards design considerations
- Communicating the value of a Total Rewards package

# Job Analysis, Documentation and Evaluation

## Certification Exam C2/GR3

Master methods and processes that ensure your organization attracts and retains top talent. This course provides an understanding of fundamental concepts, including the primary methods of ranking, classification and point-factor techniques to determine job worth within the organization. You will examine market-based and content-based job evaluations with a focus on quantitative and nonquantitative approaches. Learn how the methods outlined in the course can be put into practice in your organization.

- Review strategic concepts associated with job analysis, documentation and evaluation.
- Learn how to approach job analysis planning and implementation.
- Discuss job documentation and the necessary components and format for job descriptions.
- Examine market-based and content-based job evaluations with a focus on quantitative and nonquantitative approaches.

## What You Will Learn

### Strategic Overview

- The Total Rewards design process
- Base pay structure design
- Terms and definitions

### Job Analysis

- Job analysis
- Sources of job information
- Job analysis communication
- Possible sources of error

### Job Documentation

- Types of job documentation
- Job descriptions
- Job description format
- Job description preparation

### Market-based Job Evaluation

- Building a base structure
- Considerations in data collection

### Nonquantitative Job Evaluation Methods

- Job content evaluation methods
- Ranking method
- Classification method

### Quantitative Job Evaluation Methods

- Job content evaluation methods
- Compensable factors
- Job component method
- Point factor method
- Quantitative plan summary

### Selection and Implementation Issues

- Selecting a job evaluation strategy
- Implementation issues

# Base Pay Administration and Pay for Performance

Certification Exam: C4/GR4

Learn how to design a pay program that is fair, competitive and supports your organization's compensation strategy. Whether you are modifying your current base pay plan or building one from the ground up, you will be able to immediately apply the comprehensive concepts presented on the principles, design, implementation and evaluation of a base pay program.

- Identify the relationship between an employee total rewards program and an organization's business strategy.
- Discuss the design of base pay programs and necessary considerations.
- Discover what it takes to implement and deliver base pay.
- Examine pay for performance merit pay systems including development, utilization and costing.
- Address the effectiveness and efficiency of pay programs through monitoring and evaluation.
- Discern how and when HR should be involved in mergers and acquisitions.

## What You Will Learn

### The Role of Base Pay in Total Rewards

- Elements of compensation
- The Total Rewards design process
- Introduction to base pay
- Job evaluation methods
- Job worth hierarchy

### Designing Base Pay Structures

- Base pay structure
- Building base pay structure
- Pay structure design and considerations
- Broadbands

### Practical Applications of Base Pay Structure Design

- Exercise 1 — Market pricing approach
- Exercise 2 — Point factor approach
- Exercise 3 — Integrating market data into point factor

### Base Pay Implementation and Delivery

- Pay approaches
- Job-based pay
- Differentials
- Pay actions
- Communicating pay actions
- New hire rates

### Pay for Performance and Salary Budgeting

- Pay for performance
- Compensation strategy and philosophy
- Principles of merit pay programs
- The base pay investment
- Merit increase guidelines
- Components of market-based salary budget

### Administering and Evaluating Base Pay Programs

- Monitoring pay levels
- Compression
- Maintaining pay structures
- Base pay program review and audit

### Mergers, Acquisitions and Base Compensation

- HR involvement
- Key priorities for HR in the process
- HR participation on teams
- Integrating compensation plans
- Communicating compensation changes

# Market Pricing — Conducting a Competitive Pay Analysis

## Certification Exam C17/GR17

Learn to conduct an effective compensation analysis methodology to determine a job's market value. This course teaches the skills needed to market price benchmark jobs and slot non-benchmark jobs into a salary structure for your organization. You will learn a consistent methodology for conducting a competitive pay analysis and ensure that it meets your organization's hiring and retention goals.

- Discuss how market pricing can support an organization's business strategy.
- Discover data sources, data collection options, salary survey formats and use of job matching.
- Learn how the data from salary surveys can help you develop the market rate for benchmark jobs.
- Discuss the use of statistical analysis tools and aging, blending, weighting and slotting data.
- Find out how to communicate market pricing to upper management and your organization.

### What You Will Learn

#### Market Pricing and Business Strategy

- The Total Rewards design process
- Compensation philosophy and strategy
- Factors influencing compensation
- Market pricing
- Business life cycle
- Compensation program objectives

#### Market Pricing and Base Pay Structure Design

- Base pay structure design
- Market-based pay structure design steps
- Market-based pay structure vs. pure market pricing approach
- Market-based job evaluation and pay structure design: advantages and disadvantages

#### Survey Data

- Sources for salary and survey data
- Decision factors
- Survey data formats
- Survey selection
- Documentation
- Accuracy of survey data
- Data integrity components

#### Participating in Surveys

- Job matching

#### Utilizing Survey Data

- Aging data
- Blending
- Adding a premium
- Weighting market data
- Modeling
- Regression Analysis

#### Variable Pay Survey Data

- Short- and Long-term Incentives
- Total cash compensation
- Total direct compensation

#### Case Study

- National Plastics and Rubber Manufacturing

#### Communication

- Communication with upper management
- Organization-wide communication
- Communication and survey sources



# Quantitative Principles in Compensation Management

## Certification Exam C3E

Lighten your load and save time when you use the power of Excel. Discover how to use Excel to develop and apply problem-solving and decision-making tools in compensation management. In this course, you will learn to consider data from numerous sources and how to employ Excel when working with quantitative concepts, basic statistical tools, the mathematics of compensation design and administration. Learn basic quantitative concepts and the four levels of measurement.

- Examine how to define and compare percents, market index and compa-ratios.
- Study the time value of money — including compound interest and the compound salary growth rate.
- Find out how to collect, analyze and accurately display statistical data.
- Learn how to determine central tendency and measures of central location.
- Discuss measures of variability.
- Gain an understanding of modeling and regression analysis.

### What You Will Learn

#### Statistics — Data, Information and Levels of Measurement

- Why collect and use data
- Five key questions to ask about the variable of interest
- Levels of measurement

#### Percents and Related Issues

- Percents
- Compa-ratio (individual and department)
- Market index
- Percent difference
- Developing salary ranges
- Percents in compensation management

#### Time Value of Money

- Present and future value
- Compound interest and compound salary growth rate
- Constant midpoint progression
- Annuity payments

#### Statistics — Collecting, Organizing, Grouping and Displaying Data

- Populations and samples
- Frequency distributions

#### Statistics — Lying with Statistics, Graphs and Displays

- Recognizing distorted data
- Avoiding mistakes that distort data

#### Statistics — Measures of Central Tendency and/or Location

- Measures of central tendency
- Measures of location
- Percentile bar

#### Measures of Variability

- Measures of variability
- Z-scores

#### Statistics — Shapes of Distributions

- Interpreting distributions
- Normal distribution

#### Regression Analysis

- Regression models in a compensation environment
- Developing a regression model
- Cautions in the interpretation of correlations
- Multiple regression

# Variable Pay — Improving Performance with Variable Pay

## Certification Exam C12/GR6

Find out how to design for results through incentive, bonus and recognition plans. This course teaches the fundamentals of variable pay and how it can support your organization's business objectives. Learn to design a pay plan that will effectively reward employees to increase performance and productivity, while considering fixed salary components.

- Learn about the three categories of variable pay.
- Identify common business strategies and objectives for achieving them.
- Examine internal and external factors.
- Discuss the activities for designing the structure of the plan.
- Find out aspects to consider in establishing target performance and payouts.
- Learn about funding and distribution of plan earnings.
- Discover how to implement, communicate and evaluate the success of your plan.

### What You Will Learn

#### Supporting Business Objectives through Variable Pay

- Elements of compensation
- Business strategy
- Business strategy drives business objectives
- Business lifecycle
- Variable pay helps achieve business objectives

#### Types of Variable Pay

- Incentive plans
- Bonus plans
- Recognition plans

#### Developing a Variable Pay Plan — Phases 1 and 2

- Phase 1: Pre-design
- Phase 2: Design

#### Developing a Variable Pay Plan — Phase 3

- Phase 3: Funding and distribution

#### Implementation and Evaluation

- Plan implementation
- Developing the communication plan
- Coordinating plan administration
- Plan Evaluation
- Determining plan effectiveness
- Why plans fail
- Potential evaluation outcomes

# International Remuneration — An Overview of Global Rewards

## Certification Exam GR7

Gain an overview of total rewards and its role within global organizations. Topics include the development of effective compensation, benefits and work-life strategies that respond to organizational and environmental complexities, a discussion of expatriate pay assignments, an analysis of the influence of governments on rewards practices and the role of total rewards within the overall global management of human resources.

- Examine why companies globalize and the impact of it.
- Identify internal and external influences that affect the design and delivery of global rewards.
- Discover considerations to examine when developing a global compensation/rewards strategy.
- Learn approaches and issues associated with managing international assignments.
- Identify areas to assess and key factors related to successful cross-border mergers and acquisitions.

## What You Will Learn

### Globalization and Total Rewards

- Globalization
- The global business environment
- Total Rewards

### Influences on Reward Systems

- Influences on Total Rewards
- The impact of culture and other influences
- Rewards planning
- Global practices

### Global Compensation Practices

- Elements and factors to consider in compensation/rewards
- Base pay delivery
- Variable pay delivery
- Executive compensation
- Effective global practices
- Compensation challenges

### Global Benefits Practices

- Influences on global benefits
- Global benefits strategy
- Statutory and nonstatutory benefits
- Cost of nonstatutory benefit programs
- Elements of benefits
- Social security
- Health care benefits
- Funding health and welfare benefits
- Retirement benefits
- Retirement benefit plans
- Other benefits
- Selection of benefits service providers

### Work-Life Effectiveness, Performance and Talent Development

- Rewards in the global workplace
- Global performance management
- Talent development
- Impact on total remuneration

### Managing International Assignments

- Definitions
- Evolution of international assignments
- International assignments
- Compensation systems
- Retirement issues
- Other issues

### Cross-Border Mergers and Acquisitions

- Definitions of key terms
- Cross-border mergers and acquisitions
- The role of human resources
- The importance of culture
- Other global M&A issues
- Successful cross-border mergers and acquisitions

# Strategic Communication in Total Rewards

## Certification Exam T4/GR9

Ensure your employees understand their Total Rewards package. Find out what to share, the best way to communicate a new program, how to deliver sensitive information and approaches for special situations, such as mergers or acquisitions. This course teaches an effective step-by-step process for creating a communications plan that will positively influence behaviors and enhance employee engagement.

- Learn the rationale for strategically planning a communication campaign.
- Discuss the characteristics of effective communication.
- Obtain an understanding of the eight steps of the communication process.
- Identify the appropriate communication channel to deliver the message.
- Review specific total rewards communications considerations and special situations.
- Find out how to effectively and efficiently manage your communication campaign.

## What You Will Learn

### Communication Campaigns and Total Rewards

- Elements of Total Rewards
- Strategic Total Rewards communication
- Management's Role in Communication
- Strategic Communication

### Fundamentals of Effective Communication

- Communication models
- Aspects of effective communication
- Potential barriers to effective communication

### Total Rewards Communication and Special Situations

- Total rewards communication
- Communicating the employee value proposition of a Total Rewards package
- Special situations
- Working effectively with external vendors and internal communication departments

### The Strategic Communication Process: Steps 1-4

- Step 1 — Analyze the situation
- Step 2 — Define the objectives
- Step 3 — Conduct audience research
- Step 4 — Determine key messages
- Case study

### The Strategic Communication Process: Steps 5-6

- Step 5 — Select the communication channel
- Step 6 — Develop the communications campaign

### The Strategic Communication Process: Steps 7-8

- Step 7 — Implement the campaign
- Step 8 — Evaluate the campaign
- Case study
- Managing the communication campaign

# International Financial Reporting Standards for Compensation Professionals

## Certification Exam T7

Understand international financial reporting so you can make sound decisions about rewards programs and work effectively with your accounting/finance business partners. Learn the basic principles and concepts with a focus on International Accounting Standard 19 (IAS 19), which outlines the requirements for accounting and disclosure of the employee benefits — including wages and salaries, pensions, life insurance and other incentives.

- Explore an overview of IFRS and the International Accounting Standards Board (IASB).
- Understand the objectives of financial reporting and how to identify key stakeholders.
- Determine how financial statements relate to your compensation and benefits work.
- Examine International Accounting Standard 19 (IAS 19) short- and long-term benefits, as well as post-employment and termination benefits.

### What You Will Learn

#### Background on International Financial Reporting Standards

- History
- IASB mission and objectives
- Benefits of moving to one set of standards
- IASB structure

#### Objectives of Financial Reporting

- Definition of accounting
- Objectives of financial reporting
- Users of accounting information
- Conceptual framework

#### Constructing and Reporting Financial Statements

- Accrual accounting
- Four main financial statements

#### IAS 19: Employee Benefits

- Why have IAS 19?
- Changes
- Scope of IAS 19
- Types of employee benefits
- Accounting for short-term benefits
- Accounting for post-employment benefits
- Accounting for long-term benefits
- Accounting for termination benefits

#### International Financial Reporting Standards for Total Reward Professionals

- What is IFRS 2
- Types of Long-Term Incentives
- Determination of Fair Value of Long-Term Incentive Instruments
- What Valuation Method should you use?

# Business Acumen for Compensation Professionals

## Certification Exam C8

Learn how to apply key business acumen skills and behaviors that will help you drive positive results for your organization. Discover the essential skills, behaviors and actions that support the understanding and development of business acumen. This course helps you see the big picture, understand financial concepts, recognize the important relationship between compensation plans and the bottom line, and make wiser decisions.

- Gain an understanding of what business acumen is and why it is important for the compensation professional
- Discuss the basics of business and how business strategy links to compensation strategy
- Learn the basics of financial reports and financial statements
- Examine how organizations plan for and analyze their financial state
- Discover the value of connecting and collaborating with other business units
- Strengthen communication skills.

### What You Will Learn

#### Introduction to Business Acumen

- What is acumen?
- Key competencies for compensation professionals
- Business acumen skills and behaviors
- The importance of business acumen
- Business acumen for the compensation professional
- Strengthening your business acumen —checklist

#### Business Basics: Purpose, Strategy, Position

- Why organizations are in business
- Competitive strategy
- Market position
- Business lifecycle
- Linking the business strategy and the compensation strategy
- Business basics —checklist

#### Financial Literacy

- Why organizations use financial reports
- Types of financial reports
- Proxy and Definitive 14A
- Types of financial statements
- Sources of capital
- Market metrics

#### Financial Concepts and Applications

- Evaluating the organization's financial state
- Forecasting
- Forecasting questions
- Business analytics
- Strategic analysis
- Data analysis
- Key performance indicators
- Other performance metrics
- Budgeting

#### Communication Considerations and Connections

- Alignment of the compensation strategy
- Qualitative and quantitative data

## Other Professional Development Opportunities

WorldatWork offers numerous non-certification classes to help build targeted skills.

### Compensation

WorldatWork offers a wide selection of compensation classes worldwide for both emerging and seasoned professionals. Whether looking for best practices, the latest trends, general fundamentals or strengthening Excel skills, our education will help you understand the principles of compensation design and administration and how an effective system directly links to an organization's culture and objectives.

### Executive Compensation

HR professionals in this specialized area understand the value of knowing how to navigate the intricacies of this field. WorldatWork executive compensation education is U.S. focused and sets the groundwork providing the job skills and in-depth knowledge needed to be successful. Gain the strategies and tools to address the multitude of complex and interrelated U.S. issues and challenges that impact the successful design and implementation of an executive compensation plan.

### Sales Compensation

The sales force is essential to the life of the company. To keep momentum in the marketplace, companies rely heavily on an effective sales compensation design. WorldatWork classes will help you gain the fundamentals for the design and implementation of sales compensation plans; learn how to competitively price sales positions; and, how to design incentive plans that work.

**WorldatWork** is the leading nonprofit professional association in compensation and Total Rewards. We serve those who design and deliver Total Rewards programs to cultivate engaged, effective workforces that power thriving organizations. We accomplish this through education and certification; idea exchange; knowledge creation; information sharing; research; advocacy; and affiliation and networking. Founded in the United States in 1955, today WorldatWork serves professionals throughout the world working in organizations of all sizes and structures.

WorldatWork is the certifying body for following prestigious designations: Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Certified Sales Compensation Professional (CSCP)®, Certified Executive Compensation Professional (CECP)® are registered trademarks of WorldatWork.

### The Total Rewards Model

Initially introduced in 2000, the WorldatWork Total Rewards Model continually evolves to reflect changes in organizations’ needs, workforce expectations, workforce demographics and the Total Rewards profession.



The learning from the GRP program is invaluable in enabling me to develop and implement new and better people strategies and processes that impact business performance while taking into account company requirements, as well as employees’ need and expectations.

Alexander Zerkowitz, GRP  
R Director, Raiffeisen and Hypo, Austria

## Start Now and Plan for Success

Whatever your professional development goals, WorldatWork can provide solutions anytime, anywhere. We’ll work with you to help assess your needs and determine how we can best meet both your business objectives and your budget.

**Take the first step and contact us today!**