

explore

Global Certification

Global Remuneration
Professional (GRP®)



WorldatWork Society of
Certified Professionals®

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Bring WorldatWork education
to your location.

WorldatWork
The Total Rewards Association

Contents

- 3 | The Benefits of Certification
- 5 | How to Get Certified
- 6 | Global Remuneration Professional (GRP®) designation
- 7-14 | Required Exams—Course Descriptions
- 16 | Contact Information



WorldatWork Society of Certified Professionals® is an organization that certifies human resource professionals in the disciplines of compensation, benefits and work-life. WorldatWork Society designations include Certified Compensation Professional (CCP®), Certified Benefits Professional (CBP), Global Remuneration Professional (GRP®), and Work-Life Certified Professional (WLCP®).

www.worldatworksociety.org

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WorldatWork (www.worldatwork.org) is a global human resources association focused on compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork provides a network of more than 30,000 members and professionals in 75 countries with training, certification, research, conferences and community. It has offices in Scottsdale, Arizona, and Washington, D.C.

The WorldatWork group of registered marks includes: WorldatWork®, workspan®, Certified Compensation Professional or CCP®, Certified Benefits Professional® or CBP, Global Remuneration Professional or GRP®, Work-Life Certified Professional or WLCP®, WorldatWork Society of Certified Professionals®, and Alliance for Work-Life Progress® or AWLP®. WorldatWork Journal, WorldatWork Press and Telework Advisory Group are part of the WorldatWork family.

WorldatWork
The Total Rewards Association

The Benefits of Certification

In today's changing business environment, the power of knowledge is at a premium. To stand out in your profession, you must have a firm foundation of understanding. WorldatWork Society certification provides the knowledge foundation you need to confidently perform at your best.

Remain on the leading edge of your profession and join an elite society of certified professionals. Recognized globally, WorldatWork Society of Certified Professionals® administers the exams required for you to attain the prestigious Certified Compensation Professional (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®) and the Work-Life Certified Professional (WLCP®) designations.

Signifying commitment, professionalism and belonging to the foremost community of colleagues in your field—the CCP, CBP, GRP or WLCP designation has been added to nearly 17,000 business cards, letterheads or resumes. These highly respected designations can be found worldwide. In fact, a random sample of job postings indicated that one-third of employers seeking compensation professionals preferred a CCP.

Members agree there are many benefits to obtaining a WorldatWork Society designation including:

- Knowledge and skills
- Practical applications
- Credibility
- Marketability
- Career development/advancement
- Currency
- Networking
- Exposure to other areas of human resources

Bringing the Benefits to Your Organization

Certification is much more than just a symbol of success. Certification programs offer comprehensive subject mastery. This invaluable knowledge enables you to excel to your fullest potential.

When you're up to speed on the latest total rewards practices, news and regulatory information—your organization gains a competitive advantage. You'll have the tools and knowledge necessary to create, implement, manage and communicate total rewards programs that enables your organization to attract, motivate and retain stellar talent.

Whatever your professional development goals, take the first step and call one of our Corporate Education Resource Managers at 877-951-9191 to find out how we might be able to help you meet those goals.





American Express.

Certification Broadens Professional Contributions.

At American Express learning and development is a priority for career-minded HR professionals. This is equally important for compensation professionals and American Express is making the Certified Compensation Professional® (CCP) designation much easier to attain.

Through its relationship with WorldatWork, American Express is bringing CCP classes and certification exams onsite, so busy working professionals can more easily attend. Classes have been taught in New York, Miami, the United Kingdom and Australia and have included core certification concentrations in Base Pay Management and Quantitative Methods as well as non-core elements such as Mergers & Acquisitions and Executive Rewards.

Onsite education for the American Express Global Compensation Consulting Team contributes to professional development which in turn benefits the caliber of thought leadership in the company's human resources organization.

According to J. Rand Guida, director of Compensation at American Express,

“[Onsite Education] allows us to provide targeted training on select topics in many areas of Compensation and Benefits. It also supports the acquisition of certification at a quicker pace than if employees were to do it on their own.”

To learn more about bringing WorldatWork education to your company, or to be featured as an on-site education case study, call 480-304-6980.



Your Journey Toward Professional Development Begins Here

The arena of business is changing, and so are you. Pursuing designations from WorldatWork Society of Certified Professionals enables you to keep up with the most current knowledge, network with fellow professionals and gain skills you can apply immediately.

Recognized globally, there are four certification options:

- Certified Compensation Professional (CCP®)
- Certified Benefits Professional® (CBP)
- Global Remuneration Professional (GRP®)
- Work-Life Certified Professional (WLCP®)

Current practices and applicability drive certification program design. Using emerging developments in the field and feedback from past participants, the programs are continuously refined in response to the changes and challenges that impact each professional area.

How to Get Certified

All designations are earned by passing the required certification examinations administered through WorldatWork Society of Certified Professionals. Each exam consists of approximately 100 multiple choice questions based on the Body of Knowledge for the profession.

How Long Does It Take to Complete Certification?

There is no time limit for completion of any WorldatWork Society of Certified Professionals certification program. Requirements can be completed at your own pace.

Transcripts Available Online

Transcripts and other credit documentation can be easily obtained online. Transcripts include most recent exam scores and all other scores for exams the candidate has taken, providing a simple way to track progress toward certification. To access your transcript, have your ID number and password ready and visit www.worldatworksociety.org/transcript.

Recertification

Certification/recertification status and membership in the Certification Society are maintained by earning 12 credits every three years. Credits are earned through a wide variety of activities including:

- Conference attendance/participation
- Membership in professional organizations
- Leadership within the association
- Teaching/presenting/speaking
- Professional writing including articles, books and other print publications
- Projects completed on the job
- Additional WorldatWork course and seminar attendance, visit www.worldatwork.org/education for a complete list of class offerings.

Society membership is dependent upon certification and recertification. Please note that there are no annual dues to pay for your Society membership, and it is separate from WorldatWork membership. To access the online recertification application and details, visit our Web site at www.worldatworksociety.org or call Customer Relationship Services Advisers toll-free at 877-951-9191.



Global Remuneration Professional

Today's companies know that being a truly global company—as opposed to international—offers a competitive advantage. The Global Remuneration Professional (GRP®) designation provides a foundation of knowledge spanning across borders. The GRP supports remuneration professionals to excel around the world. The GRP is earned by passing the required eight examinations. There is no time limit for completion of these requirements. Examinations are the same in all countries in which courses are undertaken.

- GR1 | Total Rewards Management
- GR2 | Quantitative Methods
- GR3 | Job Analysis, Documentation and Evaluation
- GR4 | Base Pay Management and Pay for Performance
- GR6 | Variable Pay — Improving Performance with Variable Pay
- GR7 | International Remuneration — An Overview of Global Rewards
- GR9 | Strategic Communication in Total Rewards
- GR17 | Market Pricing — Conducting a Competitive Pay Analysis

Note: The global remuneration courses are offered on site through WorldatWork or organizational and corporate sponsorship. International candidates may choose to purchase course binders to prepare for the examinations through self study.



GR1 | Total Rewards Management

Components, Definitions and Strategy

Course Overview

- Gain an understanding of total rewards management
- Delve into the five elements of total rewards
- Understand the critical role of the main drivers—organizational culture, business strategy and human resources strategy
- Learn the process of designing a successful total rewards strategy

Learn what is required to formulate a rewards program that has the power to attract, motivate and retain—total rewards. This basic-level course is designed to be the first course in the Global Remuneration Professional (GRP®) certification course sequence. Participants are introduced to the total rewards model and each of its components. Emphasis is given to the five elements of total rewards: compensation, benefits, work-life, performance and recognition, and development and career opportunities.

Who Should Attend

This course is designed for professionals new to human resources, as well as HR generalists or line managers who want a basic overview of the components that can create an effective balance in employee rewards tools.

What You Will Learn

Introduction to Total Rewards

- The evolution of rewards
- The total rewards model
- The total rewards approach
- The total rewards strategy

Compensation

- Elements of compensation
- Building a job worth hierarchy
- Components of a base pay structure
- Types of base pay
- Types of pay adjustments
- Variable pay

Benefits

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

Work-Life

- The work-life professional
- The work-life portfolio

Performance and Recognition

- Performance management
- Performance management process phases
- Recognition programs

Development and Career Opportunities

- Conduct annual development and career opportunities discussion
- Learning opportunities
- Types of development and career opportunities

Total Rewards—Putting It All Together

- Revisiting the total rewards model
- Drivers of the total rewards strategy
- The total rewards strategy
- The total rewards design process
- Total rewards design considerations

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP and CBP Equivalency: T1



GR2 | Quantitative Methods

Statistical Tools to Solve Problems

Course Overview

- Learn basic quantitative concepts and the four levels of measurement
- Understand 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
- Explore shapes of distribution
- Gain an understanding of modeling and regression analysis

This basic-level course focuses on general quantitative concepts, basic statistical tools, the mathematics of total compensation design and administration, mathematical modeling, and regression analysis. Participants learn to consider data from numerous sources, with an emphasis on problem solving and decision-making.

Who Should Attend

This course is intended for those individuals who are relatively new to the field as well as experienced practitioners who seek a basic treatment for applying statistics in total compensation management. Participants will benefit most from this course if they are proficient in the concepts covered in course T1/GR1. It is assumed that participants have had no formal exposure to statistics, but have had a basic algebra course.

What You Will Learn

Statistics—Data, Information and Levels of Measurement

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

Percents and Related Issues

- Percents
- Individual compa-ratio
- Department compa-ratio
- Market index
- Percent difference
- Developing salary ranges
- Percents in benefits management

Time Value of Money

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

Statistics—Collecting, Organizing, Grouping and Displaying Data

- Populations and samples
- Frequency distributions
- Organize, group and display data

Statistics—Lying with Statistics, Graphs and Displays

- Recognizing distorted data
- Mistakes that distort data

Statistics—Measures of Central Tendency and/or Location

- Measures of central tendency
- Measures of location
- Percentile bars

Measures of Variability

- Range
- Interquartile range
- Standard deviation
- Z-scores

Statistics—Shapes of Distributions

- Interpreting distributions
- Normal distribution

Regression Analysis

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

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP and CBP Equivalency: T3



GR3 | Job Analysis, Documentation and Evaluation

Effective Plan-type Solution in Your Company

Course Overview

- 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
- Receive an introduction to the process of building a base pay structure

This basic-level course examines the methods and processes that support job analysis, job documentation and job evaluation. You'll cover various methods of job evaluation including quantitative and market-based approaches. Exercises help you see how the methods outlined in the course can be put into practice in your organization. This course is designed for human resources professionals who understand the topics covered in WorldatWork course GR1. If you have several years of experience in this area, you'll find this course gives you a valuable review of standard practice and theory, along with an update on current trends in compensation.

Who Should Attend

This course is designed for human resources professionals who understand the topics covered in WorldatWork course GR1. If you have several years of experience in this area, you'll find this course gives you a valuable review of standard practice and theory, along with an update on current trends in compensation.

What You Will Learn

Strategic Overview

- The total rewards model
- Building a base pay structure
- Terms and definitions

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

- Market-based job evaluation
- Considerations in data collection

Nonquantitative Job Evaluation Methods

- Job content evaluation methods
- Ranking method

Quantitative Job Evaluation Methods

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

Implementation Issues

- Selecting a job evaluation strategy
- Implementation issues

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP Equivalency: C2



GR4 | Base Pay Management and Pay for Performance

Design a Fair and Competitive Plan

Course Overview

- 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
- Study the key elements in costing base pay and other compensation programs
- Gain an overview of merit pay systems, including development and utilization
- Address the effectiveness and efficiency of pay programs with monitoring and evaluation

This intermediate-level course provides an in-depth discussion of the principles, design, implementation and evaluation of an employee base pay program. Exercises will show how to design a pay program that is fair, competitive and supportive of an organization's compensation strategy.

Who Should Attend

This course is intended for emerging compensation practitioners with limited experience in developing pay structures. Attendees should be able to apply concepts and techniques covered in courses GR1, GR2 and GR3. Knowledge of basic mathematical concepts such as mean, median, weighted average, compa-ratio, percentiles and calculating percents is suggested, as well as an understanding of the concept of regression analysis.

What You Will Learn

Role of Base Pay in Total Rewards

- The total rewards model
- The total rewards design process
- Compensation philosophy and strategy
- Introduction to base pay
- Job evaluation methods
- Job worth hierarchy

Designing Base Pay Structures

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

Practical Applications of Base Pay Structure Design

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

Base Pay Implementation and Delivery

- Pay approaches
- Job-based pay
- Person-based pay
- Differentials
- Pay actions
- Communicating pay actions
- Setting new hire pay rates

Pay for Performance and Salary Budgeting

- Principles of a sound pay for performance system
- Principles of merit pay programs
- The base pay investment
- Merit increase guidelines
- Creating a salary budget recommendation

Administering and Evaluating Base Pay Programs

- HR's role in administering and evaluating a base pay program
- Monitoring pay levels
- Compression
- Maintaining pay structures
- Base pay program review and audit

Mergers, Acquisitions and Base Compensation

- HR involvement
- Key priorities
- Compensation plan
- Integrating compensation plans

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP Equivalency: C4



GR6 | Variable Pay — Improving Performance with Variable Pay

Components of the Design, Implementation, Management and Assessment

Course Overview

- 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

This intermediate-level course presents the fundamentals of variable pay. The course focuses on compensation strategy and variable pay, definitions and the design and implementation of incentive, recognition and bonus plans.

Who Should Attend

Course GR6 is designed for HR professionals responsible for designing, assessing or maintaining variable pay programs.

What You Will Learn

Total Rewards and Variable Pay

- Elements of compensation
- Categories of variable pay

Supporting Business Objectives through Variable Pay

- Business strategy
- Business objectives drives business strategies
- Business lifecycle
- Variable pay supports business objectives

Types of Variable Pay

- Incentive plans
 - Short-term incentive plans
 - Profit-sharing plans
 - Performance-sharing plans
 - Individual performance-based plans
 - Long-term incentive plans
 - Equity- and nonequity-based plans
- Bonus plans
 - Referral
 - Hiring (sign-on) bonus
 - Retention (stay) bonus
 - Project completion bonus

- Recognition plans
 - Spot awards
 - Managerial recognition
 - Nominations
 - Organizationwide recognition

Developing a Variable Pay Plan—Phases 1 and 2

Phase 1: Pre-design

- Considering internal and external factors
- Obtaining management support
- Identifying the design team

Phase 2: Design

- Determining plan objectives and plan type
- Defining eligibility
- Selecting performance measures

Developing a Variable Pay Plan—Phase 3

- Phase 3: Funding and distribution
 - Determining performance targets and payouts
 - Funding the plan
 - Distributing plan earnings
- Final approval

Implementation and Evaluation

- Plan implementation
 - Selecting the implementation team
 - Developing the communication plan
 - Introducing the plan
 - Coordinating plan administration
- Plan evaluation
 - Determining plan effectiveness
 - Why plans fail
 - Potential evaluation Outcomes

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP Equivalency: C12



GR7 | International Remuneration— An Overview of Global Rewards

Total Remuneration Within Global Organizations

Course Overview

- Examine why companies globalize and the impact of it
- Identify cultural issues and influences that affect the design and delivery of global rewards
- Discover primary similarities and differences when developing a compensation/remuneration strategy
- Gain an overview of benefits in different regions that may serve as a starting point for developing a global benefits strategy
- Explore work-life, performance & recognition, and development & career opportunities and their effect on attraction, motivation and retention throughout the world
- Learn approaches and issues associated with managing international assignments
- Discuss emerging marketing trends and the future of global rewards

This basic-level course offers an overview of total remuneration and its role within global organizations. It includes summaries of national remuneration practices in various countries and regions of the world, a discussion of expatriate pay strategies, an analysis of the differing influence of governments on remuneration practices and the role of remuneration within the overall global management of human resources.

Who Should Attend

This course is recommended for HR generalists and specialists from all functions seeking a broad understanding of total remuneration policy and practices around the world. It serves as an overview of global practices in total remuneration. It also serves as an introduction to global strategy.

What You Will Learn

Globalization, Remuneration and Total Rewards

- Globalization
- The global business environment
- Total remuneration

Influences on Reward Systems

- Influences on total rewards
- The impact of culture
- Other influences
- Government controls
- Influence of technology
- Rewards planning
- Common-sense global practices

Global Compensation Practices

- Elements of compensation
- Factors to consider in compensation/remuneration
- Base pay delivery

- Variable pay delivery
- Executive compensation
- Common-sense global practices
- Summary of compensation challenges

Global Benefits Practices

- Benefits
- Influences on global benefits planning
- Global benefits strategy
- Government programs
- Company programs
- Global benefits trends
- Examples of country-specific rewards

Work-Life, Performance and Recognition, Development and Career Opportunities

- Total rewards in the global workplace
- Global performance management
- Other rewards
- Impact on total rewards

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

The Future of Global Rewards

- Becoming a strategic partner
- Global trends in total rewards
- Emerging markets
- Developing a global action plan
- The future of globalization

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)



GR9 | Strategic Communication in Total Rewards

Make Sure Employees ‘Get It’

Course Overview

- 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 your message
- Cover specific total rewards communications considerations and special situations
- Find out how to effectively and efficiently manage your communication campaign

This course provides an introduction to strategic communication, focusing on total rewards communication. It begins by establishing the purpose and value of strategic communication along with discussing how behaviors can be influenced by communications. In addition, an eight-step process is detailed providing guidance for creating an effective and efficient communication campaign. Case studies provide participants an opportunity to apply the eight-step process. Furthermore, specific communications related to each of the total rewards elements are highlighted, as are suggestions for communicating special situations, such as a merger or acquisition.

Who Should Attend

Course GR9 is designed for those experienced in the employee compensation and benefits fields or for those who would like to broaden their total rewards perspective. Participants who have mastered the concepts in WorldatWork courses GR1, GR4 and GR5 would benefit most, as the course is highly participative and discussion oriented. This course is strategic in nature and is designed for participants who need to focus primarily on the design and direction of communication.

What You Will Learn

Communication Strategy and Total Rewards

- Total rewards concepts and components
- Value and purpose of strategic total rewards communication
- Effective communication
- Management’s role in communication

Communication Fundamentals

- Fundamentals of communication
- Characteristics of effective communication
- The strategic communication process

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
- Face-to-face
- Paper-based
- Technology-based
- Step 6—Develop the communications campaign

The Strategic Communication Process: Steps 7-8

- Step 7—Implementation
- Step 8—Evaluation
- Case study
- Managing the communication campaign

Total Rewards Communication and Special Situations

- Total rewards communication
- Compensation
- Benefits
- Work-life
- Performance and recognition
- Development and career opportunities
- Total rewards statements
- Special situations
- Working effectively with external vendors and internal communication departments

Credits

- GRP: Required
- Recertification: 2 course, .5 exam
- CEUs: 1.5 course, .3 exam
- PHR/SPHR/GPHR: 16 hours (Traditional classroom)
- CCP and CBP Equivalency: T4



GR17 | Market Pricing— Conducting a Competitive Pay Analysis

Avoiding Analysis Paralysis

Course Overview

- Review common compensation strategies, base pay structure design, and the establishment and use of a job worth hierarchy
- 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
- Learn how to handle exceptions or special situations
- Find out how to communicate market pricing to upper management and your organization

This course provides a consistent and effective methodology for market-pricing benchmark jobs within an organisation. Participants have an opportunity to develop their data utilization skills through classroom practicum exercises.

Who Should Attend

Compensation and HR professionals with an interest in or responsibility for identifying competitive rates of pay, job evaluation and compensation program development.

What You Will Learn

Total Rewards and the Compensation Function

- The total rewards model
- Compensation philosophy and strategy
- Base pay structure design
- Job worth hierarchy

Market Pricing and Business Strategy

- Market pricing
- Terminology
- Market pricing steps
- Market pricing: advantages and disadvantages

Survey Data

- Data sources
- Data collection
- Salary formats
- Job matching

Collecting Survey Data

- Survey selection
- Data integrity
- Multiple survey sources
- Statistical data points
- Documentation

Utilizing Survey Data

- Utilizing survey data
- Aging data
- Blending and weighting
- Regression
- Internal versus external equity

National Plastics and Rubber Manufacturing — A Case Study

- Case study

Exceptions and Special Situations

- Total compensation
- Incentives

Communication

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

Credits

- GRP: Required
- Certificate in Global Remuneration: Required
- Recertification: 2 course, .5 Exam
- CEUs: 1.5 Course, .3 Exam
- PHR/SPHR/GPHR Recertification Hours: 16 (Traditional classroom)
- CCP Equivalency: C17



When I took on a new role as Compensation and Benefits Manager for Central Europe's leading global telecom supplier several years ago, I decided to go through the WorldatWork GRP program. At that time, Reward Management as a specialist discipline was not as advanced in Central Europe as the majority of compensation and benefits activities such as base pay management or pension schemes. Therefore I took my introduction training in the U.S. where I also attended my first WorldatWork classes to get a broader understanding of Total Rewards.

Alexander Zerkowitz, GRP
Human Resource Director
Raiffeisen-Landesbank
Steiermark

As an HR generalist, the GRP program gave me a very solid and broad foundation on compensation and benefits models as well as international best practices from various industries, allowing me to successfully fulfill my role as a compensation and benefits professional. Through the GRP program I was able to benefit from the many years of academic and practical experience of the WorldatWork faculty as well as from networking with other compensation and benefits professionals.

Now that I am back in an HR director role for a leading banking corporation in Central and Eastern Europe, the learning from the GRP program still proves valuable 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' needs and expectations.



*WorldatWork Society of
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