

# THE WORLD'S MOST RECOGNISED REWARD QUALIFICATION

10 two-day courses, each one followed by an exam,  
leading to the prestigious GRP reward qualification.



**Signifying you have the knowledge and ability to integrate  
reward programmes with business strategy**

*"The most broad and in-depth reward training  
available in the UK, Ireland and Europe"*

**REGISTER NOW!**

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*Enhance credibility*  
*Master an area of specialty*  
*Ensure marketability*  
*Advance career*  
*Expand professional network*

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WorldatWork and E-reward.co.uk jointly offer the GRP (Global Remuneration Professional) designation in the UK and Ireland. It is recognised and valued by employers worldwide. Projecting excellence in your field, this prestigious designation gives you the extra edge to advance your career and enable you to play a strategic role in your organisation's success.

With the completion of the GRP certification programme, you show the world that you are a determined, confident expert in your field.

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**The modules you need to take in order to achieve the qualification:**

- 6 Total Rewards Management (GR1)**
  - 7 Quantitative Principles in Compensation Management (C3E)**
  - 8 Job Analysis, Documentation and Evaluation (GR3)**
  - 9 Base Pay Administration and Pay for Performance (GR4)**
  - 10 Variable Pay – Improving Performance with Variable Pay (GR6)**
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*e-reward.co.uk*



## HOW THE QUALIFICATION WORKS

The GRP designation signifies that you have the knowledge and ability to integrate your reward programmes with business strategy. It shows that you understand the impact of globalisation and regional influences on the design and delivery of reward programmes.

In addition, it demonstrates that you can successfully design and administer base and variable pay programmes and effectively communicate rewards information to management and staff.

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*The way forward is to be qualified. This is E-reward's fast track route to get certified.*

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### Exam requirements and preparation

You will need to participate in 10 different two-day courses followed by successfully passing the associated exam. WorldatWork and E-reward provides a classroom-based preparation course to help equip you with the education and knowledge in order to prepare you for the exam.

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*Certification preparation courses and exams for reward professionals. Show you are on top of your game.*

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*Join 20,000 people worldwide who can use the designation GRP after their name.*

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- The GRP designation is awarded after obtaining the passing score for all the 10 required exams
- Each module takes 2 1/2 days to complete. A two-day classroom course followed by a half-day exam.
- Each course takes place in central London (or some courses can be taken in Dublin).
- The format is classroom style, with an experienced tutor and approximately 15 students.
- Each course is supported by a hard copy manual.
- The exam consists of about 80 multiple choice questions based on what you will have studied during the course.
- The teaching faculty comprises highly-experienced experts with a stellar professional background.
- Modules can be taken in any order convenient to you but professionals new to HR would probably benefit from taking the foundation course first – Total Rewards Management (GR1) – as it offers a basic overview of terms that will be introduced in the other GRP courses.
- Courses are designed as standalone products, although there is some emphasis during the class on preparing students for the exam on the morning of day 3.

We have been running the classroom courses in London with WorldatWork since 2011 – the Global Remuneration Professional (GRP) qualification was launched by WorldatWork in 1976.

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*Certification speaks volumes. Set your success plan today.*

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### The faculty

Our panel of UK instructors has been recruited from the world's most respected and qualified practitioners, consultants and educators. These highly-experienced experts have dedicated their careers to the total rewards profession. They will provide you with the critical advantage of showing you how to apply the facts and theory to real-life business situations that affect your organisation's bottom line.

# THE BENEFITS OF THE GRP QUALIFICATION



In any business environment the power of knowledge is premium. To stand out in our profession you must have a firm understanding of the key components in total reward.

The GRP certification provides you with the knowledge foundation you will need to confidently perform in a challenging business environment.

***Initiative counts. Ask for E-reward's justification pack so you can get your employer on board whilst you qualify.***

Global Remuneration Professionals remain on the leading edge of their profession and join an elite society of certified professionals worldwide.

The designation signifies commitment, professionalism and belonging to the foremost community of colleagues in the reward field. E-reward members value the GRP qualification and agree there are many benefits to obtaining it.

- Knowledge and skills
- Practical applications
- Credibility and recognition
- Specialisation
- Achieve excellence
- Marketability
- Career advancement
- Currency
- Networking

The GRP is a great way to learn key reward concepts, network with other compensation and benefits practitioners, and achieve professional recognition. Plus, in order to retain the certification, you need to earn credits regularly, which means that you will have to keep your knowledge current – a great advantage for your development.

GRP accreditation will give you the background necessary to build your career, and you will quickly build your credibility and be offered the opportunity to work on a vast array of incredibly diverse projects and topics.

## FEEDBACK RECEIVED FROM DELEGATES ATTENDING ONE RECENT CLASS

'Interesting, helpful and informative.'

'Very good and interesting.'

'Really useful for comp & ben specialists.'

'Very engaging, helpful, well prepared and offered very interesting, memorable "real-world" examples.'

'Excellent course with a great level of detail covered. The course was really appropriate to reward professionals.'

'Enjoyed it – very informative and detailed.'

'Very good – a lot to learn from it.'

'Good, easy to follow.'

'Very good instructor, perfectly paced and detailed explanation. He was very professional and dedicated.'

'Really good tutor. He gave examples of how to put the theory into practice.'

'Very good tutor who took care of different speeds of classes.'

'He did a very good job in putting complex content into something simple.'

'Excellent tutor. Good example given and helped us understand.'

'Very engaging, plenty of personal experience.'

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***Step-by-step you will build technical mastery in compensation planning, gain strategic proficiency and become more adept at integrating compensation strategy with overarching business goals. Each designation signifies your increasing level of proficiency as you advance into more senior management roles.***

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# TOTAL REWARDS MANAGEMENT | GR1

## Attract, motivate, engage and retain employees with an effective rewards programme

An ideal starting point, this basic-level course will teach you what is required to formulate a rewards programme that has the power to attract, motivate and retain – total rewards.

You will be 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.

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

## 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 programmes
- Pay for time not worked programmes

### Work-Life

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

### Performance and recognition

- Performance management
- Performance management process phases
- Recognition programmes

### 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

## Who should register

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.

*Be smart. Be certified. E-reward can help you achieve this internationally-recognised reward qualification.*

# QUANTITATIVE PRINCIPLES IN COMPENSATION MANAGEMENT | C3E

## Master HR statistics with Excel

This course focuses on general quantitative concepts, basic statistical tools, the mathematics of compensation design and administration, mathematical modelling and regression analysis. This course will demonstrate how to apply these concepts utilising Excel so all participants must have access to Excel while completing the course. Participants will learn to consider data from numerous sources with an emphasis on problem solving and decision-making.

- Learn basic quantitative concepts and the four levels of measurement.
- Learn 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.
- Learn how to collect, analyse and accurately display statistical data.
- Learn how to determine central tendency and measures of central location.
- Discuss measures of variability.
- Explore shapes of distributions.
- Gain an understanding of modelling and regression analysis.

**This course requires you bring a fully-charged Windows PC laptop (not Mac), loaded with Microsoft Excel 2010 or later. We recommend that you bring a mouse to the course to help with extensive on-screen navigation. Participants will receive instructions to download the supplemental course material Excel files prior to attending the session.**

## What you will learn

### Statistics – Data, information and levels of measurement

- Why compensation 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 compensation management

### Time value of money

- Time value of money
- Present and future value
- Compound interest and compound salary growth rate

- Constant midpoint progression
- Annuity payments

### Statistics – Collecting, organising, grouping and displaying data

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

### Statistics – Lying with statistics, graphs and displays

- Recognising distorted data
- Avoiding mistakes that distort data

### Statistics – Measures of central tendency and/or location

- Measures of central tendency
  - Mode
  - Median
  - Mean
- Measures of location
- Percentile bars

### Measures of variability

- Measures of variability
  - Range
  - Interquartile range
  - Standard deviation
- Z-scores
  - 2-sigma and 3-sigma rules

### Statistics – Shapes of distributions

- Interpreting distributions
- Normal distributions

### Regression analysis

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

## Who should register

This course is intended for those individuals who are pursuing CCP or GRP. It is also applicable for practitioners who are seeking a basic treatment for applying statistics in reward management and who have responsibility for designing compensation programmes.

# JOB ANALYSIS, DOCUMENTATION AND EVALUATION | GR3

## Matching the right methods to your organisation

This course examines the methods and processes that support job analysis, job documentation and job evaluation in order to attract and retain effective talent.

You will 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 own organisation.

- 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 non-quantitative approaches

## What you will learn

### Strategic overview

- Elements of compensation
- Building a base pay structure
- 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

- Market-based job evaluation
- Considerations in data collection

### Non-quantitative 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

*The way forward is to be qualified. E-reward's fast-track route to get certified.*



# BASE PAY ADMINISTRATION AND PAY FOR PERFORMANCE | GR4

## Learn how to design a fair and competitive plan

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

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

## What you will learn

### 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 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
- Differentials
- Pay actions
- Communicating pay actions
- New hire pay rates

### Pay for performance and salary budgeting

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

### Administering and evaluating base pay programmes

- Monitoring pay levels
- Compression
- Maintaining pay structures
- Base pay programme 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

*Initiative counts.  
Be qualified.  
Reward courses for busy  
HR professionals.*

## Who should register

This course is intended for emerging compensation practitioners with limited experience in developing pay structures. Knowledge of basic mathematical concepts such as mean, median, weighted average, compa-ratio, percentiles and calculating per cents is recommended, as well as an understanding of the concept of regression analysis.

# VARIABLE PAY – IMPROVING PERFORMANCE WITH VARIABLE PAY | GR6

## Designing for results

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.

- 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

*Certification preparation courses and exams for reward professionals. Show you're on top of your game.*

## 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

- Short-term incentive plans
  - Profit-sharing plans
  - Performance-sharing plans
  - Individual performance-based plans
- Long-term incentive plans
  - Equity-based plans
  - Non-equity based plans

- Bonus plans
  - Referral
  - Hiring (sign-on) bonus
  - Retention (stay) bonus
  - Project completion bonus
- Recognition plans
  - Spot awards
  - Managerial recognition
  - Nominations
  - Organisation-wide 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

- 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
  - Co-ordinating plan administration
- Plan evaluation
  - Determining plan effectiveness
  - Why plans fail
  - Potential evaluation outcomes

## Who should register

This course is designed for HR professionals responsible for designing, assessing or maintaining variable pay programmes.

# INTERNATIONAL REMUNERATION – AN OVERVIEW OF GLOBAL REWARDS | GR7

## Total remuneration within global organisations

This course offers an overview of total rewards and their role within global organisations. Topics include the development of effective compensation, benefits and work-life strategies that respond to organisational 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 globalise 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
- Identify general benefits in different regions of the world that may serve as a starting point for developing a global benefits strategy
- Explore work-life, performance and recognition and development and career opportunities, and their effect on attraction, motivation and retention throughout the world
- 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

### Globalisation, remuneration and total rewards

- Globalisation
- The global business environment
- Total remuneration

### Influences on reward systems

- Influences on total rewards
- The impact of culture
- Other influences
- Rewards planning
- Global practices

### Global compensation practices

- Elements of compensation
- Factors to consider in compensation/remuneration
- 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 non-statutory benefits
- Cost of non-statutory benefit programmes
- 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, performance and recognition, development and career opportunities

- Total rewards in the global workplace
- Global performance management
- Other rewards
- 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 HR
- The importance of culture
- Other global M&A issues
- Successful cross-border mergers and acquisitions

## Who should register

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

# STRATEGIC COMMUNICATION IN TOTAL REWARDS | GR9

## Make sure employees 'Get it'

This module gives you 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 behaviours can be influenced by communications.

In addition, an eight-step process is detailed giving you guidance to create 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.

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

*Position yourself for success. Reward education from WorldatWork and E-reward. Unlock your future.*

## What you will learn

### Communication strategy and total rewards

- Total rewards concepts and components
- Strategic total rewards communication
- Effective communication
- Management's role in communication

### Communication fundamentals

- Fundamentals of communication
- Communication models
- Effective communication
- Potential barriers to effective communication
- The strategic communication process

### The strategic communication process: Steps 1-4

- Step 1: Analyse 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 management
  - Talent development
- Total rewards statements
- Special situations
- Working effectively with external vendors and internal communication departments

## Who should register

This course 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 and GR4 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.

# MARKET PRICING – CONDUCTING A COMPETITIVE PAY ANALYSIS | GR17

## Avoiding analysis paralysis

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

- 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 organisation’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 short- and long-term incentive survey data
- Find out how to best communicate market pricing to upper management and your organisation

## What you will learn

### Market pricing and business strategy

- The total rewards design process
- Compensation philosophy and strategy
- Factors influencing compensation
- Market position
- Business life cycle
- Compensation programme objectives

### Market pricing terminology and base pay structure design

- Market pricing terminology
- Base pay structure design
- Market-based 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

- Data sources: salary surveys
- Sources of survey data
- Decision factors
- Survey data formats
- Survey data – statistical data points
- Survey selection
- Documentation
- Accuracy of survey data
- Data integrity components
- Participating in surveys
- Job matching

### Utilising survey data

- Utilising survey data
- Aging data
- Blending
- Adding a premium
- Weighting market data
- Modelling
- Regression analysis

### National Plastics and Rubber Manufacturing – A case study

#### Short-term and long-term incentive survey data

- Short-term incentives
- Total cash compensation
- Long-term incentives
- Long-term incentive types
- Total direct compensation

#### Communication

- The purpose of communication
- Management’s role in communicating compensation
- Communication with employees and upper management
- Organisation-wide communication
- Communication and survey sources

## Who should register

This course is designed for compensation and HR professionals with an interest in or responsibility for identifying competitive rates of pay, job evaluation and compensation.

# INTERNATIONAL FINANCIAL REPORTING STANDARDS FOR COMPENSATION PROFESSIONALS | T7

## Learn the language all global rewards professionals should know

This course presents an introduction to International Financial Reporting Standards (IFRS). It will provide you with all the understanding you need to interact effectively with accounting and finance departments in your company.

- Explore an overview of IFRS and the International Accounting Standards Board (IASB)
- Understand the objectives of financial reporting and how to identify and work with 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

### 1. Introduction to the IASB and the IFRS

- Objectives of the IASB
- Structure of the standard setting body and sub-committees
- Conceptual framework
- IAS and IFRS standards

### 2. Objectives of financial reporting

- Relationship between the conceptual framework and stakeholders
- Providing information to the stakeholders of the organisation
- Who are the stakeholders?

### 3. Financial statements

- Content of the key financial statements
  - Statement of financial position
  - Statement of income
  - Statement of other comprehensive income
  - Statement of cash flows
  - Notes accompanying the accounts – the true source of information

### 4. IAS 19 Purpose and scope

- Concept of accrual accounting
- Basic principle that the cost of providing employee benefits should be recognised in the period in which the benefit is earned by the employee, rather than when it is paid or payable
- How is this done?

### 5. IAS 19 Short-term employee benefits

- Definition
- Types of short-term benefit
- Benefits that accrue
- Benefits that do not accrue
- Profit sharing and bonus plans
- Accounting treatment for short-term benefits
- Practical examples of treatments

### 6. IAS 19 Types of post-employment benefit plans

- IAS 19 Features of a defined contribution plan
  - Calculating the liability of a defined contribution plan
  - Accounting treatment of a defined contribution plan

- Practical examples of treatment
- IAS 19 Features of a defined benefit plan
  - Calculating the liability of a defined benefit plan
  - Methods of calculation including the reliance on actuarial and financial assumptions
  - Discounted cash flow techniques. Issues to be addressed, such as what is the appropriate discount rate

### 7. IAS 19 Other long-term benefits

- Accounting treatment of other long-term benefits
- Benefits that are immediately expensed
- Benefits that are accrued

### 8. IAS 19 Termination benefits

- Categories of benefits that qualify and the conditions that determine these categories
- Determination of the conditions for a plan
- Treatment of the benefits provision/ payments

## Who should register

This course is perfect for HR and compensation professionals who have global responsibility for compensation and rewards programmes.

# BUSINESS ACUMEN FOR COMPENSATION PROFESSIONALS | C8

## Critical thinking skills for today's leaders

In this competitive, global economy reward professionals are expected to go beyond the technical aspects of the job and think like a businessperson. In fact, strategic business understanding was one of eight key differentiators of top performers according to the *WorldatWork 2012 Total Rewards Professionals' Career Census*.

To gain this understanding, you must embody business acumen skills – knowing what's going on around you and how the business works internally and externally. Having a keen sense of business knowledge is essential for better decision making and driving long-term positive results for your organisation.

This module covers the essential skills, behaviours and actions that support the understanding and development of business acumen – helping you to learn to see “the big picture,” understand finance concepts, recognise the important relationship between compensation plans and the bottom line and make wiser decisions.

- Learn what it takes to apply key business acumen skills and behaviors
- Understand, evaluate, and articulate the relationship between compensation and business outcomes
- Grasp essential financial concepts
- Know how your business works and recognise the relationship between the compensation plan and the bottom line
- Strengthen communication skills

## What you will learn

### Module 1: Introduction to business acumen

- Business acumen skills and behaviours and key competencies
- Importance of business acumen to organisations and individuals
- The global rewards framework
- Role of the compensation professional

### Module 2: Knowing how business works

- Competitive strategies and market position
- Allowances
- Business life cycle

### Module 3: Financial literacy

- Basics of financial reports
- Common profit measures
- Common metrics

### Module 4: Evaluating the business

- Key performance indicators
- The organisation's bottom line and its impact on compensation
- Common tools and approaches for evaluation

### Module 5: Communication and connections

- Building a knowledge network
- Identifying resources and where data comes from
- Importance of fact-based communication
- Engaging and contributing to discussions with non-compensation colleagues

## Who should register

This course has been designed to provide critical insights around business acumen and explores how the compensation professional can leverage these insights to maximise their role within their organisation.

*Invest in yourself today.  
Further your professional  
development as you  
strengthen your skills.*

## THE SMALL PRINT

### Course bookings

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After we have processed your course booking we will send you an email to confirm the places we have reserved on your behalf. If you have not received confirmation within two days of making your booking please call us to make sure your booking has been received.

### Payments

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You will be sent an invoice covering the course fee. Credit card payments are also accepted.

Payment to E-reward.co.uk Ltd in GBP British Pounds is by BACS, wire transfer, cheque or credit cards.

Each ticket covers attendance for one person only for the duration of this 2½-day preparation course with certification exam on the morning of day three, and includes coffees, teas and light snacks during the lunch hour, as well as course materials.

All bookings are subject to VAT taxed at 20%.

### Payment terms

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It is a condition of booking that payment must be received by E-reward.co.uk before the start of the course or no later than 30 days from date of invoice, whichever is sooner.

### Late payments

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We understand and will exercise our statutory right to interest and compensation for debt recovery costs under the late payment legislation if we are not paid according to agreed credit terms. Under the Late Payment of Commercial Debts [Interest] Act 1998 – as amended and supplemented by the Late Payment of Commercial Debts Regulations 2002 (to incorporate the features of European Directive 2000/35/EC) – we are entitled to charge:

- Debt recovery costs – £40 on debt up to £999.99; £70 on debt between £1,000 and £9,999.99.
- Statutory interest – 8% above the Bank of England reference rate (fixed for the six month period within which date the invoices became overdue).

### Cancellations

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Course delegates who advise E-reward.co.uk of their cancellation in writing via email (to paul@e-reward.co.uk) 30 calendar days before the start of the course will have their fees refunded – less an administration charge of 20% of the course fees.

No refund will be made for cancellations received less than 30 calendar days before the start of the course. Failure to attend the course will be subject to the same terms.

### Transfers

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Transfers may be made to any other GRP course in the UK organised by E-reward.co.uk subject to space availability. All course transfers must be made in writing via email (to paul@e-reward.co.uk) 30 calendar days or more before the start of the Course. There will be no fee charged for such transfers. One free transfer can be made for each course booking after which there will be a £100 administration charge for each further request.

**Please note: We are unable to accept any transfer requests received less than 30 calendar days before the start of the course and no refunds will be made.**

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*Learn. Apply. Achieve.  
Creating the senior  
reward professionals  
for the future.*

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### Joining instructions

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Final course details and a venue location map will be emailed to course delegates at least three weeks before the event.

### Documentation

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You will receive your course materials by post (First Class, Standard delivery) ahead of the Course. Participants registering 0-14 days before the start of the Course will receive their course materials on arrival for registration on Day one of the Course.

### Hotel accommodation

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Course delegates are responsible for their own accommodation.

### Other terms and conditions

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The course programme is correct at the time of printing. We reserve the right to cancel a course at any time due to circumstances beyond our control. Where circumstances force E-reward.co.uk to cancel a course, we shall refund any fees paid for that particular course. E-reward.co.uk is not, however, liable for any consequential or indirect loss.

However, if the course is postponed for reasons beyond the direct control of E-reward.co.uk, this booking will be transferred to the revised date of the course and all these Terms and Conditions shall apply to any such transferred booking. Views expressed by the course instructors are their own. All advice provided at this course is for general guidance only. Any course delegates relying on information or advice given in the course of such training do so at their own risk.

### The course schedule

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Each module starts with registration and coffee at 8.45am.

The class starts at 9am and typically finishes at 5pm.

The exam takes place on the final morning and starts at 9am and finishes at 12 noon.

### The venue

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All our GRP courses are held in central London and Dublin.

### Will I need a visa?

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A questionnaire on the UK Border Agency web site will help you to decide whether you need to obtain a visa before you travel to the UK. It also contains guidance on the type of visa that you might need. The questionnaire is for all foreign nationals who want to come to or transit the UK. ('Transit' means to pass through the UK on your way to another country without staying here.)

Please visit: [www.gov.uk/check-uk-visa](http://www.gov.uk/check-uk-visa)

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***'WorldatWork training and certification programmes have certainly helped me realise my personal and professional aspirations . . . Completing my certification training has not only increased my technical skills but also boosted my self-confidence and my commitment to the total rewards profession.'* – Kristin M. Palmer Turner, CCP, SPHR, GRP, WLCP: HR/Compensation Consultant, NW NATURAL**

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### Exam results

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Once the exam scripts have been processed (about three weeks after the event), an email will be sent to you from **WorldatWork** with instructions on how to log into the WorldatWork web site to view your results.

Log into [www.worldatwork.org](http://www.worldatwork.org) with your ID and password. Click on **My Profile** in the upper right and then click on **My Education Transcripts**.

If you don't receive your exam results, please email or call WorldatWork Customer Relations department at [customerrelations@worldatwork.org](mailto:customerrelations@worldatwork.org) or +1 480-951-9191.

**Passwords** – if you have forgotten your password, under the log in screen at [www.worldatwork.org](http://www.worldatwork.org) there are tabs that say "I forgot my password" or "I need a password". If you are still having trouble, you can contact Customer Relations (contact information above).

### Exam re-takes

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If by chance you are unsuccessful in your exam, WorldatWork Society of Certified Professionals has partnered with Pearson VUE to deliver computer-based certification examinations at city locations throughout the world. The retail rate for an exam only is approx. \$200 for members (\$270 for non-members).

Computer-based testing (CBT) allows you to schedule your exam for the date, time and location that work best for you.

Registration for your exam must be made with **WorldatWork**, either online at [www.worldatwork.org](http://www.worldatwork.org) or by calling Customer Relationship Services at +1 480-951-9191 outside of the U.S. and Canada. (Your complete registration and payment must be received before you can schedule your exam.) Your receipt will instruct you to visit [www.pearsonvue.com/worldatwork](http://www.pearsonvue.com/worldatwork) to set up an account with your name and email address.

### Certificates

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Once all of the exams have been completed (and passed) a GRP certificate is posted to the participant. We suggest that participants keep their certifications current (every three years). Information about re-certification can be found here: [www.worldatworksociety.org](http://www.worldatworksociety.org)

We do not offer individual certificates for passing each exam but a participant can make a copy of their transcript under their **My Profile** information on the WorldatWork web site if they need a list of what they have taken.

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*Get certified. Helping remuneration professionals reach the top.*

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## ABOUT US

### E-reward.co.uk

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E-reward brings you all the latest thinking in reward management. Our insightful research, advice and guidance on the UK employee reward scene is relayed to the profession through our web site, e-newsletters, executive remuneration database, research reports, reward conferences and compensation & benefits courses. Our high quality, relevant information and guidance helps you improve your knowledge and understanding, form intelligent views and opinions and achieve your highest potential in reward management.

Post: 33 Denby Lane, Heaton Chapel, Stockport, SK4 2RA, United Kingdom

Email: [paul@e-reward.co.uk](mailto:paul@e-reward.co.uk)

Tel: 0161 432 2584 [int: +44 161 432 2584]

Web: [www.e-reward.co.uk](http://www.e-reward.co.uk)

### WorldatWork

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WorldatWork, the Total Rewards Association, is a not-for-profit organisation providing education, remuneration courses, conferences and research focused on global human resources issues including compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork has nearly 30,000 members and professionals in more than 100 countries with training, certification, research, conferences and community.

Post: 14040 N. Northsight Blvd, Scottsdale, AZ 85260, USA

Email: [customerrelations@worldatwork.org](mailto:customerrelations@worldatwork.org)

Tel: +1 480-951-9191

Web: [www.worldatwork.org](http://www.worldatwork.org)

### WorldatWork Society of Certified Professionals

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WorldatWork Society of Certified Professionals, an affiliate of WorldatWork, has awarded more than 25,000 designations since 1976, signifying proficiency, mastery and skill for the individuals who have met the rigorous requirements to earn them. Society designations are recognised globally and highly valued by employers and other stakeholders who rely upon them, conveying excellence in the field and true dedication to the profession.

The WorldatWork Society of Certified Professionals is a separate not-for-profit legal entity with its own board of directors. Certification exams are administered and designations are issued by the society. Educational courses are administered by WorldatWork.

Post: 14040 N. Northsight Blvd, Scottsdale, AZ 85260, USA

Email: [certification@worldatworksociety.org](mailto:certification@worldatworksociety.org)

Tel: +1 480-922-2020

Web: [www.worldatworksociety.org](http://www.worldatworksociety.org)