



# GRP<sup>®</sup>

**GLOBAL REMUNERATION PROFESSIONAL**

Continuous  
Learning

Global  
Expertise

Strengthen your skills, broaden your reach

Career  
Advancement

Competitive  
Advantage

CERTIFICATION AND TRAINING GUIDE

## Table of Contents

<b>3</b>	<b>Global Remuneration Professional® (GRP®)</b>
<b>4</b>	<b>Total Rewards Management (GR1)</b>
<b>6</b>	<b>Quantitative Principles in Compensation Management (C3E)</b>
<b>8</b>	<b>Job Analysis, Documentation and Evaluation (GR3)</b>
<b>10</b>	<b>Base Pay Administration and Pay for Performance (GR4)</b>
<b>12</b>	<b>Variable Pay – Improving Performance with Variable Pay (GR6)</b>
<b>14</b>	<b>Business Acumen for Compensation Professionals (C8)</b>
<b>15</b>	<b>Strategic Communication in Total Rewards (GR9)</b>
<b>16</b>	<b>Market Pricing – Conducting a Competitive Pay Analysis (GR17)</b>
<b>17</b>	<b>International Remuneration – An Overview of Global Rewards (GR7)</b>
<b>19</b>	<b>International Financial Reporting Standards for Compensation Professionals (T7)</b>
<b>20</b>	<b>About the Organisers</b>
<b>20</b>	<b>Contact Information</b>

## Global Remuneration Professional® | GRP®

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

**All modules and online exams will be conducted in WorldatWork's e-learning platform**

Group A	GR1	Total Rewards Management
	C3E	Quantitative Principles in Compensation Management
	GR3	Job Analysis, Documentation and Evaluation
	GR4	Base Pay Administration and Pay for Performance
	GR6	Variable Pay – Improving Performance with Variable Pay
	C8	Business Acumen for Compensation Professionals
	GR9	Strategic Communication in Total Rewards
	GR17	Market Pricing – Conducting a Competitive Pay Analysis
Group B	GR7	International Remuneration – An Overview of Global Rewards
	T7	International Financial Reporting Standards for Compensation Professionals

Remarks:

- All materials and binders will be in electronic format
- For e-learning arrangement, participant will receive an email invitation to activate a Learner Dashboard (WorldatWork's e-learning platform) account for accessing educational content and pre-recorded videos
- To complete the GRP Certification, participant must pass all modules listed in Group A and Group B
- Completion of Group A modules can also be used towards the completion of the CCP Certification
- Group B modules are only applicable for completion towards the GRP Certification

## Total Rewards Management

### Certification Exam GR1

Knowing what is required for an effective total rewards strategy will set you apart as a human resources professional. In this course, you will learn how to design and implement a total rewards programme that meets your organisation's specific needs and includes an ideal mix of rewards across the six rewards elements:

- Compensation
- Benefits
- Work-life Effectiveness
- Recognition
- Performance Management
- Talent Development

Designed for new HR professionals, HR generalists and line managers, this course will empower you with the basic skills and knowledge to create a successful total rewards strategy for your organisation. While developed to be an introduction to the total rewards system, the content goes beyond the basics to cover more advanced topics such as aligning total rewards with your organisation's culture, HR goals and business strategy.

Upon completing this course, you will know what drives successful HR rewards programmes through understanding key aspects of total rewards.

### What You Will Learn

- **Introduction to Total Rewards**  
Learn about the evolution of HR rewards, the total rewards model, strategy and approach, and drivers and elements of total rewards strategy.
- **Compensation**  
Discover the factors influencing compensation. Learn about base pay structure and design as well as differential pay and variable pay.
- **Benefits**  
Learn what influences benefits and about income protection for benefits and pay for time not worked programme.
- **Work-Life Effectiveness**  
Learn the basics of work-life effectiveness, the work life professional and work-life portfolio.
- **Recognition**  
Learn about the value of recognition programmes and how to use them to drive results along with the different types of recognition plans and programmes.
- **Performance Management**  
Gain knowledge about performance management and learn about pay for performance, principles of merit pay programmes, base pay investment and merit increase guidelines.

## Total Rewards Management

Certification Exam GR1

- **Talent Development**

Discover the role of talent development management in total rewards and learn about the types of talent development opportunities and how to measure their effectiveness.

- **Total Rewards — Pulling it All Together**

Finish with a review of the total rewards system, process and design considerations to ensure you walk away with the knowledge to design and implement a total rewards programme tailor-made for your organisation and that communicates the value of total rewards.

## Quantitative Principles in Compensation Management

### Certification Exam C3E

As a human resources professional, having a solid set of HR statistics and analytics skills is essential for delivering actionable insights for informed decision making to positively impact your organisation's business outcomes. In this hands-on HR statistics course, you will master applied statistics to HR issues and gain analytics skills using Excel.

Topics covered in the course include:

- Learning regularly used statistical tools, including the applications of these tools for total compensation design and administration.
- Recognising the four levels of measurement and the quantitative concepts in HR.
- Finding, collecting, analysing and accurately displaying statistical data in the most effective way.
- Understanding the relevant application of various statistical tools.
- Introduction to increasingly used advanced statistics for decision making, including regression analysis.

This course is part of the CCP and GRP certifications. It is designed for the HR professional seeking a foundational understanding of statistics in compensation management with responsibility in the area of compensation design.

The course is also a helpful refresher for the experienced professional. Participants will need access to Microsoft Excel 2010 or later while completing the course.

### What You Will Learn

- **Statistics: Data, Information and Levels of Management**  
Discover why HR professionals collect and use data and learn key questions to ask about the variable of interest. Learn about the levels of measurement.
- **Percents and Related Issues**  
Dive into percents, individual compa-ratio, department compa-ratio, market index, percent difference, developing salary ranges and percents in compensation management.
- **Time Value of Money**  
Understand how the time value of money is directly related to compensation, along with present and future value, compound interest and compound salary growth rate, constant midpoint progression and annuity payments.
- **Statistics: Collecting, Organising, Grouping and Displaying Data**  
Learn about populations and samples as well as frequency distributions, including how to organise group and display data.

## Quantitative Principles in Compensation Management

Certification Exam C3E

- **Statistics: Lying with Statistics, Graphs and Displays**  
Recognise distorted data and commonly used mistakes that distort data.
- **Statistics: Measure of Central Tendency and/or Location**  
Gain insights on measures of central tendency, measures of location and percentile bars.
- **Measure of Variability**  
Understand measure of variability including range, interquartile range and standard deviation. Also learn about z-scores, including 2-sigma and 3-sigma rules.
- **Statistics: Shapes of Distributions**  
Interpret distributions of data and understand the application (both good and poor) of normal distribution.
- **Regression Analysis**  
Learn about regression models within the compensation environment, how to develop a regression model, cautions in the interpretation of correlations and multiple regression.

Through this course, you will gain essential knowledge and skills in compensation statistics and analysis. Through hands-on Excel practice, you will collect and use data for problem solving and decision making that impacts your organisation's business goals and outcomes.

## Job Analysis, Documentation and Evaluation

### Certification Exam GR3

The right methods of job analysis, documentation and evaluation will help you attract and retain the talent your organisation needs to meet its business goals. In this course, you will review the importance of conducting job analysis in human resources management and discover processes and methods of job analysis to put practice in your role as an HR professional.

In this comprehensive HR job analysis course, you will:

- Review standard practice theory of HR job analysis, documentation and evaluation.
- Discuss current trends in compensation and job analysis.
- Learn methods of job evaluation including quantitative and market-based approaches.
- Gain skills to strategically approach job analysis planning and implementation.

This course is for the HR professional with experience in job analysis. However, it is also designed to be accessible to those who seek to broaden their total rewards perspective and gain expertise in the area of HR job analysis.

### What You Will Learn

- **Strategic Overview**  
A strategic overview of the elements of compensation, building a base pay structure and terms and definitions will set the stage for deeper learning throughout the course.
- **Job Analysis**  
Dive into job analysis and learn about sources of job information, job analysis communication and possible sources of error.
- **Job Documentation**  
Learn the types of job documentation, job descriptions, job description formats and job description preparation.
- **Market-Based Job Evaluation**  
Learn to differentiate between job evaluation with a market data emphasis and job evaluation with a job content emphasis and discuss key considerations in data collection within the context of market-based job evaluations.
- **Non-quantitative Job Evaluation Methods**  
Understand job-content evaluation methods, including ranking and classification methods.



## Job Analysis, Documentation and Evaluation

Certification Exam GR3

- **Quantitative Job Evaluation Methods**

Gain depth of understanding on job-content evaluation method, compensable factors, job-component method, point factor method and quantitative plan summary.

- **Selection and Implementation Issues**

Learn about approaches to selecting job-evaluation strategies, gain skills in assessing different strategies and understand potential issues and challenges that may arise during implementation.

After you complete this course, you will have the confidence and expertise in HR job analysis and evaluation to support your organisation's goals of attracting and retaining talent. The course will serve as a powerful refresher for the seasoned HR professional who is already knowledgeable in job analysis and will provide a solid foundation for the professional who is new to the job.

## Base Pay Administration and Pay for Performance

Certification Exam GR4

Learn how to design a pay for performance base pay programme that supports your organisation's compensation strategy and attracts, retains and motivates your organisation's talent. This in-depth course will provide you with the skills and knowledge to design, implement and evaluate employee base pay programmes.

Key concepts you will learn and assimilate include:

- Identifying the relationship between the organisation's business strategy and the total rewards programme.
- Understanding key considerations when designing base pay programmes.
- Learning what it takes to implement and deliver base pay programmes, including monitoring and evaluation.
- Examining pay for performance merit pay systems, including development, utilisation and costing.
- Discerning how and when human resources should be involved in mergers and acquisitions.

This course is ideal for the emerging human resources compensation professional who is getting started with developing pay structures. Knowledge of basic mathematical concepts is recommended, including: mean, median, weighted average, compa-ratio, percentiles and calculating percents.

### What You Will Learn

- **The Role of Base Pay in Total Rewards**  
Learn the elements of compensation, the total rewards design process, the fundamentals of base pay, job evaluation methods and job worth hierarchy.
- **Designing Base Pay Structures**  
Gain the skills to design base pay structures, including understanding pay structure design and broadbands.
- **Practical Applications of Base Pay Structure Design**  
Develop experience in the market-pricing approach, point factor approach and integrating market data into point factor through hands-on exercises and discussion.
- **Base Pay Implementation and Delivery**  
Learn about pay approach, job-based pay, differentials, pay actions, communicating pay actions and new hire pay rates.
- **Pay for Performance and Salary Budgeting**  
Understanding pay for performance, compensation strategy and philosophy, principles of merit-pay programmes, base pay investment, merit increase guidelines and components of market-based salary budget.

## Base Pay Administration and Pay for Performance

Certification Exam GR4

- **Administering and Evaluating Base Pay Programmes**

Be prepared to monitor pay levels, maintain pay structures and review and audit base pay programmes as well as understand compression.

- **Mergers, Acquisitions and Base Compensation**

Acquire the skills to integrate compensation plans and communicate compensation changes during mergers and acquisitions as well as understand the role of HR and key HR priorities during these events.

Upon completing this course, you will have acquired in-depth knowledge of base pay programmes to design, implement and evaluate compensation strategy that attracts and retains your organisation's talent.

## Variable Pay — Improving Performance with Variable Pay

Certification Exam GR6

Variable pay compensation can improve employee motivation and performance along with positively impacting your organisation's goals for profitability and productivity. This course will teach you the fundamentals of variable pay with a focus on compensation strategy.

In this course you will cover:

- Identifying common business strategies and objectives for achieving them.
- Aligning variable pay programmes with business strategy.
- The three categories of variable pay.
- Examining internal and external factors affecting variable pay plans.
- The activities for designing variable pay compensation strategy, including funding and distributing plan earnings.
- How to implement, communicate and evaluate the success of variable pay compensation and benefits plans.

This course is ideal for the human resources professional responsible for designing, assessing and maintaining variable pay plans.

### What You Will Learn

- **Supporting the Business Objective through Variable Pay**  
Learn about the elements of compensation, business strategy and how that drives business objectives, the business lifecycle and how variable pay helps achieve business objectives.
- **Types of Variable Pay**  
Dive into the three categories of variable pay programmes, including incentive plans, bonus plans and recognition plans:
  - Incentive plans covers short-term incentive plans, including profit-sharing, performance-sharing and individual performance-based plans.
  - Long-term incentive plans covers equity- and non-equity based plans.
  - For bonus plans, learn about referral bonus, hiring (sign-on) bonus, retention (stay) bonus and project completion bonus.
  - For recognition plans, understand spot awards, managerial recognition, nominations and organisation-wide recognition.

## Variable Pay — Improving Performance with Variable Pay

Certification Exam GR6

- **Developing a Variable Pay Plan: Phases 1 and 2**

In Phase 1, discover internal and external factors impacting variable pay plans, how to obtain management support and identify a variable pay design team. In phase 2, learn about plan objectives and plan types, how to define eligibility and select performance measures.

- **Developing a Variable Pay Plan: Phases 3**

In Phase 3, you'll learn about funding and distribution by determining performance targets and payouts, funding the variable pay plan, distributing plan earnings and obtaining final approval.

- **Implementation and Evaluation**

Bring your learning together with this final unit on how to implement the variable pay programme including selecting the implementation team, developing the communication plan, introducing the plan and coordinating the plans administration. You will also learn how to evaluate the plan's effectiveness, why variable pay plans fail and potential evaluation outcomes.

Variable pay plans support and impact your organisation's business goals and objectives. Understanding this form of compensation strategy is an essential skill for today's HR compensation professional. This course will empower you with the knowledge you need to design, implement and evaluate variable pay plans.

## Business Acumen for Compensation Professionals

### Certification Exam C8

In this competitive, global economy business leaders expect you to go beyond the technical aspects of your job and think like a businessperson. In fact, strategic business understanding was one of eight key differentiators of top performers according to the WorldWork 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 course covers the essential skills, behaviours and actions that support the understanding and development of business acumen-helping you 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 behaviours.
- 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

## Strategic Communication in Total Rewards

Certification Exam GR9

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 behaviours 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 an 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.
- 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 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 — Implement the campaign
- Step 8 — Evaluate the campaign
- Case study
- Managing the communication campaign

#### Total Rewards Communication and Special Situations

- Total rewards communication
  - Compensation
  - Benefits
  - Work-life effectiveness
  - Recognition
  - Performance management
  - Talent development
- Communicating the value of a total rewards statement
- Special situations
- Working effectively with external vendors and internal communication departments

## Market Pricing — Conducting a Competitive Pay Analysis

Certification Exam GR17

Attracting and retaining your organisation's top talent requires providing competitive wages and salaries. This course will empower you with the skills needed to market price benchmark jobs and slot non-benchmark jobs into a salary structure you create based on your interpretation of your organisations compensation philosophy. You will learn a consistent methodology for conducting a competitive pay analysis and assess whether it will support your human resources hiring and retention goals and your organisation's business strategy.

Throughout the course, you'll gain hands-on experience developing your data utilisation skills and cover:

- Common compensation strategies, base pay structure design and the establishment and use of a job-worth hierarchy.
- Salary survey data sources and usage coupled with a case study to bring the principles to life.
- The role of market pricing and salary/pay structure as it relates to your organisation's business strategy.
- How to communicate market pricing to senior management and more broadly within your organisation.

The course is ideal for HR and compensation professionals responsible for salary benchmarking and compensation programme development or who have an interest in learning more about this area.

### What You Will Learn

- **Market Pricing and Business Strategy**  
Learn about the total rewards design process, compensation philosophy and strategy, factors that influence compensation, market position, business life cycle and compensation programme objectives.
- **Market Pricing Terminology and Base Pay Structure Design**  
Understand market-pricing terminology, base-pay structure design, market-based structure design steps, market-based pay structure versus a pure market pricing approach and the advantages and disadvantages of market-based job evaluation and pay structure design.
- **Understanding Salary Survey Data**  
Take a deep dive into salary survey data and learn how to identify data sources for salary surveys and understand survey data formats, survey selection, statistical data points, decision factors, documentation, survey data accuracy and data integrity components. You will also cover survey participation and job matching.
- **Short- and Long-Term Incentive Salary Survey Data**  
Gain exposure to survey data around short- and long-term incentives and total cash compensation.
- **Leveraging Salary Survey Data**  
Empower yourself to leverage survey data and gain hands-on experience in aging data, blending, adding a premium, weighting the marketing data, modeling and regressive analysis.

Upon completing this course, you will have hands-on experience using salary survey data and be equipped with a consistent methodology to conduct competitive pay analysis to support HR goals and the broader business strategy for your organisation.



## International Remuneration — An Overview of Global Rewards

Certification Exam GR7

Understanding how to develop and optimise the design of total rewards programmes within global organisations is a sought after skill for the human resources professional. This course will provide you with an overview of total rewards and its role within the overall global management of human resources. You will not only learn about international rewards management, but you will also gain insights into global human resources strategy. Key topic areas covered include:

- Why companies globalise and its impact on HR.
- How to develop effective compensation, benefits and work-life strategies within complex multi-national companies.
- Identifying general benefits in different regions of the world that may serve as a starting point for developing global benefits strategy.
- Exploring work-life effectiveness, recognition, performance management and talent development and its effect on attraction, motivation and retention throughout the world.
- Learning approaches and issues with managing international assignments.
- Internal and external influences along with considerations that affect the design and delivery of global rewards.
- Key factors related to successful cross-border mergers and acquisitions

This course is for the total rewards professional, including HR generalists and specialists, from all HR functions who seek to gain broader knowledge of global total rewards policies and practices.

### What You Will Learn

- **Globalisation and Total Rewards**  
Learn about globalisation, the global business environment and the role of total rewards within the global organisation.
- **Influences on Reward Systems**  
Gain knowledge about the influences on total rewards within complex global environments, including the impact of organisational and national culture, and understand rewards planning and global practices.
- **Global Compensation Practices**  
Become savvy about the elements of compensation, factors to consider in compensation/rewards, base pay delivery, variable pay delivery, executive compensation, effective global practices and compensation challenges.
- **Global Benefits Practices**  
Understand the influences on global benefits, global benefits strategy, statutory and non-statutory benefits, cost of no-statutory benefits, elements of benefits, social security, healthcare benefits, funding health and welfare benefits, retirement benefits and selection of benefits providers.

## International Remuneration — An Overview of Global Rewards

Certification Exam GR7

- **Work-Life Effectiveness, Recognition, Performance Management and Talent Development**  
Discover total rewards within the global workplace, global performance management and the impact these programmes have on total remuneration.
- **Managing International Assignments**  
Learn about the evolution of international assignment, compensation systems and retirement issues.
- **Cross-Border Mergers and Acquisitions**  
Gain insights into cross-border mergers and acquisitions and the role of HR, and examine the importance of culture within cross-border mergers and acquisitions.

Upon completing this course, you will have the HR savvy to understand global compensation and benefits. Your new knowledge will broaden your expertise as an HR professional and benefits your organisation's international compensation management strategy.

# International Financial Reporting Standards for Compensation Professionals

Certification Exam T7

This course presents an introduction to international Financial Reporting Standards (IFRS). It will provide you with 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 IFRS

- The objectives of the IASB
- The structure of the standard setting body and sub-committees
- The conceptual framework
- The 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 benefits 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 benefit plan
  - Calculating the liability of a defined benefit 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 contribution 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 these 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

## About the Organisers

Enquiry:  
Tel: (852) 2837 3830  
Email: [learning@hkihrm.org](mailto:learning@hkihrm.org)

The Hong Kong Institute of Human Resource Management (HKIHRM) is the most representative human resource management professional body in Hong Kong. Established in 1977, the Institute has close to 5,000 members, with 500 of whom being corporate members. We aim at developing, maintaining and enhancing professional standards in HR management, and increasing the value and influence of the HR profession. We organise multi-level training programmes, conducts surveys and shares professional intelligence.

WorldatWork is the leading non-profit professional association in compensation and total rewards. We serve those who design and deliver total rewards programmes to cultivate engaged, effective workforces that power thriving organisations. We accomplish this through education and certification, idea exchange, advocacy, and affiliation and networking. Founded in the United States in 1955, today WorldatWork serves total rewards professionals through-out the world working in organisations of all sizes and structures.

### Start Now and Plan for Success

Whatever your training goals, HKIHRM 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!**

[globalprogramme@hkihrm.org](mailto:globalprogramme@hkihrm.org)

**Join us NOW!**

The Professional Network for Senior Executives and HR Practitioners:  
<http://www.hkihrm.org/index.php/mb>

