



HRCI

Exam Questions PHR

Professional in Human Resources

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NEW QUESTION 1

Which one of the following best describes Progressive discipline?

- A. Discussion of substandard performance, written warning, final writtenwarning, terminatio
- B. Series of documents of employee's incompetence or insubordination that precedes an employee's terminatio
- C. Discussion of substandard performance, verbal warning, written warning, and final written warnin
- D. Series of documents of employee's substandard performance prior to each step of discipline or terminatio

Answer: C

NEW QUESTION 2

Which of the following is the process of constantly working with employees to enhance their ability to perform their jobs productively?

- A. Performance appraisal
- B. Employee self-assessment
- C. Performance management
- D. Supervisory training

Answer: C

NEW QUESTION 3

A union is performing a jurisdictional strike in front of a construction site. What is a jurisdictional strike?

- A. It is a strike through which the union seeks to pressurize an employer to assign a particular work to its members; rather than to members of other unions or to the non-union worker
- B. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract although there is already an approved contract in plac
- C. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract because the current contract between the employer and the union has expire
- D. It is a strike through which the union seeks to pressurize an employer to assign all work to its members, rather than to members of non-union worker

Answer: A

NEW QUESTION 4

What is the compa-ratio for an employee that earns \$75,000 per year, but the midpoint for the role is \$85,000 per year?

- A. \$10,000 difference
- B. 1:88
- C. 113 percent
- D. 88 percent

Answer: D

NEW QUESTION 5

Sexual harassment is a form of sex discrimination and it is illegal in the US based on what law?

- A. Title VII of the Civil Rights Act of 1964
- B. ADA and Rehabilitation Act of 2008
- C. ADEA of 1967
- D. Fair Labor Standards Act of 1958

Answer: A

NEW QUESTION 6

You are a HR Professional for your organization and you're coaching Thomas on human resources practices, particularly the role of the HR Professional in strategic planning. You tell Thomas the importance of vision, mission, and values of an organization. Thomas asks what the difference is between vision and mission. Which one of the following best describes the difference between vision and mission for an organization?

- A. A vision is the purpose of a compan
- B. A mission is the task the organization aims to accomplis
- C. A vision describes thefuture of the organization while a mission describes the goals of the organizatio
- D. A vision describes the organization's role, what the organization is, and what the organization may aspire to b
- E. A mission describes what the organization will definitely becom
- F. A vision describes an organization's role, what the organization is, and what theorganization wants to becom
- G. A mission describes the organization's purpose for bein

Answer: D

NEW QUESTION 7

You are the HR Professional within your organization, and you're working with the management to address the organizational culture. You explain to the management the four dimensions of organizational culture - as addressed by Deal and Kennedy. Which one of the following is not one of the four dimensions of organizational culture?

- A. Heroes
- B. Joy

- C. Values
- D. Rites and Rituals

Answer: B

NEW QUESTION 8

COBRA, the Consolidated Omnibus Budget Reconciliation Act, requires some organizations to offer continuation of group health care coverage to employees and family members based on certain qualifying events. How many employees must exist within an organization for COBRA requirements to be enforced?

- A. 20
- B. 100
- C. 50
- D. 10

Answer: A

NEW QUESTION 9

Your organization will be using the factor comparison technique in their evaluations of job performance. You need to communicate what the factor comparison technique accomplishes as you're the HR Professional for your organization. Which of the following best describes the factor comparison technique?

- A. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job
- B. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job
- C. A monetary value is assigned for each factor to determine its worth
- D. Based on performance, historical information, and value this approach determines the importance and value of each job
- E. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job
- F. A monetary value is assigned for each factor to determine its worth
- G. Based on performance, historical information, and value this approach determines a bonus structure for each job
- H. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job
- I. A monetary value is assigned for each factor to determine its worth
- J. Based on performance, historical information, and value this approach determines a pay rate for each job

Answer: D

NEW QUESTION 10

As an HR Professional, you are required to post an OSHA poster in a conspicuous place that is easily visible to employees. What OSHA poster lists each of the employee's rights?

- A. OSHA 3165 poster
- B. OSHA 5613 poster
- C. OSHA 5131 poster
- D. OSHA 3615 poster

Answer: A

NEW QUESTION 10

As a HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. This adverse impact lawsuit determined that discrimination need not be deliberate or observable to be real. Employees were segregated by race and were allowed to work only in the lowest paid position. What lawsuit is described?

- A. Griggs versus Duke Power, 1971
- B. Albemarle Paper versus Moody, 1975
- C. Washington versus Davis, 1976
- D. McDonnell Douglas Cor
- E. versus Green, 1973

Answer: A

NEW QUESTION 14

Robert is the HR Professional for a construction company. He's working with several site managers to communicate the requirements of OSHA reporting. Robert wants to convey the requirements of OSHA's reporting for work-related injuries. Which one of the following is the OSHA definition of a work-related injury?

- A. Any loss of life or limb resulting from an event in the work environment
- B. Any wound or damage to the body resulting from an event in the work environment
- C. Any physical damage to one's body resulting from an event in the work environment
- D. Any pain, suffering, or damage to a person as a result of working in an employee position

Answer: B

NEW QUESTION 16

The HR Professional must take measures to ensure that he is involved with all areas of the HR Impact Model. What component of the HR Impact Model serves as the process integrator of all components?

- A. Programs and Processes
- B. HR Professional
- C. Catalyst
- D. Consultation

Answer: C

NEW QUESTION 17

John is the HR Professional for his organization. He is interviewing Sally for a sales position and he has asked Sally to provide an instance of how she worked with a tough customer in the past, how Sally resolved the situation, and what the outcome of the experience was. This is what type of interviewing technique?

- A. Prescreen interview
- B. Behavior-based interview
- C. Directive interview
- D. Stress interview

Answer: B

NEW QUESTION 19

Yolanda is an HR Professional for her organization that has 250 employees. Yolanda is working with Thomas, a manager in the company. Thomas reports that Carrie, one of his staff members, will be leaving the organization for a leave absence due to a pregnancy issue. Thomas wants to know if he can terminate Carrie's employment because she won't be able to complete her work due to the pregnancy issue. What's the best answer for this scenario?

- A. Yolanda should tell Thomas that Carrie must return to work within 28 days or the organization can assume that Carrie has resigned
- B. Yolanda should tell Thomas that Carrie's employment can be terminated as pregnancy issues are not allowable time away from the organization
- C. Yolanda should tell Thomas that Carrie's employment can be terminated as the organization does not meet the Pregnancy Discrimination Act with 500 minimum employee
- D. Yolanda should tell Thomas that Carrie must be treated the same way as any other temporarily disabled employee

Answer: D

NEW QUESTION 24

If an employer ignores stress in employees what symptom are employees likely to develop?

- A. De-motivation
- B. Burnout
- C. Tumors
- D. Turnover

Answer: B

NEW QUESTION 27

Jennifer is the HR Professional for her organization. Her supervisor, Dan, has asked Jennifer to find the Compa-ratio for Sam. Sam earns \$40,000 as a mechanic, but the midpoint for a mechanic is actually \$50,000. What is the Compa-ratio for Sam?

- A. -\$10,000
- B. 80 percent
- C. 125 percent
- D. \$10,000

Answer: B

NEW QUESTION 29

What is the FairPay amount that defines, what a person makes, to be considered highly compensated?

- A. \$110,000 or more
- B. \$150,000 or more
- C. \$100,000 or more
- D. \$125,000 or more

Answer: C

NEW QUESTION 31

You have just hired a job candidate for a position in your company. You are now required by the Immigration and Control Act of 1986, to complete an employment eligibility form to verify the new employee's eligibility to work in the United States. Within how many days must you complete this form?

- A. 3 days
- B. 30 days
- C. 7 days
- D. 10 days

Answer: A

NEW QUESTION 33

Diane is the HR Professional for her organization and she's examining the ranges for the compensation levels of her company. Which one of the following statements best describes what a range for compensation is?

- A. A range specifies the lowest/minimum and the highest/maximum compensation rates for which positions with each grade are federally mandated that employees be paid
- B. A range specifies the lowest/minimum and the highest/maximum compensation rates for which positions with each grade are generally paid

- C. A range specifies the lowest/minimum and the highest/maximum compensation rates for the worth of responsibilities
- D. A range specifies the lowest/minimum and the highest/maximum value for which employees are generally paid through incentive

Answer: B

NEW QUESTION 37

As an HR Professional you should be familiar with the terminology, practices, and rules governing union-based strikes. What is the ally doctrine?

- A. A union may expand upon its primary picketing activity to include employees who are allies of the primary employee
- B. Employers cannot force friends, colleagues, and family members into joining a union picket
- C. Allies of the picketing union can allow allies into the picket line
- D. A union may expand upon its primary picketing activity to include employers who are allies of the primary employee
- E. A union may serve as an ally to another striking union by allowing their members to join the picket against the primary employee

Answer: C

NEW QUESTION 40

Deal and Kennedy defined the four dimensions of organizational culture that you should be familiar with, as an HR Professional. What dimension of organizational culture is best defined by the hidden hierarchy of power?

- A. Culture network
- B. Joy
- C. Values
- D. Heroes

Answer: A

NEW QUESTION 41

The JHG Company has used discriminatory hiring practices in the past but they adjusted their practices and are following federal laws now to ensure that fair hiring practices are met. However, the JHG Company has an employee referral program as a primary source to recruit new employees. What danger may the JHG Company be exposed to in this scenario?

- A. Perpetuating past unintentional practices
- B. Perpetuating past discrimination practices
- C. Succumbing to an adverse impact
- D. Not finding qualified racially diverse candidates

Answer: B

NEW QUESTION 45

Holly is a senior worker in her organization and she is a member of the union. Her position will be eliminated in sixty days and she will be released from the company. Rather than being unemployed, Holly asks the union to move her to a less senior position and release a junior employee. If the union agrees to this, what will this term be known as?

- A. Bumping
- B. Displacement
- C. Releasing
- D. Re-organization

Answer: A

NEW QUESTION 46

Robert is the HR Professional for his organization and he's speaking with the federation chairman about the labor and the direction of unions. What is a federation?

- A. A federation is a group of national unions
- B. A federation is the same as a union
- C. A federation is a union that has international members
- D. A federation is the governing body of a union

Answer: A

NEW QUESTION 49

As a Senior HR Professional, you should be familiar with non-monetary rewards that your company provides for its employees. Which of the following is an example of non-monetary reward?

- A. Satisfaction from challenging and exciting assignments
- B. Esteem from working with other talented people
- C. Cash compensation
- D. On-site cafeteria

Answer: D

NEW QUESTION 52

Which of the following is a communication that damages an individual's reputation in the community, preventing them from obtaining employment?

- A. Gainsharing
- B. Constructive discharge
- C. Duty of loyalty
- D. Defamation

Answer: D

NEW QUESTION 55

As an HR Professional, you should be familiar with OSHA rules, standards, and regulations. Should an organization violate an OSHA standard, there are often penalties that the employer must pay. What is the maximum fine an employer may face for a deliberate and intentional violation of an OSHA standard?

- A. \$100,000
- B. \$10,000
- C. \$50,000
- D. \$70,000

Answer: D

NEW QUESTION 59

Which one of the following presents the seven stages of internal consulting in the correct order?

- A. Exploring the situation, Gathering data, analyzing, and identifying findings, Gathering agreement to the project plan, Developing recommendations, Implementing, Presenting the findings and recommendations, Reviewing, transitioning, and evaluating the project
- B. Exploring the situation, Gathering agreement to the project plan, Gathering data, analyzing, and identifying findings, Presenting the findings and recommendations, Developing recommendations, Implementing, Reviewing, transitioning, and evaluating the project
- C. Gathering agreement to the project plan, Exploring the situation, Gathering data, analyzing, and identifying findings, Developing recommendations, Presenting the findings and recommendations, Implementing, Reviewing, transitioning, and evaluating the project
- D. Exploring the situation, Gathering agreement to the project plan, Gathering data, analyzing, and identifying findings, Developing recommendations, Presenting the findings and recommendations, Implementing, Reviewing, transitioning, and evaluating the project

Answer: D

NEW QUESTION 62

You are the HR Professional for your organization. You're leading a presentation on equal employment opportunity terminology for your staff. Beth, a staff member, wants to know what a charge is in regard to equal employment opportunity. What is a charge?

- A. A charge is the documentation of an alleged unlawful discrimination
- B. A charge is an individual that has lodged a formal complaint to an agency that alleges unlawful discrimination
- C. A charge is the evidence that unlawful discrimination has occurred
- D. A charge is a formal complaint submitted to an agency that alleges unlawful discrimination

Answer: D

NEW QUESTION 63

Which of the following are non-monetary rewards that a company can provide to its employees?

- A. Recognition
- B. Opportunity to learn
- C. Flexible hours
- D. Cash compensation

Answer: ABC

NEW QUESTION 66

Your organization has decided to close one of the manufacturing plants, where it employs 250 employees. The closing is not a reflection of the employee's performance, but due to poor sales of the equipment the plant produces. What is the employer required to do for the employees in light of the plant closing?

- A. Offer a written notice of the plant closing at least 60 days prior to the closing date
- B. Offer the employees an opportunity to resign from their position with two week severance pay
- C. Offer the employees a transfer to other plants that will remain open
- D. Offer the employees a final performance assessment

Answer: A

NEW QUESTION 69

Virginia is the HR Professional for her organization and she is reviewing the details of the Age Discrimination in Employment Act (ADEA) of 1967. She tells John, one of her staff members, that the ADEA prohibits discrimination on the basis of age for employees and job applicants who are above a certain age. What age does the ADEA apply to employees and job applicants?

- A. 40 and above
- B. 50 and above
- C. 30 and above
- D. All people regardless of their age

Answer: A

NEW QUESTION 73

What act prohibits discrimination on the basis of physical and mental disabilities?

- A. ADEA of 1967
- B. Rehabilitation Act of 1973
- C. VEVRAA of 1974
- D. IRCA of 1986

Answer: B

NEW QUESTION 78

There are seven stages of internal consulting that a HR Professional must be familiar with. Which one of the following is not one of the seven stages of internal consulting?

- A. Exploring the situation
- B. Implementing
- C. Developing recommendations
- D. Executing the project plan

Answer: D

NEW QUESTION 82

An organization would like to bid on a project, but they don't have enough employees available to complete the work. The organization approaches a competitor with the opportunity to partner on the project to win the work. What type of risk response is used in this instance?

- A. Sharing
- B. Mitigation
- C. Enhancing
- D. Transference

Answer: A

NEW QUESTION 85

The Department of Labor establishes the rules for unemployment insurance and associated claims. Who administers the unemployment?

- A. Each organization
- B. The Department of Labor
- C. Insurance companies
- D. Each state

Answer: D

NEW QUESTION 86

Your organization will be using the point factor technique in their evaluations of job performance. You need to communicate what the point factor technique accomplishes as you're the HR Professional for your organization. Which one of the following best describes the point factor technique?

- A. Specific compensable factors are identified and then performance levels within the factors are documente
- B. Specific compensable factors are identified and then performance levels within the factors are weighted on importance to theemployee
- C. Performance factors are identified by the employee and then performance levels within the factors are weighted based on importance to the organizatio
- D. Specific compensable factors are identified and then performance levels within the factors are documente
- E. The different factors and levels are weighted based on importance to the organizatio

Answer: D

NEW QUESTION 89

As an HR Professional, you must be familiar with the collective bargaining agreements and the process that rights are given, contracts, and union and management cooperation. Consider an arbitration process between the management and the union. What term is assigned to the resolution of the disagreement, by an arbitrator's interpretation of the language of the contract?

- A. Resolution
- B. Interpretation
- C. Decision
- D. Outcome

Answer: C

NEW QUESTION 92

Beth is a HR Professional for her organization and she's discussing the risk of growing her organization's business. What is risk and why would it be considered in HR for organizational growth?

- A. Risk is an uncertain event or condition that may help or hinder an organizatio
- B. Adding employees can help positive risks or amplify negativetask event
- C. Risk is an adverse event that can halt, hinder, or hurt the objectives of a busines
- D. Risk is a negative event that an organization must consider when adding new employees to grow a compan
- E. Risk is an uncertain event or conditionthat can have a positive or negative effect on the goals of an organizatio

Answer:

A

NEW QUESTION 97

Your organization has 80 full-time employees. Management has recently informed you that they have sold their business and they'll be releasing all employees in the organization. Based on the Worker Adjustment and Retraining Notification Act of 1988, how many days must management give in writing to the employees of this organization before the mass layoff?

- A. 60 days
- B. 120 days
- C. Zero days
- D. 30 days

Answer: C

NEW QUESTION 100

You are an HR Professional for your organization and you're preparing your team for a series of interviews. You want the team to be familiar with the validity types you'll use and encourage in the series of interviews. During the interview process, the candidate will need to complete a psychological test to determine his ability to perform in the job role based on collected and desired traits. This is an example of what type of validity?

- A. Construct-related validity
- B. Criterion-related validity
- C. Content validity
- D. Predictive validity

Answer: A

NEW QUESTION 101

Consider your role as a HR Professional in your organization. In your duties you're to keep abreast of market trends, practices in HR, employee attitudes, and your business needs. What component of the HR Impact Model is addressed in this situation?

- A. Programs and processes
- B. Policies and procedures
- C. Catalyst
- D. Consultation

Answer: C

NEW QUESTION 104

The Federal Labor Standards Act is something that all HR Professionals should be familiar with. This act clearly defines four areas that affect all employees. Which one of the following is not one of the four areas of employment covered by this act?

- A. Commissions, royalties, and tips
- B. Overtime
- C. Record keeping
- D. Minimum wage

Answer: A

NEW QUESTION 107

Martha is the HR Professional for her organization and she's working with her team to complete non-quantitative job evaluations. Martha wants to stress the available types of non-quantitative job evaluation techniques that are appropriate for her team to be communicated to managers. Which one of the following is not a non-quantitative job evaluation technique that Martha should share?

- A. Whole job ranking
- B. Job slotting
- C. Factor comparison
- D. Job classification

Answer: C

NEW QUESTION 108

Jan is the HR Professional for your organization. An employee within the organization has filed a charge with the EEOC that discrimination has been done by your organization against her. The EEOC has investigated the case and has found that there is no reasonable cause against your company. The person filing the charge, however, still believes that discrimination has occurred. How long does this person have, to file a lawsuit against your company?

- A. Once the EEOC has found that there is no reasonable cause, the complainant cannot file a lawsuit to sue
- B. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 30 days of the EEOC's finding
- C. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 90 days of the EEOC's finding
- D. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 180 days of the EEOC's finding

Answer: C

NEW QUESTION 110

As an HR Professional, you must recognize and be aware of several pieces of legislation that affect your performance as an HR Professional. The National Labor Relations Board identified five categories of unfair labor practices. Which one of the following is not one of the five categories of unfair labor practices?

- A. To dominate or interfere with the formation or administration of a labor organizatio
- B. To refuse individuals to organize and meet for the potential labor union creation proces
- C. To interfere, restrain, or coerce employees in the exercise of their rights to engage in concerted or union activities or refrain from the
- D. To discriminate against employees for engaging in concerted or union activities or refraining from the

Answer: B

NEW QUESTION 113

Lucas has asked his manager to take time off from work because of a holiday his religion celebrates. Fran agrees but tells Lucas that he will be inspecting his project work to ensure that the work is accurate and not suffering because of the requested time off. This is an example of what?

- A. Perpetuating past discrimination
- B. Religious persecution in the workforce
- C. Quality control
- D. Disparate treatment

Answer: D

NEW QUESTION 117

Herb is the HR Professional for his organization. He is preparing to hire a new employee, Hans, to the firm. Herb has asked Hans to agree, in writing, to mandatory arbitration as part of the employment offer. What does this agreement mean?

- A. It means that Hans and the organization must settle all disputes, if any arise, through a neutral third party rather than through a lawsui
- B. It means that Hans must file all legal complaints with the organization's attorney, before filing a lawsuit against the organizatio
- C. It means that Herb's firm can research Hans to determine if he's had any lawsuit
- D. It means that Hans cannot work for competitors without the written permission of theemployee

Answer: A

NEW QUESTION 118

Management and union representatives are working through a collective bargaining agreement. What term is used in this process to describe arbitration that is used to resolve conflicts around contract language in the collective bargaining agreement?

- A. Decisions
- B. Permanent arbitration
- C. Interest arbitration
- D. Ad hoc arbitration

Answer: C

NEW QUESTION 120

What term describes a manager who makes himself visible, being present for employees, and getting out of his office to interact with employees?

- A. Open door policy
- B. Progressive discipline
- C. Active management
- D. Management by walking around

Answer: D

NEW QUESTION 123

You are the HR Professional for your organization and you're completing a turnover analysis. You're considering that over the past year your organization has employed 1,238 employees and during that same period your organization has terminated 56 employees. Based on this information what is your organization's turnover for the past year?

- A. 56
- B. Significantly lower than average
- C. 22
- D. Moderately low

Answer: C

NEW QUESTION 126

As an HR Professional you must be familiar with several acts of congress, laws, and regulations that address risks in the workplace. Which of the following laws was the first to establish consistent safety standards for workers?

- A. Mine Safety and Health Act
- B. USA Patriot Act
- C. Occupational Safety and Health Act
- D. Homeland Security Act

Answer: C

NEW QUESTION 130

You are a HR Professional for your organization. You have presented an idea to your staff. The staff members then discuss their ideas based on your

presentation. All of the ideas are recorded and collectively ranked from most important to least important (or some other ordinal scale). Through this process a selection or forecast can be made for the organization. What forecasting technique have you used in this scenario?

- A. Nominal group technique
- B. Ratio analysis
- C. Brainstorming
- D. Delphi Technique

Answer: A

NEW QUESTION 134

What is the time limit for filing a charge of discrimination with the EEOC?

- A. 90 days
- B. 60 days
- C. 180 days
- D. 30 days

Answer: C

NEW QUESTION 137

As an HR Professional, you must sometimes terminate employees from your organization. When an employee is terminated, there must be a just cause or a good cause for the termination. Which one of the following is not a valid just cause for the employee's termination?

- A. Whether the employee is a member of a protected class
- B. Whether the employee was warned in advance
- C. Whether the rule has been applied consistently
- D. Whether reasonable "proof" of the violation existed, or was obtained through investigation

Answer: A

NEW QUESTION 139

The Taft-Hartley Act, also known as the Labor Management Relations Act, addressed unions and engaged in certain types of secondary boycotts. What is a secondary boycott?

- A. It is an effort to convince others to stop doing business with a particular organization that is the subject of a primary boycott
- B. It is an effort to create more than one boycott on an organization, on two or more revenue stream
- C. It is two or more boycotts by two or more union-backed organizations against one compan
- D. It is additional boycotts against companies that do business with a company which the union is boycottin

Answer: A

NEW QUESTION 140

Which of the following are the benefits of gainsharing programs? Each correct answer represents a complete solution. Choose three.

- A. Aligns employees to organization goals
- B. Employees are paid on the basis of group performance rather than individual performance
- C. Enhances employees focus and awareness
- D. Helps organization to achieve improvement in key performance measures

Answer: ACD

NEW QUESTION 142

As an HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. What did the legal case, the United Steelworkers of America versus Weber regard?

- A. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from favoring women and minoritie
- B. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from using racial criteria as a method to determine workplace advancement
- C. The United States Supreme Court held that the Civil Rights Act of 1964 did not bar employers from favoring women and minoritie
- D. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from favoring minorities, but could do gender based favo

Answer: C

NEW QUESTION 147

You are the HR Professional for your organization. You are discussing the status of your company's employees to determine who may be considered nonexempt versus exempt. Which one of the following types of employees can never be considered exempted from overtime provisions?

- A. Administrative assistants
- B. Sales people
- C. Manual workers
- D. Managers

Answer: C

NEW QUESTION 150

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