

Vendor: HRCI

Exam Code: PHR

Exam Name: Professional in Human Resources

Version: Demo

Question: 1

During the organization of a union, it's possible that the union will gain recognition from the management. The management is then obliged to give the NLRB a list of employees who are eligible to vote in the unionization election. What is the name of the list of such employees called?

- A. Constituent List
- B. Union prospectus List
- C. Excelsior List
- D. Candidate List

Answer: C

Explanation:

The list of employees who are eligible to vote in the union election, is called the Excelsior List. It's so called, based on the outcome of the lawsuit Excelsior Underwear, Inc. v. NLRB in 1996.

Answer option D is incorrect. The list is called the Excelsior List, not the candidate list.

Answer option A is incorrect. The list is called the Excelsior List, not the constituent list.

Answer option B is incorrect. The list is called the Excelsior List, not the union prospectus list.

Question: 2

There are four components of the HR Impact Model, which affect how a HR Professional may operate within a given environment. Which one of the following is NOT a component of the HR Impact Model?

- A. Consultation
- B. Client
- C. Catalyst
- D. Programs and processes

Answer: B

Explanation:

Client is not one of the four components of the HR Impact Model. The four components are catalyst, consultation, policies and procedures, and programs and processes. Answer options C, A, and D are incorrect. Catalyst, consultation and programs and processes are the components of the HR Impact Model.

Question: 3

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

Explanation:

This is an example of bumping. Bumping is when a senior employee's position is being eliminated and she elects to move to a less senior position and force a less senior worker out of employment.

Answer options C, B, and D are incorrect. These aren't valid terms for this scenario. Bumping is the correct choice.

Question: 4

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

Explanation:

The technical term of arbitration, based on the interpretation of the language of the contract, is called a decision. Answer option D is incorrect. Outcome is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

Answer option A is incorrect. Resolution is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

Answer option B is incorrect. Interpretation is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

Question: 5

As an HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. What legal case found that a test that has an adverse impact on a protected class is still lawful as long as the test can be shown to be valid and job related?

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

Answer: A

Explanation:

Washington versus Davis is correct. Two African Americans were denied positions at the Washington DC police department because of their performance on a job-related test. The US Supreme Court ruled against the plaintiffs and deemed that the test did not violate the due process clause. Answer option B is incorrect. The Griggs versus Duke Power lawsuit was heard in the US Supreme Court. This case, which preceded the Civil Rights Act of 1964, centered on a policy, Duke Power Company had of segregating employees by race. Answer option C is incorrect. McDonnell Douglas Corp. versus Green, 1973 centered on a race discrimination case regarding the burdens and nature of proof in proving a Title VII of the Civil Rights Act of 1964. Answer option D is incorrect. Albemarle Paper versus Moody, 1975 dealt with racial discrimination and the responsibilities of organizations to offer back pay to individuals that were racially discriminated. The racial discrimination may have prevented certain employees from advancing in the organization.

Question: 6

Your organization has a retirement benefits plan that is covered by ERISA . Under ERISA, which of the following is your organization required to do for the plan participants?

- A. Provide each participant with plan information, specifically about the features and funding of the plan through a summary plan description at a cost of no more than \$7 per participant, per year.
- B. Provide each participant with plan information, specifically about the features and funding of the plan through a summary plan description at no cost.
- C. Provide each participant with monthly plan information, specifically about the features and funding of the plan through a summary plan description at no more than \$7 per participant, per month.
- D. Provide each participant with monthly plan information, specifically about the features and funding of the plan through a summary plan description at no cost.

Answer: B

Explanation:

The plan administrator is required to provide participants, at no cost, with plan information about the features and funding of the plan.

Answer option A is incorrect. The information must be provided to the participants from the plan administrator at no cost.

Answer option D is incorrect. Monthly information is not mandated so this choice isn't the best answer.

Answer option C is incorrect. Monthly information is not mandated, and the information must be provided at no cost to the plan participants.

Question: 7

Fran is a HR Professional for her organization and she is interviewing applicants for a warehouse position. One of the candidates has written on his application that he speaks Spanish. Fran interviews this candidate in Spanish and interviews all other candidates in English. This is an example of what?

- A. Disparate treatment
- B. Disparate impact
- C. Accommodation
- D. Perpetuating past discrimination

Answer: A

Explanation:

Technically this is an example of disparate treatment. Fran has treated this applicant differently than the other applicants because the person says he speaks Spanish.

Answer option D is incorrect. There is no evidence of past discrimination in this example to make this choice correct.

Answer option B is incorrect. The disparate impact happens when a seemingly neutral policy has a disproportionately negative effect on the protected class.

Answer option C is incorrect. Accommodation is not a valid term for this scenario.

Question: 8

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

Explanation:

An on-site cafeteria is an example of a non-monetary reward.

Answer option B is incorrect. Esteem from working with other talented people is an extrinsic reward.

Answer option A is incorrect. An intrinsic reward is an outcome that gives satisfaction to an individual from challenging and exciting assignments. An intrinsic reward encourages employee's self esteem.

Answer option C is incorrect. Cash compensation is a monetary reward for employment.

Question: 9

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 documented.
- B. Specific compensable factors are identified and then performance levels within the factors are weighted on importance to the employee.
- C. Performance factors are identified by the employee and then performance levels within the factors are weighted based on importance to the organization.
- D. Specific compensable factors are identified and then performance levels within the factors are documented. The different factors and levels are weighted based on importance to the organization.

Answer: D

Explanation:

The point factor technique identifies point of performance based on importance to the organization. Within each point, levels of performance are created. Both levels and points are then weighted based on most important to least important, to determine overall performance of each employee.

Answer options C, A, and B are incorrect. These are not valid definitions of the point factor technique.

Question: 10

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

Explanation:

FairPay determines that a person earning \$100,000 or more is considered to be highly compensated. Answer options A, D, and B are incorrect. The amount is \$100,000 or more, not specifically \$110,000, \$125,000, or \$150,000.

Question: 11

Your manager has approached you regarding her desire to outsource certain functions to an external firm. She would like for you to create a document to send to three vendors asking them for solutions for these functions that your organization is to outsource. What type of a procurement document would you create and send to the vendors in this instance?

- A. Request for Proposal
- B. Request for Quote
- C. Invitation for Bid
- D. Request for Information

Answer: A

Explanation:

A request for proposal (RFP) is a procurement document that asks the vendor to provide solutions, ideas, and detailed information about the outsourced function. The vendor will provide a proposal in response to the RFP. An RFP is often sent with a statement of work that details the outsourcing need that the vendor is to provide a solution and a price.

Answer option B is incorrect. A Request for Quote (RFQ) is a procurement document that asks the vendor to provide just a price for the solution to be purchased - no ideas or suggestions are needed from the vendor. RFQ are often used with materials, such as cost per metric ton or cost per unit.

Answer option C is incorrect. An invitation for bid (IFB) is identical to the request for quote. It is a procurement document asking the vendor for a fixed price for a specific thing to be purchased.

Answer option D is incorrect. A request for information (RFI) asks the vendor for more information about their solution, services, or company.

An RFI could ask for samples, references of work, white papers, and more information.

Question: 12

Kelly's organization has posted a new job opening for their organization. This job opening is for a woman to be the restroom attended, for all women's restrooms and locker rooms, in their organization. Kelly believes, however, that the requirement for the applicant to be a female is a violation of the Title VII of the Civil Rights Act of 1964. Which one of the following is the best answer for this scenario?

- A. This is an example of an exception by bona fide occupational qualification to the Title VII of the Civil Rights Act of 1964
- B. This is an example of a violation of the Title VII of the Civil Rights Act of 1964
- C. The sex of applicants is excluded from the Title VII of the Civil Rights Act of 1964
- D. This is not a violation of the Title VII of the Civil Rights Act of 1964 because there is an equal paying and titled job for the men's restroom and locker rooms in the company

Answer: A

Explanation:

This is an example of a bona fide occupational qualification for the position because of the nature of the job and type of employee, female, that is needed in this instance.

Answer option C is incorrect. The sex of applicants is not excluded from the Title VII of the Civil Rights Act of 1964.

Answer option B is incorrect. This is not a violation of the Title VII of the Civil Rights Act of 1964 because some jobs may have an unintended discriminatory basis.

Answer option D is incorrect. The existence of a similar job for men or women does not automatically create exclusion to the Title VII of the Civil Rights Act of 1964.

Question: 13

You are an HR Professional for your organization. You and your supervisor are reviewing the EEO reporting requirements for your company to comply with the reports your firm should file. Which EEO Report is a survey, collected every other year on even calendar years?

- A. EEO-4 Report
- B. EEO-5 Report
- C. EEO-3 Report
- D. EEO-1 Report

Answer: C

Explanation:

The EEO-3 Report, formally known as the Local Union Report, is collected on even years.

Answer option D is incorrect. The EEO-1 Report is collected yearly for firms with 100 or more employees. It reports the race, ethnicity, and gender and job distribution of the organization.

Answer option A is incorrect. The EEO-4 Report, formally known as the state and local government report, is collected on odd years.

Answer option B is incorrect. This report, formally known as the Elementary-Secondary Staff Information Report, is collected by the EEOC, the Office for Civil Rights, and the national Center for Education Statistics of the Department of Education. It is collected in even numbers for school districts with 100 or more employees.

Question: 14

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

Explanation:

This is an example of how past discriminatory practices can perpetuate themselves in the organization, by using the current pool of employees to bring new applicants. Past discriminatory practices that created the current pool of employees can cause the current pool to refer similar candidates to the company.

Answer option D is incorrect. While this choice is tempting the question doesn't reveal what the discriminatory practices were in the past. The discriminatory practices could have been race, sex, religion, or a host of other discrimination.

Answer option A is incorrect. The question doesn't reveal if the past practices were intentional or not, and the current situation could and could not be unintentional. The best answer, however, is that this scenario perpetuates past discrimination practices.

Answer option C is incorrect. An adverse impact is the overall effect of a disparate action. While this answer is tempting, it's not the best choice for the question.

Question: 15

You are a 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. One of the requirements in the interview process for a graphic designer is, for the graphic designer to use a software program and to create a simple brochure. This is an example of what type of validity?

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

Answer: D

Explanation:

The selection criterion for the graphic designer to use the software program and create a brochure is indicative of the type of work the graphic designer should be able to do in the job. This is an example of content validity for the applicant.

Answer option C is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs, so applicants must be able to use the particular software program to qualify for the position.

Answer option A is incorrect. Construct-related validity measures certain psychological tests to determine whether the applicant possesses the desired characteristics to operate successfully in the position.

Answer option B is incorrect. Predictive-validity is a confirmation of characteristics the candidate is tested for during the interview process, hold true in the actual performance of the candidate once they've been hired.

Question: 16

The Pregnancy Discrimination Act of 1978 prohibits employers from discriminating against employees on the basis of pregnancy, child birth, or other related medical conditions. This law affects organizations having what minimum number of employees?

- A. All organizations with employees must abide by this law
- B. Organizations with 100 or more employees
- C. Organizations with 15 or more employees
- D. This law only addresses federal government employees

Answer: C

Explanation:

This law addresses all organizations that have 15 or more employees.

Answer option A is incorrect. Organizations with fewer than 15 employees are exempted from this law.

Answer option B is incorrect. The law requires organizations with 15 or more employees to conform to the regulation.

Answer option D is incorrect. This law applies to all organizations with 15 or more employees, not just the federal government.

Question: 17

The GHF Corporation is looking to hire four software developers. The average pay for software developers, with the desired skill set, is \$76,000. The GHF Corporation believes that by offering \$80,000 for the starting salary they'll attract better performers than their competitors. What is this scenario an example of?

- A. Lagging the market
- B. Leading the market
- C. Matching the market
- D. Beating the market

Answer: B

Explanation:

When an organization wants to pay more than the market norm, they are considered to be leading the market.

Answer option A is incorrect. Lagging the market means an organization is paying less than the market norms.

Answer option C is incorrect. Matching the market means the company is paying the standard market rate.

Answer option D is incorrect. Beating the market isn't an appropriate terminology for this scenario.

Question: 18

You are an HR Professional for your organization. Your organization employs 120 people in the United States. You are required to file the EEO-1 report for your organization by what date?

- A. April 15 of each year
- B. The anniversary date of your organization reaching 100 employees
- C. January 1 of each year
- D. September 30 of each year

Answer: D

Explanation:

The EEO-1 Report, known as the Employer Information Report, must be submitted to the Department of Labor's Office by September 30 of each year for employers with 100 or more employees.

Answer option C is incorrect. January 1 is not a valid answer.

Answer option A is incorrect. April 15 is the tax filing deadline.

Answer option B is incorrect. All organizations with 100 or more employees must file the EEO-1 report by September 30, not the anniversary date of your organization reaching 100 employees.

Question: 19

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

Explanation:

The OSHA poster with the employee's rights is OSHA poster 3165.

Answer options D, C, and B are incorrect. The OSHA poster with the employee's rights is OSHA poster 3165.

Question: 20

Question: 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

Explanation:

The HR Professional in this role of the catalyst is involved in the HR practices, trends, business needs, and understands the company's culture and employee attitudes. Answer option D is incorrect. The consultation role helps to define the overall organizational strategy.

Answer option B is incorrect. The policies and procedures role establishes and controls the HR processes, employee programs, and ensures fair treatment for employees.

Answer option A is incorrect. The programs and processes role oversees programs to attract and motivate employees, and promotes employee satisfaction and performance.

Question: 21

As an HR Professional, you must be familiar with certain theories and insights about organizational culture, organizational development, and management. Who addressed organizational culture as "that's the way we do things around here"?

- A. Frederick Herzberg
- B. Allen A. Kennedy
- C. Edgard Schein
- D. W. Edwards Deming

Answer: C

Explanation:

Edgard Schein of MIT's Sloan School of Management is the individual who defined organizational culture as "that's the way we do things around here."

Answer option A is incorrect. Herzberg's Theory of Motivation describes the elements that motivate performance in an individual.

Answer option D is incorrect. Deming is a leader in quality management but didn't address organizational culture, directly.

Answer option B is incorrect. Kennedy is a part of the team Deal and Kennedy who described the four dimensions of organizational culture.

Question: 22

As an HR Professional you need to be familiar with the Age Discrimination in Employment Act 1967. What is the maximum age this act applies to people?

- A. There is no age limit in the act
- B. 65
- C. 70
- D. 75

Answer: A

Explanation:

The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants. Answer options B, C, and D are incorrect. The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants.

Question: 23

You are the HR Professional for your organization and you're working with the management to define the role of contractors versus employees in your organization. According to the Internal Revenue Service, there are three categories of control that help determine whether a person is a contractor or an employee. Which one of the following is not one of the three levels of control as defined by the IRS for employee versus contractor?

- A. Financial control
- B. Locale of work performed
- C. Behavioral control
- D. Type of relationship

Answer: B

Explanation:

The locale of the work performed is not one of the three levels of control as defined by the IRS. The three levels are: Behavioral control, financial control, and the type of relationship.

Answer option C is incorrect. Behavioral control defines who does the work, who controls the work, who directs the work, and how each action is done. Organizations train employees to perform services in a particular manner, while independent contractors determine their own methods.

Answer option A is incorrect. Financial control defines whether the business has a right to control the financial business aspects of the worker's job. The business aspects are as follows:

The extent to which the worker makes services available to the relevant market versus a single business

How the worker is paid

The extent to which the business expenses are not reimbursed

The extent of investment made by the worker in the business

Answer option D is incorrect. The type of relationship should be defined in the written contract, assuming one exists, between the person and the organization.

Question: 24

As an HR Professional you should be familiar with OSHA forms for maintaining employee records. OSHA form 301 is used to document the incident that caused the work-related injury or illness. How long is an organization required to keep the form on record?

- A. One year from the date of the incident
- B. Five years following the year of the incident
- C. Three years following the year of the incident
- D. 90 days following the year of the incident

Answer: B

Explanation:

OSHA Form 301 is an injury and illness incident report that employers are required to keep on file for five years following the year of the injury.

Answer option A is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Answer option D is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Answer option C is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Question: 25

Which one of the following best describes Progressive discipline?

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

Answer: C

Explanation:

Progressive discipline usually follows a series of steps of discipline, where each step is slightly more serious than the previous step. The most common steps are: Discussion of substandard performance, verbal warning, written warning, and final written warning.

Answer options A, D, and B are incorrect. These are not valid descriptions of progressive discipline.

Question: 26

Henry is the HR Professional for his organization and he's discussing the status of Amy's employment. Amy earns \$87,500 per year and receives a paycheck via direct deposit every two weeks. Amy was hired under the offer of a salary position, but she feels that she is working far more than the agreed 40 hours per week. Based on these scenarios, do you believe Amy is exempt or non-exempt?

- A. Amy is exempt because she is paid on a salary basis.
- B. Amy is not exempt because she is working more than ten percent of her total agreed hours per week.
- C. Amy is exempt because she earns more than \$1,000 per week.
- D. Amy is not exempt because she is offered bonuses as part of her pay.

Answer: A

Explanation:

An exempt employee is someone who is paid on a salary basis and earns more than \$455 per week. As the question states, Amy was hired under the offer of a salary.

Answer option C is incorrect. While Amy does earn more than \$1,000 per week, this doesn't automatically qualify her as exempt.

Answer option D is incorrect. Bonuses do not automatically qualify someone as non-exempt.

Answer option B is incorrect. The question doesn't tell how much additional hours Amy is actually working so this isn't a good choice. The amount of hours a person works doesn't directly affect their exempt or non-exempt status.

Question: 27

You are a HR Professional for your organization and your supervisor is asking you about the details of the Civil Rights Act of 1991, and what it means to your company. He wants to know what the total damages could be if an organization is found liable by a jury trial. What is the maximum amount that could be awarded to a victim of discrimination if the organization is found liable?

- A. There is no limited amount as the jury can determine damages
- B. \$50,000
- C. \$300,000
- D. \$500,000

Answer: C

Explanation:

The maximum amount that can be awarded is \$300,000. This amount, however, can be lowered based on the number of people involved in the discrimination lawsuit.

Answer options B, D, and A are incorrect. The maximum amount allowed by the Civil Rights Act of 1991, is \$300,000.

Question: 28

On November 13, 2000 CFR Part 60-2 was revised to address affirmative action to make the rules more accessible and easier to implement. Which of the following statements is not part of this significant update to the Affirmative Action program in CFR Part 60-2?

- A. Reduced the number of additional required elements of the written Affirmative Action Plan from 10 to 4
- B. Reaffirmed that affirmative action isn't to establish quotes, but to create goals
- C. Granted employers with fewer than 100 employees, permission to prepare a job group analysis that uses EEO-1 categories as job groups
- D. Workforce analysis was replaced with a one-page organizational profile

Answer: C

Explanation:

The update to CFR Part 60-2 was revised and allowed employers with fewer than 150 employees, not 100, permission to prepare a job group analysis that uses EEO-1 categories as job groups. Answer options D, B, and A are incorrect. These statements are part of the CFR Part 60-2 revision.

Question: 29

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 lawsuit.
- B. It means that Hans must file all legal complaints with the organization's attorney, before filing a lawsuit against the organization.
- C. It means that Herb's firm can research Hans to determine if he's had any lawsuits.
- D. It means that Hans cannot work for competitors without the written permission of the employer.

Answer: A

Explanation:

Mandatory arbitration helps the organization avoid lawsuits, should any arise, between the employee and the employer, by agreeing up-front to settle potential disagreements through an arbitrator versus a lawsuit.

Answer option D is incorrect. This answer describes a non-compete agreement.

Answer option C is incorrect. This isn't a valid answer for the mandatory arbitration agreement.

Answer option B is incorrect. Hans doesn't need to file legal complaints with his employer under this agreement. The agreement means that Hans and the employer will settle the problem without a lawsuit.

Question: 30

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

Explanation:

OSHA can fine an employer up to \$70,000 for a willful violation. In addition, incarceration is possible for the violation. Answer options B, C, and A are incorrect. These are not the maximum amount for the violation.

Question: 31

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

Explanation:

This is an example of sharing as the organization is sharing the opportunity with another firm. Without the other firm's cooperation the company wouldn't be able to win the contract. Both parties share the risk and the reward for the work.

Answer option C is incorrect. Enhancing is a positive risk event that aims to enhance the conditions that would make a positive risk event likely to occur. For example, a company could add more workers to a project to beat a deadline and win a bonus from the customer. Answer option D is incorrect. Transference is a negative risk response that transfers the risk to a third party, usually for a fee. Answer option B is incorrect. Mitigation is a risk response to reduce the probability and/or impact of a negative risk event.

Question: 32

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

Explanation:

A federation is a collection of national unions. Federations usually lobby on behalf of its union members to speak collectively for the labor which the federation represents. The AFL-CIO is one of the largest federations.

Answer option B is incorrect. A federation is not the same as a union. Federations are made up of unions.

Answer option is incorrect. A federation represents national unions, not international unions.

Answer option D is incorrect. A federation is not the governing body of unions. Federations do not get involved with bargaining or contract administration.

Question: 33

As an HR Professional you should be familiar with the terminology, practices, and rules governing unions and management in the bargaining process. There are three primary types of bargaining that management and unions participate in. Which one of the following bargaining types aims to generate a variety of options before settling on one?

- A. Distributive bargaining
- B. Good faith bargaining
- C. Integrative bargaining
- D. Interest-based bargaining

Answer: D

Explanation:

Interest-based bargaining focuses on interests rather than positions, and it separates people from the problem. This type of bargaining is done in co-operation between the two parties. Interest-based bargaining aims to create many possible solutions before settling on just one. Answer option A is incorrect. Distributive bargaining happens when each side sets their case and then does their best to stick to their objectives. Distributive bargaining is combative, adversarial, and can corrode management-labor relationships. Answer option C is incorrect. Integrative bargaining describes the process of examining issues as a whole, rather than one at a time. Integrative bargaining looks for a win-win for both sides of the disagreement. Answer option B is incorrect. Good faith bargaining is not a bargaining type, but a description of the process both sides should go into the bargaining process with.

Question: 34

As an HR Professional you must recognize and be aware of several pieces of legislation that affect your performance as an HR Professional. What term describes the illegal agreement of the management to give an individual a job, as long as the person does not join or be involved with a labor union?

- A. Yellow dog contract
- B. Scab
- C. Skill contract
- D. Non-union agreement

Answer: A

Explanation:

A yellow dog contract is an agreement between management and an individual that gives a person a job as long as the person does not join a union. The Norris-LaGuardia Act prohibited federal courts from enforcing yellow dog contracts. Answer option B is incorrect. A scab is a derogatory term assigned to a person who will cross a picket line to work for an organization experiencing a strike by workers. Answer option C is incorrect. A skill contract is not a valid term. Answer option D is incorrect. A non-union agreement is not a valid term for this scenario.

Question: 35

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

Explanation:

The seven stages of internal consulting are as follows:

- 1.Exploring the situation
- 2.Gathering agreement to the project plan
- 3.Gathering data, analyzing, and identifying findings
- 4.Developing recommendations
- 5.Presenting the findings and recommendations
- 6.Implementing
- 7.Reviewing, transitioning, and evaluating the project

Answer option B is incorrect. This is not the correct order of the seven stages of internal consulting.
Answer option A is incorrect. This is not the correct order of the seven stages of internal consulting.
Answer option C is incorrect. This is not the correct order of the seven stages of internal consulting.

Question: 36

The Equal Pay Act of 1963 prohibits discrimination on the basis of sex in the payment of wages or benefits, to men and women who perform substantially equal work for the same employer, in the same establishment, and under similar working conditions. The law defined substantial equality of job content on four factors. Which one of the following is not one of the four factors this law defines?

- A. Effort
- B. Working conditions
- C. Skill
- D. Education

Answer: D

Explanation:

The Equal Pay Act of 1963 defines the substantial equality of job contents based on skills, effort, responsibility, and working conditions. Answer options C, A, and B are incorrect. Skill, effort, and working conditions are defined as part of the Equal Pay Act of 1963.

Question: 37

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

Explanation:

Performance management is the process of constantly working with employees to enhance their ability to perform their jobs productively. Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas.

Answer option D is incorrect. Supervisory training generally involves topics related to interactions with employees, such as performance management, progressive discipline, performance appraisals, workplace safety, and training.

Answer option A is incorrect. Performance appraisal is a structure for documenting individual performance. Performance appraisal can contribute to productive relationships between employees and their supervisors.

Answer option B is incorrect. Employee self-assessment process is meant to be a two-way conversation. In this process, employees are asked to assess their own performance as part of the appraisal.

Question: 38

Which of the following are established by Fair Labor Standards Act (FLSA) of 1938?
Each correct answer represents a complete solution. Choose three.

- A. Criteria for exempt and nonexempt employees
- B. Minimum wage requirement
- C. Laws for protecting American children against labor exploitation
- D. Health insurance requirement

Answer: B, C, and A

Explanation:

The Fair Labor Standards Act (FLSA) of 1938 established the following:

Minimum wage requirement

Laws for protecting American children against labor exploitation

Criteria for exempt and nonexempt employees

Answer option D is incorrect. Health insurance requirement are not established by FLSA.

Question: 39

You are completing a Form I-9 with a newly hired employee. Which one of the following documents is not allowed as a proof of identity and employment eligibility for the newly hired employee?

- A. Driver's license
- B. Expired US passport
- C. Certificate of naturalization
- D. Unexpired reentry permit

Answer: A

Explanation:

A driver's license is a document that is acceptable to establish identity, but it is not acceptable as a document that confirms eligibility of employment.

Answer options B, C, and D are incorrect. An expired US passport, certificate of naturalization, and unexpired reentry permit are legitimate documents for the proof of employment eligibility and for identity.

Question: 40

Amy is a sales person for your company and she earns her pay based on commission. Amy's pay is known as variable pay or what other term?

- A. Fixed pay
- B. Commission only
- C. Base pay
- D. At risk pay

Answer: D

Explanation:

Amy's pay is a variable pay because her level of income is based on how well she sells. When an employee is paid a variable pay it is also known as "at risk pay."

Answer option C is incorrect. Base pay is a fixed amount of pay for doing a job. Amy's pay varies and isn't fixed.

Answer option A is incorrect. Fixed pay isn't technically a HR Professional term, though it's often used with base pay.

Answer option B is incorrect. Commission only pay is a slang to describe "at risk pay" or variable pay.

Question: 41

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

Explanation:

The compa-ratio helps organizations determine how closely an employee's pay is in synch with market. You must also consider the length of employment, service, skills, and other factors in the decision for compensation. The ratio is found by dividing the employees' salary (\$40,000) by the midpoint for the role (\$50,000) for the ratio of 80 percent.

Answer options A, D, and C are incorrect. These are not valid calculations for the compa-ratio.

Question: 42

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

Explanation:

The nominal group technique is a facilitated workshop to present an idea, allow brainstorming of additional ideas, and then the solutions are ranked by the group. A forecast can then be created based on the outcome of the exercise.

Answer option C is incorrect. This is more than just brainstorming as brainstorming does not begin with a presented idea or a ranking of ideas to predict an outcome.

Answer option D is incorrect. The Delphi Technique uses rounds of anonymous surveys to build consensus.

Answer option B is incorrect. Ratio analysis is a mathematical forecasting technique using two or more variables to predict a likely outcome.

Question: 43

Which of the following are narrative methods of appraisal that require managers to describe the employee's performance? Each correct answer represents a complete solution. Choose three.

- A. Daily review
- B. Field review
- C. Essay review
- D. Critical incident review

Answer: D, B, and C

Explanation:

The narrative methods of appraisal that require managers to describe the employee's performance are as follows:

1. Critical incident review
2. Field review
3. Essay review

The critical incident review requires that during the review period supervisors make notes of successful and unsuccessful performance issues for each employee.

A field review appraisal may be conducted by someone other than the supervisor. This can be a person from outside the organization.

In the essay review, the reviewer has to write a short description about each employee's performance during the year.

Answer option A is incorrect. There is no such narrative method of appraisal as daily review.

Question: 44

There are seven stages of internal consulting that an HR Professional must be familiar with. Consider this scenario: Frances has developed an HR training plan for her organization. The plan is comprehensive, aggressive, and will provide organizational development for all levels of employees in the company. Frances is presenting her plan to her organization's management. What level of internal consulting is Frances participating in?

- A. Reviewing, transitioning, and evaluating the project
- B. Gaining agreement to the project plan
- C. Presenting the findings and recommendations
- D. Exploring the situation

Answer: B

Explanation:

Frances is meeting with the management to gain their agreement on the project plan. The plan has not yet been approved.

Answer option C is incorrect. This choice is tempting, but as the plan is not yet approved, this choice is invalid.

Answer option A is incorrect. This is the final stage of internal consulting; since the plan has not yet been implemented, this choice is incorrect.

Answer option D is incorrect. Exploring the situation is the first stage of internal consulting. Once the HR Professional moves past this phase, the plan is developed and presented for approval.

Question: 45

Heather's organization works with a labor union work force. Heather has heard rumors that the union has been trying to create a hot cargo agreement with a supplier. What is a hot cargo agreement?

- A. It's an agreement that an employer will stop doing business with a non-union business.
- B. It's a threat that the union will slow down processing orders for non-union shops.
- C. It's an agreement to rush orders for union-based businesses.
- D. It forces suppliers to join the union.

Answer: A

Explanation:

A hot cargo agreement is an agreement an employer makes to stop doing business with other, usually non-union based businesses. Answer options D, B, and C are incorrect. These aren't valid definitions of a hot cargo agreement.

Question: 46

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

Explanation:

Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, color, religion, sex, or national origin.

Answer option D is incorrect. The Fair Labor Standards Act of 1958, also known as the Equal Pay Act, prohibits sex-based wage discrimination.

Answer option C is incorrect. ADEA of 1967 prohibits discrimination in employment on the basis of age (40 years or older).

Answer option B is incorrect. Americans with Disabilities Act (ADA) and Rehabilitation Act of 2008 make important changes to the definition of the term "disability" by rejecting the holdings in several Supreme Court decisions and portions of EEOC's ADA regulations.

Question: 47

As a HR Professional you must understand the laws and regulations, which affect employee compensation. Which of the following was the first to address sanitary working conditions?

- A. Walsh-Healey Public Contracts Act
- B. Portal-to-Portal Act
- C. Davis-Bacon Act
- D. Fair Labor Standards Act

Answer: A

Explanation:

The Walsh-Healey Public Contracts Act addressed contractors with the federal government that exceed \$10,000, to pay an established minimum wage to workers employed through the contract. This act was passed in 1936. This act also addressed, however, the requirements of sanitary working conditions for employees.

Answer option C is incorrect. In 1931 the Davis-Bacon Act was the first piece of legislation to actually establish a minimum wage. The act was, however, limited to the construction industry.

Answer option D is incorrect. The Fair Labor Standards Act was passed in 1938. It addressed minimum wage, overtime pay, child labor, and record keeping.

Answer option B is incorrect. The Portal-to-Portal Act of 1947 clarified the hours of working for the purpose of minimum wage and overtime pay.

Question: 48

As an HR Professional you must be familiar with several laws and pieces of legislation that affects your practices. What act makes it illegal to discriminate against older workers with respect to benefits or to target older workers for layoffs?

- A. OWBPA
- B. OASDI
- C. HIPAA
- D. MHPA

Answer: A

Explanation:

The OWBPA, the Older Worker's Benefit Protection Act of 1990, made it illegal for a company to discriminate against or target older workers for layoffs.

Answer option C is incorrect. HIPAA, the Health Insurance Portability and Accountability Act, focuses on security and portability of health care coverage and privacy considerations.

Answer option D is incorrect. MHPA, the Mental Health Parity Act, prohibits group health plan providers, insurance companies, and HMOs that offer mental health benefits from setting annual or lifetime dollar amounts on mental health benefits, that are lower than any such dollar limits for medical and surgical benefits.

Answer option B is incorrect. OASDI, the Old Age, Survivors, and Disability Insurance program is also known as Social Security.

Question: 49

Your organization employees 475 people and you are the HR Professional for the organization. You're teaching your staff about the EEOC laws and the rights your employees have under these laws. In your state what term is assigned by the EEOC to the local offices that enforce the EEOC laws and any local or state anti-discrimination laws?

- A. Labor offices
- B. Workers Rights Agencies
- C. Fair Employment Practices Agencies
- D. EEOC offices

Answer: C

Explanation:

The Fair Employment Practices Agencies are the local representatives of the EEOC. These FEPAs enforce federal, state, and local laws for employees they represent.

Answer option D is incorrect. EEOC offices are not the same as the Fair Employment Practices Agencies.

Answer option A is incorrect. Labor offices is not a valid term for this question.

Answer option B is incorrect. There isn't an EEOC agency called the Workers Rights Agencies, so this choice is not valid.

Question: 50

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

Explanation:

A charge is the formal complaint submitted to an agency that alleges unlawful discrimination. It does not mean that discrimination has actually happened, just that it might have happened.

Answer option B is incorrect. The individual filing the charge is actually called the charging party or complainant.

Answer option A is incorrect. This answer is partly right, as there must be documentation in a charge, but a charge is more than just the documentation.

Answer option C is incorrect. A charge is not the evidence that unlawful discrimination has occurred; it's just the filing of the alleged discrimination.

Question: 51

Organizational functions, according to Fayol, conform to one of the six functional areas. Which one of the following is not an area of organizational functions for strategic planning?

- A. Sales and marketing
- B. Financial activities
- C. Human resource management
- D. Technical activities

Answer: C

Explanation:

Fayol did not include human resource management as one of the six functional areas of an organization. The six areas are: technical activities, sales and marketing, financial activities, security activities, accounting activities, and managerial activities.

Answer options D, B, and A are incorrect. Technical activities, financial activities, and sales and marketing are components of the six functional areas.

Question: 52

Which one of the following is the best example of a disparate treatment of discrimination?

- A. All project team members are asked to take turns keeping meeting minutes in a rotation.
- B. The meeting minutes will be kept by both men and women in a rotation.
- C. The meeting minutes will be kept by female members of the project team because they have neater handwriting.
- D. All junior project team members are required to take turns keeping meeting minutes in a rotation.

Answer: C

Explanation:

Requiring only the female members to keep the meeting minutes is a form of disparate treatment.

Answer option A is incorrect. This is a fair, neutral way to ensure that the meeting minutes are kept.

Answer option D is incorrect. While this choice is tempting it's not unlawful as there's no distinction between male and female employees to keep the minutes for the meeting.

Answer option B is incorrect. This is a fair rotation of the meeting minutes, though stating that male and females will rotate on the task could open possibilities of disparate treatment.

Question: 53

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

Explanation:

Unemployment insurance claims are managed locally within each state, but federal rules do apply.

Answer option B is incorrect. Unemployment claims are not managed by the department of labor.

Answer option C is incorrect. Insurance companies do provide unemployment insurance, but it's the local state government that manages the claims.

Answer option A is incorrect. Each organization does not manage the unemployment claims.

Question: 54

Fred is a union employee who has been summoned by the management to an investigatory hearing regarding his conduct. Fred would like to have a union representative with him at the meeting. What is the name of the right that allows Fred to have a union representative with him at the meeting?

- A. Management Rights
- B. Bumping Right
- C. Right of Way
- D. Weingarten Right

Answer: D

Explanation:

The Weingarten Right is a right based on the US Supreme Court case NLRB v. Weingarten in 1975. This case establishes the right of a union member employee to have a union representative present at investigatory meetings with management.

Answer option B is incorrect. The bumping right is the right of a senior employee whose position may be eliminated, and who opts to take the position of a less senior employee instead of losing the employment altogether.

The less senior employee is "bump" out of employment by the senior employee.

Answer option C is incorrect. Right of way is not a valid term for this scenario.

Answer option A is incorrect. Management rights describe the ability of management to manage their organization the way they see fit unless the management approach contradicts a union labor contract.

Question: 55

When an individual files a charge of discrimination with the EEOC against an employer, what will the EEOC do?

- A. The EEOC will create a hearing with the complainant and the employer to investigate the charge.
- B. The EEOC will visit the employer to inform them of the charge.
- C. The EEOC will investigate the claim by inspecting the employer's place of business.
- D. The EEOC will send the employer a letter informing them of the charge.

Answer: D

Explanation:

The first thing that the EEOC will do is send the employer a letter informing them of the charge and allow the employer to respond accordingly. Answer option C is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge. Answer option A is incorrect. The EEOC doesn't create a hearing. The employer will first receive the letter allowing them to respond to the charge.

Answer option B is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge.

Question: 56

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 employees.
- D. Yolanda should tell Thomas that Carrie must be treated the same way as any other temporarily disabled employee.

Answer: D

Explanation:

Under the Pregnancy Discrimination Act of 1978, organizations must treat employees that are temporarily unable to complete their jobs due to pregnancy, the same way the organization would treat any other temporarily disabled employee.

Answer option B is incorrect. Thomas can't terminate Carrie's employment because of pregnancy.

Answer option C is incorrect. The Pregnancy Discrimination Act actually applies to organizations with 15 or more employees.

Answer option A is incorrect. There is no 28-day time limit to the requirements of the Pregnancy Discrimination Act.

Question: 57

Your organization is aiming to reduce costs by stopping wastes in the production cycle. The company has created a plan that will reward employees 50 percent of the savings from the waste stoppage. What type of compensation plan is your organization offering to employees in this instance?

- A. This is an example of a team incentive
- B. This is an example of profit sharing
- C. This is an example of gainsharing
- D. This is an example of a short-term incentive

Answer: C

Explanation:

Gainsharing is a compensation plan where the money saved by reducing waste is shared among the employees or project team. It can also be used as an incentive for additional revenues generated.

Answer option D is incorrect. A short-term incentive usually last a year or less and the scenario doesn't indicate how long this incentive may be offered.

Answer option A is incorrect. A team incentive is for a particular team to reach a common goal. This choice is tempting but gainsharing is a more accurate description of what's occurring in this scenario.

Answer option B is incorrect. Profit sharing is similar to gainsharing, but the focus is one a profit goal, not a waste reduction goal.

Question: 58

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

Explanation:

The compa-ratio helps organizations determine how closely an employee's pay is in synch with market. You must also consider the length of employment, service, skills, and other factors in the decision for compensation. The ratio is found by dividing the employees' salary (\$75,000) by the midpoint for the role (\$80,000) for the ratio of 88 percent.

Answer option C is incorrect. 113 percent is the inverted formula by dividing \$80,000 by \$75,000.

Answer option A is incorrect. \$10,000 is the difference of the two values, but this isn't the compa-ratio.

Answer option B is incorrect. This isn't a valid figure for the question.

Question: 59

As a HR Professional you must understand the laws and regulations, which affect employee compensation. If a non-exempt employee works more than 40 hours per week, what is their overtime pay rate?

- A. 150 percent of their base pay
- B. It depends on the state where the employee is employed
- C. Non-exempt employees do not receive overtime pay
- D. 50 percent of their base pay

Answer: A

Explanation:

Overtime pay is 150 percent of the employee's base hourly pay. It is commonly called time and a half.

Answer option B is incorrect. Overtime pay is a federally-mandated law, not a state law.

Answer option C is incorrect. Non-exempt employees do receive overtime pay. Exempt employees do not.

Answer option D is incorrect. Overtime pay is 150 percent, not just 50 percent of the base pay.

Question: 60

If a union wants to organize, it typically moves through five steps to the organizing process. Which step of union organization would require the union to collect at least 30 percent of signed authorization cards from employees?

- A. Confirm interest
- B. The campaign
- C. Make a connection
- D. Obtain recognition

Answer: A

Explanation:

The confirm interest stage, the second of five phases to unionization, typically requires 30 percent of the employees to sign an authorization card. Some unions may seek 50 percent of authorization cards, in some instances.

Answer option C is incorrect. Make a connection is the first stage of the unionization process. This stage is to establish a connection, to determine if there is any interest in the forming or joining of a union.

Answer option D is incorrect. The obtain recognition stage, the third stage of the unionization process, is to gain recognition from the employer. This stage causes the employer to give the NLRB a list of names and addresses of employees who are eligible to vote in the union certification election.

Answer option B is incorrect. The campaign stage of the unionization process is the fourth step in preparation for the final stage, the election to determine unionization of the employees.

Question: 61

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

Explanation:

The HR Professional uses the role of the catalyst to integrate himself to all areas of the HR Impact Model. It's important for the HR Professional to be integrated into all four areas of the model, not isolated into one component. The four components of the HR Impact model are catalyst, programs and processes, consultation, and policies and procedures.

Answer option B is incorrect. The HR Professional is not one of the four components of the HR Impact Model.

Answer option A is incorrect. The programs and processes role oversees programs to attract and motivate employees, and promotes employee satisfaction and performance.

Answer option D is incorrect. The consultation role helps to define the overall organizational strategy.

Question: 62

Mark is a HR Professional for his organization and he has been given the assignment to create an Affirmative Action Plan for his company. As Mark creates this document, which one of the following is not required to be in the Affirmative Action Plan?

- A. Placement Goals
- B. Job Group Analysis
- C. Compliance Reviews
- D. Designation of Responsibility

Answer: C

Explanation:

Compliance reviews are not part of an Affirmative Action Plan. The components of an Affirmative Action Plan are designation of responsibility, organizational display or workforce analysis, job group analysis, availability analysis, utilization analysis, placement goals, action-oriented programs, identification of problem areas, and internal audits and reporting system.

Answer options D, B, and A are incorrect. Designation of responsibility, job group analysis, and placement goals are part of an Affirmative Action Plan.

Question: 63

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

Explanation:

Manual workers, i.e. people that complete repetitive work with their hands, physical skill, and energy, can never be exempted from overtime pay.

Answer options B, D, and A are incorrect. Sales people, managers, and administrative assistants can be exempted from overtime pay.

Question: 64

You are the HR Professional for your organization. You have just hired a new employee for your company. What form are you and the newly hired employee required to complete to show the employee's identity and eligibility to work in the United States?

- A. IRCA-00
- B. 1099
- C. IRCA-86
- D. I-9

Answer: D

Explanation:

The I-9 form is a requirement of the Immigration and Control Act of 1986. It must be completed within three days of hiring the employee. Some parts are completed by the newly hired candidate and the other parts are completed by the HR Professional.

Answer options B, A, and C are incorrect. These are not valid forms for the Immigration and Control Act of 1986.

Question: 65

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

Answer: D

Explanation:

The factor comparison does indeed assign a monetary value to the responsibilities, called points and levels, to determine the pay rate for each job. It can be used to determine employee value based on performance of meeting expectations.

Answer option A is incorrect. This is not a valid definition of the factor comparison technique as it does not completely define the approach.

Answer options C, B are incorrect. These are not valid definitions of the factor comparison technique.

Question: 66

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 minorities.
- 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 minorities.
- 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 favor.

Answer: C

Explanation:

This case centers on Brian Weber being excluded from a job training program that, if completed, would have increased his pay. His employer, Kaiser Aluminum & Chemical Corp., allowed blacks and whites into the program on one-to-one basis. Weber sued on the grounds of "reverse discrimination." He initially won, but then the US Supreme Court overturned the decision.

Answer options A, D, and B are incorrect. These are not correct definitions of the United Steelworkers of America versus Weber.

Question: 67

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 organization.
- B. To refuse individuals to organize and meet for the potential labor union creation process.
- C. To interfere, restrain, or coerce employees in the exercise of their rights to engage in concerted or union activities or refrain from them.
- D. To discriminate against employees for engaging in concerted or union activities or refraining from them.

Answer: B

Explanation:

The employer is not obligated to provide meeting facilities to employees wishing to create a labor union.

Answer options C, A, and D are incorrect. These are among the five unfair labor practices.

Question: 68

Mike is the HR Professional for his organization and he's documenting the relationship of contractors and employees in the organization. Mike is focusing on the control aspects as provided by the Internal Revenue Service. What aspect of the contractor control aspect is best described as how the business pays the worker?

- A. Behavioral control
- B. Contractual relationship
- C. Type of relationship
- D. Financial control

Answer: D

Explanation:

How the organization pays the worker is defined as a financial control for the individual. This affects the decision and determination that the person may be an employee and not a contractor.

Answer option A is incorrect. Behavioral control defines who does the work, who controls the work, who directs the work, and how each action is done.

Answer option C is incorrect. The type of relationship should be defined in the written contract, assuming one exists, between the person and the organization.

Answer option B is incorrect. There is not a control aspect called "contractual relationship" as provided by the IRS so this choice is not valid.

Question: 69

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 Corp. versus Green, 1973

Answer: A

Explanation:

The Griggs versus Duke Power lawsuit was heard in the US Supreme Court. This case, which preceded the Civil Rights Act of 1964, centered on a policy, Duke Power Company had of segregating employees by race.

Answer option D is incorrect. McDonnell Douglas Corp. versus Green, 1973 centered on a race discrimination case regarding the burdens and nature of proof in proving a Title VII of the Civil Rights Act of 1964.

Answer option B is incorrect. Albemarle Paper versus Moody, 1975 dealt with racial discrimination and the responsibilities of organizations, to offer back pay to individuals that were racially discriminated. The racial discrimination may have prevented certain employees from advancing in the organization.

Answer option C is incorrect. Washington versus Davis, 1976 is a racial discrimination lawsuit, brought by two African Americans that were denied positions in the Washington DC police department.

Question: 70

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: B, C, and A

Explanation:

The following are non-monetary rewards that a company can provide to its employees:

Opportunity to learn

Flexible hours

Recognition

Employees need to learn and develop new skills in order to advance. Hence, opportunity to learn is a non-monetary reward.

Employees need time for their family, friends, and other activities. A flexible schedule or the occasional off can help employees to meet some of these obligations. Permitting some flexibility in an employee schedule increases their motivation.

Answer option D is incorrect. Cash compensation is a monetary reward for employment.

Question: 71

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

Answer: C

Explanation:

The ally doctrine states that a union may expand its primary picketing activities to employers who are allies of the primary employer, in an attempt to put more pressure on the primary employer. Answer options D, A, and B are incorrect. These are not valid definitions of the ally doctrine.

Question: 72

Holly is the HR Professional for her organization and she's examining the type of exemptions for computer employees. What is the minimum rate that the computer employee must earn to be considered exempt?

- A. \$27.63 per hour
- B. \$17.03 per hour
- C. \$45.33 per hour
- D. \$31.23 per hour

Answer: A

Explanation:

To qualify for the computer exemption status, the computer employee must earn, if paid on an hourly salary, no less than \$27.63 per hour. Answer options C, B, and D are incorrect. These are not valid answers for this question as the computer employee must earn no less than \$27.63 per hour.