HRCI aPHRi Practice Questions

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Question 1

Question Type: MultipleChoice

An organization that pays employees based on a flat rate will typically provide compensation:

Options:

A- Based on seniority
B- Based on performance
C- At the same rate for the same work.
D- At an appropriate rate for employment skills

Answer:

C

Explanation:

Definition of Flat Rate Compensation:

Flat rate compensation involves paying employees a uniform rate for the same type of work, regardless of seniority, performance, or additional factors.

Why Same Rate for Same Work is Correct:

This system ensures consistency and simplicity in compensation, often applied in standardized roles where tasks are uniform and performance differentiation is minimal.

Eliminating Incorrect Options:

A . Based on seniority: Seniority-based pay typically involves incremental increases over time.

B . Based on performance: Flat rate pay is not performance-based.

D . At an appropriate rate for employment skills: Flat rate pay disregards skill variations.

International HR Reference:

ILO Equal Remuneration Convention (No. 100): Advocates for equal pay for equal work, aligning with flat rate principles.

Question 2

Question Type: MultipleChoice

Which option best is most likely to be included in a new employee orientation handbook?

Options:

A- Top performers of the organization
B- Change management process
C- Budget statements
D- Organizational chart

Answer:

D

Explanation:

Comprehensive and Detailed in Depth

A new employee orientation handbook is designed to help new hires understand the organization, its structure, policies, and expectations. It typically includes information that helps employees integrate into the workplace, such as the company's mission, values, policies, benefits, and structure. An organizational chart is a common inclusion because it visually represents the company's hierarchy, helping new employees understand reporting lines and departmental structures.

Option A (Top performers of the organization): This is not typically included in an orientation handbook, as it is not directly relevant to a new employee's onboarding process and may change frequently.

Option B (Change management process): While important for organizational development, change management processes are too complex and situational to be a standard part of an orientation handbook.

Option C (Budget statements): Budget statements are financial documents meant for management or stakeholders, not new employees, and are not relevant to orientation.

Option D (Organizational chart): Correct, as it provides a clear overview of the company's structure, helping new hires understand their place in the organization and whom to report to.

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Question 3

Question Type: MultipleChoice

Which option best is a primary benefit of conducting exist interviews?

Options:

A- Enhanced communication among employees
B- Improved retention practices
C- Minimized workplace conflicts
D- Compliance with termination law

Answer:

B

Explanation:

Exit interviews provide valuable feedback from departing employees, which organizations can analyze to identify areas for improvement, address workplace issues, and enhance retention practices.

Explanation of Other Options:

A . Enhanced communication among employees: Exit interviews do not directly impact current employee communication.

C . Minimized workplace conflicts: Conflicts may be identified, but minimizing them is not the primary goal.

D . Compliance with termination law: Exit interviews are not a legal requirement.

SHRM - Recruitment Types and Contingent Searches

WorldatWork - Compensation Philosophy Best Practices

Harvard Business Review - Exit Interview Benefits and Retention Strategies

Question 4

Question Type: MultipleChoice

The extent to which employees identify with their positions is called job:

Options:

A- Enrichment
B- Enlargement
C- Involvement
D- Sharing

Answer:

C

Explanation:

Comprehensive and Detailed in Depth

Job involvement refers to the degree to which employees identify with their roles, feel psychologically attached to their work, and see their job as a central part of their identity. High job involvement is associated with greater engagement and commitment.

Option A (Enrichment): Job enrichment involves adding meaningful tasks to a role to increase motivation, not identification.

Option B (Enlargement): Job enlargement adds more tasks of the same level, not related to identification.

Option C (Involvement): Correct, as it describes the extent of identification with the position.

Option D (Sharing): Job sharing involves splitting a role between employees, not identification.

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Question 5

Question Type: MultipleChoice

An employee receives a paycheck based on a percentage of sales, which is also known as:

Options:

A- long-term incentive compensation
B- skill- and competency-based pay
C- base pay
D- variable pay

Answer:

D

Explanation:

Variable pay refers to compensation linked to performance outcomes, such as a percentage of sales. According to HRCI, variable pay structures are designed to reward employees for achieving specific results, making it a common approach in sales roles to incentivize higher productivity.

Question 6

Question Type: MultipleChoice

Fill in blank

Enter the answer as a numeric value.)

An organization has an average of 50 employees during one calendar year. If 8 employees end employment during the year, the annual rate is ______________.%

Options:

A- 16

Answer:

A

Explanation:

Formula to Calculate Annual Turnover Rate:

TurnoverRate=(NumberofEmployeesWhoLeftAverageNumberofEmployees)100\text{Turnover Rate} = \left(\frac{\text{Number of Employees Who Left}}{\text{Average Number of Employees}} \right) \times 100TurnoverRate=(AverageNumberofEmployeesNumberofEmployeesWhoLeft)100

Applying the Values:

Number of employees who left: 8

Average number of employees: 50

TurnoverRate=(850)100=16%\text{Turnover Rate} = \left(\frac{8}{50} \right) \times 100 = 16\%TurnoverRate=(508)100=16%

Final Answer:

16%

International HR Reference:

SHRM Turnover Metrics Guidelines: Provides standardized formulas for turnover calculations.

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Question 7

Question Type: MultipleChoice

An employee's current experience and abilities are determined by using a(n):

Options:

A- Skills inventory
B- Succession plan
C- Performance management system
D- Applicant tracking system

Answer:

A

Explanation:

Comprehensive and Detailed in Depth

A skills inventory is a tool used to catalog an employee's current experience, skills, qualifications, and abilities. It helps HR understand the workforce's capabilities for purposes like training, development, or workforce planning.

Option A (Skills inventory): Correct, as it directly assesses an employee's current experience and abilities.

Option B (Succession plan): This identifies employees for future leadership roles, not their current skills.

Option C (Performance management system): This evaluates performance, not a comprehensive skills assessment.

Option D (Applicant tracking system): This manages recruitment processes, not current employee skills.

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Question 8

Question Type: MultipleChoice

When confirming a candidate's personal and professional records, an organization may conduct a(n):

Options:

A- Resume screening
B- Background check
C- Behavioral interview
D- Employment investigation

Answer:

B

Explanation:

Purpose of a Background Check:

Background checks verify a candidate's personal and professional records, ensuring their qualifications, employment history, and criminal records (if applicable) meet organizational standards.

Why Background Check is Correct:

This process confirms the accuracy of the information provided by the candidate and minimizes risks to the organization.

Eliminating Incorrect Options:

A . Resume screening: Involves reviewing resumes to shortlist candidates but does not confirm records.

C . Behavioral interview: Evaluates behavioral traits, not factual records.

D . Employment investigation: This term is less commonly used and may imply a deeper, often internal, investigation.

International HR Reference:

FCRA (U.S.): Provides guidelines on conducting lawful background checks.

Question 9

Question Type: MultipleChoice

A main purpose of internet policies is to:

Options:

A- Ensure the employees have secure access
B- Reduce frequency of communication in the organization
C- Create a structure for disciplinary procedures
D- Protect information shared within and outside of the organization

Answer:

D

Explanation:

Comprehensive and Detailed in Depth

Internet policies outline acceptable use of the organization's internet resources, including email, browsing, and file sharing. A primary purpose is to protect information shared within and outside the organization by preventing data breaches, ensuring confidentiality, and mitigating risks like malware or unauthorized disclosures.

Option A (Ensure the employees have secure access): While secure access is important, it is a technical aspect, not the primary purpose of the policy.

Option B (Reduce frequency of communication in the organization): Internet policies do not aim to reduce communication; they regulate it.

Option C (Create a structure for disciplinary procedures): This is a secondary outcome, not the primary purpose.

Option D (Protect information shared within and outside of the organization): Correct, as it focuses on data security and confidentiality.

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Question 10

Question Type: MultipleChoice

Investor customer, employees, partners, and regulators are called:

Options:

A- Human capital
B- External advisers
C- Business stakeholders
D- Organization shareholders

Answer:

C

Explanation:

Business stakeholders include any group or individual who is impacted by or has an interest in the operations and success of an organization. This includes investors, customers, employees, partners, and regulators.

Explanation of Other Options:

A . Human capital: Refers specifically to the workforce and their value.

B . External advisers: Narrower category, not encompassing all stakeholders.

D . Organization shareholders: Refers only to owners or investors, not the broader stakeholder group.

Question 11

Question Type: MultipleChoice

At which stage does HR evaluate the effectiveness of a training program?

Options:

A- Post-testing
B- Development
C- Needs analysis
D- Implementation

Answer:

A

Explanation:

Comprehensive and Detailed in Depth

Evaluating the effectiveness of a training program occurs after the training has been delivered, during the post-testing stage. This involves assessing whether the training achieved its objectives, such as through tests, surveys, or performance metrics (e.g., Kirkpatrick's evaluation model, which includes reaction, learning, behavior, and results).

Option A (Post-testing): Correct, as this stage focuses on evaluating the training's impact after it is completed.

Option B (Development): This is the stage where the training program is designed, not evaluated.

Option C (Needs analysis): This identifies training needs before the program is developed, not its effectiveness.

Option D (Implementation): This is when the training is delivered, not evaluated.

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Question 12

Question Type: MultipleChoice

The total number of days jobs are open, divided by the total number of jobs available, is the formula used to calculate:

Options:

A- Turnover
B- Time-to-fill
C- Yield ratio
D- Vacancy costs

Answer:

B

Explanation:

Definition of Time-to-Fill:

Time-to-fill measures the number of calendar days it takes to fill a job vacancy, starting from the date the job is posted to the date a candidate accepts the offer.

Formula: Time-to-Fill=TotalNumberofDaysJobsAreOpenTotalNumberofJobsAvailable\text{Time-to-Fill} = \frac{\text{Total Number of Days Jobs Are Open}}{\text{Total Number of Jobs Available}}Time-to-Fill=TotalNumberofJobsAvailableTotalNumberofDaysJobsAreOpen

Why Time-to-Fill is Correct:

It is a key recruitment metric used to evaluate the efficiency of the hiring process.

Lower time-to-fill indicates a streamlined recruitment process, while higher values may suggest bottlenecks or inefficiencies.

Eliminating Incorrect Options:

A . Turnover: Refers to the rate at which employees leave the organization and is unrelated to job openings.

C . Yield ratio: Measures the efficiency of recruiting efforts (e.g., percentage of candidates moving from one stage to the next).

D . Vacancy costs: Refers to financial losses due to unfilled positions, not the time metric.

International HR Reference:

SHRM Metrics Toolkit: Highlights the importance of time-to-fill for evaluating recruitment efficiency.

ISO 30414: Guidelines for human capital reporting, including recruitment metrics like time-to-fill.

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