

HRCI.aPHRi.v2026-02-12.q82

Exam Code:	aPHRi
Exam Name:	Associate Professional in Human Resources - International
Certification Provider:	HRCI
Free Question Number:	82
Version:	v2026-02-12
# of views:	108
# of Questions views:	1010
https://www.freecram.net/torrent/HRCI.aPHRi.v2026-02-12.q82.html	

NEW QUESTION: 1

Which of the following advantages do performance appraisals offer an employee?

- A. Direct feedback
- B. Training objectives
- C. Financial incentives

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Performance appraisals provide employees with direct feedback on their work, highlighting strengths, areas for improvement, and progress toward goals. This feedback helps employees understand expectations and grow professionally.

* Option A (Direct feedback): Correct, as appraisals offer clear, personalized feedback.

* Option B (Training objectives): While appraisals may identify training needs, this is an outcome, not a direct advantage.

Reference: aPHRi knowledge domain - Talent Development: Benefits of performance appraisals, including feedback for employees.=====

NEW QUESTION: 2

A key benefit of an employee recognition program is to:

- A. increase job performance
- B. promote company visibility
- C. support employee advancement
- D. improve employee accountability

Answer: (SHOW ANSWER)

Employee recognition programs are designed to acknowledge and reward positive behavior, which in turn encourages high job performance. HRCI notes that recognizing employees for their contributions motivates them to maintain or improve performance, benefiting both the individual and the organization.

NEW QUESTION: 3

Match each HR tool to its corresponding description

	HR Tool	Description
Focus Group Discussion	Drop here	Measures employee feelings related to their pay and responsibilities.
Engagement Survey	Drop here	Examines specific topics to determine satisfaction at work.
Stay interviews	Drop here	Used to determine what motivates employees to continue working for an organization.

Answer:

	HR Tool	Description
Focus Group Discussion	Engagement Survey	Measures employee feelings related to their pay and responsibilities.
Engagement Survey	Focus Group Discussion	Examines specific topics to determine satisfaction at work.
Stay Interviews	Stay Interviews	Used to determine what motivates employees to continue working for an organization.

Explanation:

Here is the correct matching for each HR tool with its corresponding description:

- * Focus Group Discussion # Examines specific topics to determine satisfaction at work
 - * Engagement Survey # Measures employee feelings related to their pay and responsibilities
 - * Stay Interviews # Used to determine what motivates employees to continue working for an organization
- Step-by-Step Explanation**
- * Focus Group Discussion: This tool involves gathering a small group of employees to discuss specific topics in depth. It helps HR understand employee perspectives on certain issues or areas of satisfaction and dissatisfaction at work.
 - * Engagement Survey: Engagement surveys are used to gauge overall employee sentiment regarding various aspects of their job, including pay, responsibilities, and work environment. This tool helps organizations measure the level of employee engagement and areas for improvement.
 - * Stay Interviews: Stay interviews focus on understanding why employees choose to remain with the organization and what factors motivate them to continue. These interviews provide insights into retention drivers and potential areas for organizational improvement to retain talent.

NEW QUESTION: 4

Which of the following should be included in an anti-harassment policy?

- A. Name and title of HR representative
- B. A statement of potential confidentiality
- C. A clear explanation of prohibited conduct
- D. Tips for employees to resolve the harassment on their own

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

An anti-harassment policy is a critical document that outlines the organization's commitment to a harassment-free workplace. It must include a clear explanation of prohibited conduct (e.g., sexual harassment, bullying) to ensure employees understand what behaviors are unacceptable and to provide a basis for enforcement.

* Option A (Name and title of HR representative): While contact information may be included, it is not a core component of the policy itself.

* Option B (A statement of potential confidentiality): Confidentiality is important, but it is a procedural detail, not the main focus.

* Option C (A clear explanation of prohibited conduct): Correct, as this is a fundamental element of an anti-harassment policy.

Reference: aPHRi knowledge domain - Employee Relations: Developing anti-harassment policies, including defining prohibited conduct.=====

NEW QUESTION: 5

Standards of behavior that are informal guidelines for employees are called:

- A. Norms
- B. Policies
- C. Processes
- D. Job descriptions

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Norms are informal standards of behavior that develop within a group or organization over time. They guide how employees interact, make decisions, and conduct themselves in the workplace, often reflecting the organization's culture. Unlike formal policies, norms are unwritten and evolve organically.

* Option A (Norms): Correct, as norms are informal behavioral guidelines.

* Option B (Policies): Policies are formal, written rules, not informal guidelines.

* Option C (Processes): Processes are structured steps to complete tasks, not behavioral standards.

Reference: aPHRi knowledge domain - Employee Relations: Understanding organizational culture and norms.

NEW QUESTION: 6

Determining the skills required for a position is most important when conducting a:

- A. Job analysis

- B. Salary negotiation
- C. Performance review
- D. Job rotation program

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed in Depth Explanation:

A job analysis is a systematic process of collecting information about a job's duties, responsibilities, required skills, and qualifications to create a job description and specification. Determining the skills required for a position is a core component of job analysis, as it ensures the role is clearly defined for recruitment, training, and performance management.

* Option A (Job analysis): Correct, as identifying required skills is a primary outcome of job analysis.

* Option B (Salary negotiation): This focuses on determining pay, not identifying skills, though skills may influence the negotiation.

* Option C (Performance review): This evaluates an employee's performance in a role, not the skills required for the position itself.

Reference: aPHRi knowledge domain - Recruitment and Selection: Job analysis and its role in defining position requirements.=====

NEW QUESTION: 7

Career counseling, application completion, and interviewing skills are examples of:

- A. Outsourcing benefits
- B. Onboarding services
- C. Outplacement services
- D. Work-life balance programs

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed in Depth Explanation:

Outplacement services are provided by an organization to support employees who are leaving (e.g., due to layoffs) by helping them transition to new employment. These services often include career counseling, assistance with job applications, and training in interviewing skills to aid the employee's job search.

* Option A (Outsourcing benefits): This refers to delegating benefits administration, not career support.

* Option B (Onboarding services): Onboarding involves integrating new hires, not supporting departing employees.

* Option C (Outplacement services): Correct, as these services directly relate to helping employees find new jobs after separation.

Reference: aPHRi knowledge domain - Employee Relations: Outplacement services as part of offboarding support.

NEW QUESTION: 8

The stage during which an employee's suitability for the job is determined is known as:

- A. Orientation.
- B. Onboarding
- C. Probation.
- D. On-the -job training (OJT).

Answer: (SHOW ANSWER)

The probation stage is the period during which an employee's suitability for a job is assessed. Employers use this time to evaluate whether the employee meets performance expectations and aligns with organizational culture.

* Explanation of Other Options:

- * A. Orientation: Focuses on introducing the organization, not evaluating suitability.
- * B. Onboarding: Includes processes to integrate new hires but does not specifically evaluate suitability.
- * D. On-the-job training (OJT): A training method, not an evaluation stage.

NEW QUESTION: 9

high rates of employee absenteeism will have the most impact on:

- A. quality
- B. morale
- C. efficiency
- D. productivity

Answer: (SHOW ANSWER)

High rates of employee absenteeism directly reduce the overall workforce availability, which negatively impacts the organization's ability to meet output goals.

* Explanation of Other Options:

- * A. Quality: Can be indirectly affected if absenteeism forces untrained staff to perform critical tasks.
- * B. Morale: Absenteeism may cause frustration among remaining employees, but productivity is the primary concern.
- * C. Efficiency: Efficiency is reduced but is a secondary effect of decreased productivity.

NEW QUESTION: 10

Enter the answer as a numeric value.

An organization hired 10 employees in one year and incurred the requirement expenses shown in the table.

The cost per hire is US \$_____.

Costs	Amount (US \$)
Advertising	400
Administrative	700
Miscellaneous	800

Answer:

190

Explanation:

Cost per hire is calculated as:

$$\text{Cost per hire} = \frac{\text{Total recruitment costs}}{\text{Number of hires}}$$

Given:

* Total costs = 400 + 700 + 800 = 1,900

* Number of hires = 10

$$\text{Cost per hire} = \frac{1,900}{10} = 190$$

References: SHRM - Strategic Planning Guidelines CIPD - Compensation Management Best Practices ILO - Effective Training Methods Recruitment Metrics - Cost Per Hire Calculations

NEW QUESTION: 11

The primary result of an organization's strategic planning is a:

- A. Budget and mission
- B. Philosophy and goals
- C. Vision and direction
- D. Plan and policies

Answer: (SHOW ANSWER)

The primary result of strategic planning is to define the vision and direction of an organization. Strategic planning focuses on the long-term purpose, goals, and initiatives that align with the company's mission.

* Vision: Represents the organization's aspirational future.

* Direction: Provides a clear roadmap for achieving strategic objectives.

Explanation of Other Options:

* A. Budget and mission: These are tools and components, not the primary result.

* B. Philosophy and goals: Philosophy guides behavior, but vision and direction outline strategy.

* D. Plan and policies: Plans are part of strategy execution, not its primary result.

NEW QUESTION: 12

Attrition is best described as the number of:

- A. Employees who have resigned
- B. Employees compensated to leave the organization.
- C. Fired employees in a given time period
- D. Departed employees who were not replaced.

Answer: (SHOW ANSWER)

Attrition refers to the gradual reduction of a workforce due to employees leaving the organization without being replaced. This contrasts with turnover, which includes both departures and replacements. Attrition typically results from resignations, retirements, or other natural separations.

* Explanation of Other Options:

- * A. Employees who have resigned: Resignations are a part of attrition but do not define it entirely.
- * B. Employees compensated to leave the organization: This describes severance agreements, not attrition.
- * C. Fired employees in a given time period: Involuntary terminations are not specific to attrition.

NEW QUESTION: 13

A typical performance management cycle includes:

- A. Screening, selection, interview, and hiring
- B. Planning, execution, assessment, and review
- C. Welcome, develop, communicate, and encourage.
- D. Orientate, acquaint, present information, and inspire

Answer: (SHOW ANSWER)

* Performance Management Cycle Overview:

* A performance management cycle involves a continuous process of setting objectives (planning), executing work, assessing outcomes, and reviewing performance to ensure alignment with organizational goals.

* Why Planning, Execution, Assessment, and Review is Correct:

* This cycle reflects the stages of performance management: setting expectations, monitoring progress, evaluating results, and providing feedback.

* Eliminating Incorrect Options:

* A. Screening, selection, interview, and hiring: Refers to recruitment, not performance management.

* C. Welcome, develop, communicate, and encourage: Focuses on onboarding, not performance management.

* D. Orientate, acquaint, present information, and inspire: Refers to employee orientation.

* International HR References:

* SHRM Performance Management Guidelines: Emphasizes a cyclical approach to managing performance.

NEW QUESTION: 14

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

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

Answer: (SHOW ANSWER)

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: $\text{Time-to-Fill} = \frac{\text{Total Number of Days Jobs Are Open}}{\text{Total Number of Jobs Available}}$
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 References:

* 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.

NEW QUESTION: 15

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

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

Answer: (SHOW ANSWER)

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.

NEW QUESTION: 16

Which of the following is the most efficient method of measuring employee satisfaction in an organization?

- A. Observation
- B. Interviews
- C. Surveys
- D. Focus groups

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Surveys are the most efficient method to measure employee satisfaction because they can quickly collect data from a large number of employees in a standardized, anonymous, and

scalable way. They allow for quantitative analysis (e.g., through Likert scales) and can cover a broad range of topics like job satisfaction, engagement, and workplace culture.

* Option A (Observation): Observation is subjective, time-consuming, and impractical for large groups, making it inefficient.

* Option B (Interviews): Interviews provide in-depth insights but are time-intensive and not scalable for large organizations.

* Option C (Surveys): Correct, as surveys are efficient, cost-effective, and can reach all employees while maintaining anonymity to encourage honest feedback.

Reference: aPHRi knowledge domain - Employee Relations: Methods for collecting employee feedback, such as surveys.

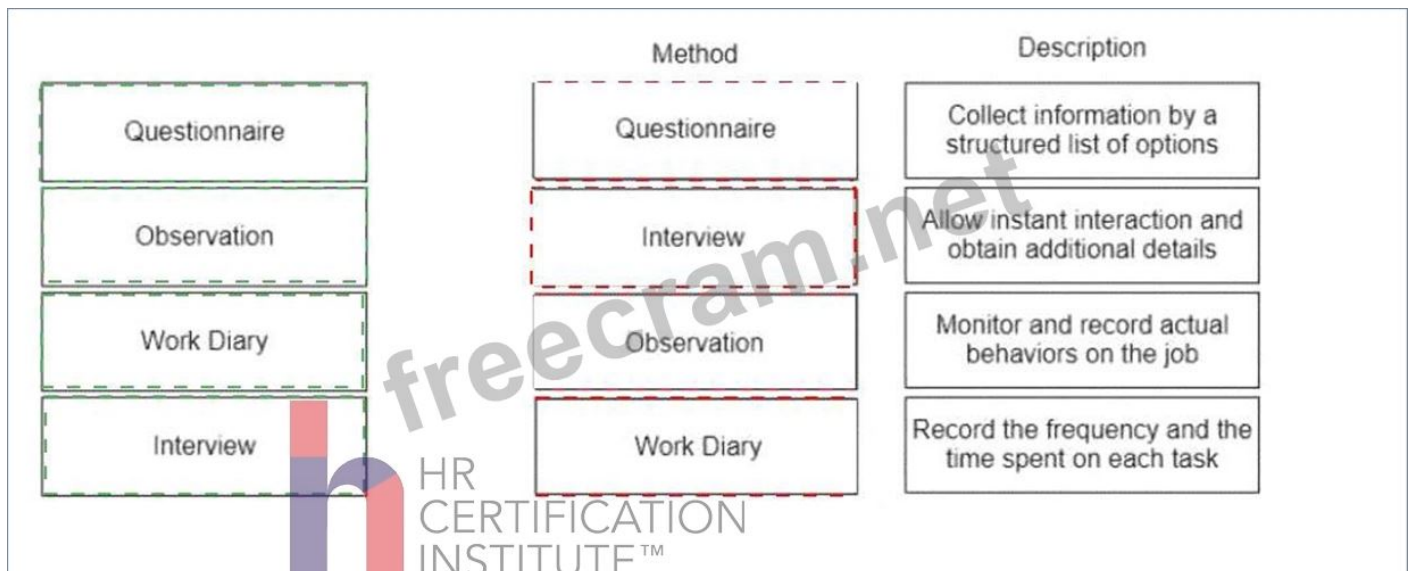
Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!
ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:
<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF** Special Discount Code: **freecram**)

NEW QUESTION: 17

Match the job analysis method to the correct description.

	Method	Description
Questionnaire	Drop here	Collect information by a structured list of options™
Observation	Drop here	Allow instant interaction and obtain additional details
Work Diary	Drop here	Monitor and record actual behaviors on the job
Interview	Drop here	Record the frequency and the time spent on each task

Answer:



Explanation:

Here is the correct matching for each job analysis method with its corresponding description:

- * Questionnaire # Collect information by a structured list of options
- * Observation # Monitor and record actual behaviors on the job
- * Work Diary # Record the frequency and the time spent on each task
- * Interview # Allow instant interaction and obtain additional details

Step-by-Step Explanation

- * Questionnaire: A questionnaire is a structured method where employees provide information by selecting from a list of predefined options. This method is efficient for gathering large amounts of data across multiple employees and job roles.
- * Observation: Observation involves directly watching employees as they perform their duties to capture and record their actual behavior on the job. This method is useful for understanding real-time tasks and workflows.
- * Work Diary: A work diary requires employees to record their activities, noting the time spent and frequency of each task. This method provides detailed insights into the distribution of work activities and how employees allocate their time.
- * Interview: The interview method allows for direct interaction with employees, enabling the interviewer to ask follow-up questions and gather additional details. This method is ideal for gaining in-depth information and clarifying responses.

NEW QUESTION: 18

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

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

Answer: ([SHOW ANSWER](#))

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.

NEW QUESTION: 19

Choose the correct incentive plan for each of the examples.

	Incentive Plan	Example
	Drop here	Pay for quarterly achievements
	Drop here	Encourage sense of ownership
	Drop here	Pay for complexity of work
	Drop here	Provide stock options with a vesting schedule

Answer:

	Incentive Plan	Example
	Short-term Incentive	Pay for quarterly achievements
	Long-term Incentive	Encourage sense of ownership
	Short-term Incentive	Pay for complexity of work
	Long-term Incentive	Provide stock options with a vesting schedule

Explanation:

Short-term Incentive # Pay for quarterly achievements

* Explanation: These rewards are tied to short-term goals and frequent performance evaluations.

Long-term Incentive # Encourage sense of ownership

* Explanation: Long-term incentives like profit-sharing or equity grants create a connection to the organization's success over time.

Short-term Incentive # Pay for complexity of work

* Explanation: These are immediate rewards based on task difficulty.

Long-term Incentive # Provide stock options with a vesting schedule

* Explanation: Vesting schedules reward employees for staying with the company long-term while aligning with corporate success.

References:

Society for Human Resource Management (SHRM), "Incentive Compensation: Short-term vs Long-term" (2022).

WorldatWork, "Equity Compensation and Long-term Incentives" (2021).

Chartered Institute of Personnel and Development (CIPD), "Performance-based Compensation" (2023).

SHRM, "Guide to Stock Option Plans" (2022).

International Labour Organization (ILO), "Compensation Structures and Strategies" (2022).

NEW QUESTION: 20

Which type of analysis requires the review of tasks and requirements of position?

- A. Needs
- B. Job
- C. Gap
- D. Skills

Answer: (SHOW ANSWER)

Understanding Job Analysis:

* A job analysis is a systematic process of identifying and documenting the duties, responsibilities, and requirements of a position. It serves as the foundation for developing job descriptions, recruitment plans, and performance evaluations.

Core Components of Job Analysis:

- * **Tasks:** Specific activities that the employee is expected to perform.
- * **Requirements:** Qualifications, skills, and competencies necessary for success in the role.

Why Job Analysis is Relevant:

- * It provides detailed insights into the position, helping HR professionals design recruitment strategies, training programs, and compensation plans tailored to the role.
- * It also ensures compliance with labor laws by defining essential job functions, a critical factor in addressing workplace accommodations.

Eliminating Incorrect Options:

- * **A. Needs analysis:** Focuses on identifying gaps in knowledge, skills, or resources within an organization, not specific job tasks.
- * **C. Gap analysis:** Compares current and desired performance levels, usually at the organizational or team level.
- * **D. Skills analysis:** Assesses employee skill levels but doesn't focus on the tasks and requirements of a specific position.

International HR References:

- * **U.S. Uniform Guidelines on Employee Selection Procedures:** Provides guidelines for job analysis to ensure fair and legally defensible hiring processes.
- * **ISO 30409:2016 (Human Resource Management - Workforce Planning):** Includes standards for analyzing job requirements to support organizational goals.

NEW QUESTION: 21

Which of the following are the primary reasons to start an HR function in an organization? (Select options.)

- A. Legal compliance
- B. Employer branding
- C. Talent management
- D. Talent management
- E. Employee engagement

Answer: (SHOW ANSWER)

Primary Reasons to Start an HR Function:

- * A. Legal compliance:
 - * Ensures the organization adheres to employment laws and regulations such as fair hiring practices, wage and hour laws, and workplace safety standards.
 - * Compliance reduces legal risks and ensures fair treatment of employees.
- * E. Employee engagement:
 - * HR helps create a workplace culture that promotes satisfaction, motivation, and productivity, reducing turnover and enhancing organizational performance.

Eliminating Incorrect Options:

- * B. Employer branding: While important, it is more of a strategic initiative than a fundamental reason to establish HR.
- * C/D. Talent management: These are significant HR functions but are typically developed after the HR department is established.

International HR References:

- * Fair Labor Standards Act (U.S.): Governs legal compliance in the workplace.
- * ILO Declaration on Fundamental Principles and Rights at Work: Guides compliance and engagement initiatives.

NEW QUESTION: 22

Which of the following is found in a candidate database?

- A. Disciplinary actions
- B. Job skills
- C. Benefit expectations
- D. Performance appraisals

Answer: (SHOW ANSWER)

A candidate database is designed to store information pertinent to recruitment and selection. It includes:

- * Job Skills: Key competencies and qualifications relevant to job roles, helping recruiters match candidates to positions.
- * Explanation of Other Options:
 - * A. Disciplinary actions: These are internal records maintained post-hiring, not typically part of a candidate database.

* C. Benefit expectations: These are discussed during negotiations and not stored in a pre-hiring database.

* D. Performance appraisals: These are post-hiring evaluations, irrelevant to candidate databases.

References:SHRM: Candidate Database Best Practices.

CIPD: Talent Acquisition Guidelines.

NEW QUESTION: 23

Compensation surveys are used to:

- A. Benchmark pay practices against competitors.
- B. Identify hiring trends within the industry.
- C. Calculate an organization's return on investment (ROI).
- D. Review an organization's benefits program.

Answer: (SHOW ANSWER)

Compensation surveys are designed to:

* Collect data on salaries, benefits, and other compensation components across similar organizations or industries.

* Help organizations compare and align their pay structures with competitors to remain competitive in attracting and retaining talent.

* Explanation of Other Options:

* B. Identify hiring trends: Typically analyzed through labor market studies, not compensation surveys.

* C. Calculate ROI: Involves financial performance metrics, unrelated to compensation surveys.

* D. Review benefits programs: May be included in surveys but is not the primary purpose.

References:SHRM - Employee Termination Best Practices

CIPD - Compensation and Benefits Analysis

ILO - Guidelines for Termination

McKinsey - Employee Skill Development Trends

NEW QUESTION: 24

Sales commission is an example of which kind of pay?

- A. Base
- B. Variable
- C. Discretionary bonus
- D. Productivity incentive

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Sales commission is a form of compensation that varies based on an employee's performance, specifically their sales results. This type of pay is classified as variable pay because it is not fixed and fluctuates depending on outcomes, unlike base pay, which is a guaranteed salary.

- * Option A (Base): Base pay is a fixed salary or hourly wage, not tied to performance, so this is incorrect.
 - * Option B (Variable): Correct, as sales commission is a type of variable pay, directly tied to sales performance.
 - * Option C (Discretionary bonus): A discretionary bonus is a one-time payment decided by the employer, not tied to a specific metric like sales.
- Reference: aPHRi knowledge domain - Compensation and Benefits: Types of pay, including variable pay structures like commissions.=====

NEW QUESTION: 25

An adjustment in pay based on economic changes in a geographical location is commonly described as a(n):

- A. Market adjustment
- B. Cost-of-living adjustment (COLA)
- C. Travel allowance
- D. Hardship allowance

Answer: (SHOW ANSWER)

Definition of Cost-of-Living Adjustment (COLA):

- * A COLA is a pay adjustment made to account for changes in the cost of living, often tied to inflation or geographic economic differences.
- * These adjustments ensure that employees' purchasing power remains stable in areas with varying living costs.

Why COLA is Correct:

- * It is specifically designed to address economic changes in geographic locations, such as increases in housing, transportation, and utility costs.

Eliminating Incorrect Options:

- * A. Market adjustment: Adjusts pay to align with external labor market trends, not economic conditions.
- * C. Travel allowance: Refers to reimbursements for travel-related expenses.
- * D. Hardship allowance: Applies to employees working in challenging or remote locations.

International HR References:

- * ILO Guidelines on Wage Adjustments: Supports cost-of-living adjustments for fair compensation.

NEW QUESTION: 26

Which of the following is a reason why HT should monitor internal social platforms?

- A. To encourage self-management
- B. To encourage social behaviors
- C. To gauge employee absenteeism
- D. To gauge the employee morale

Answer: D (LEAVE A REPLY)

Monitoring Internal Social Platforms:

* Internal social platforms provide insights into employee interactions, concerns, and overall sentiment, offering a pulse on workplace morale.

Why Gauging Employee Morale is Correct:

* Monitoring these platforms helps HR identify issues, improve engagement, and address challenges affecting employee satisfaction and productivity.

Eliminating Incorrect Options:

* A. To encourage self-management: Internal platforms are not focused on self-management practices.

* B. To encourage social behaviors: Encouraging behavior is secondary to understanding morale.

* C. To gauge employee absenteeism: Absenteeism is tracked through attendance systems, not social platforms.

International HR References:

* Gallup Employee Engagement Reports: Highlights monitoring tools for assessing morale.

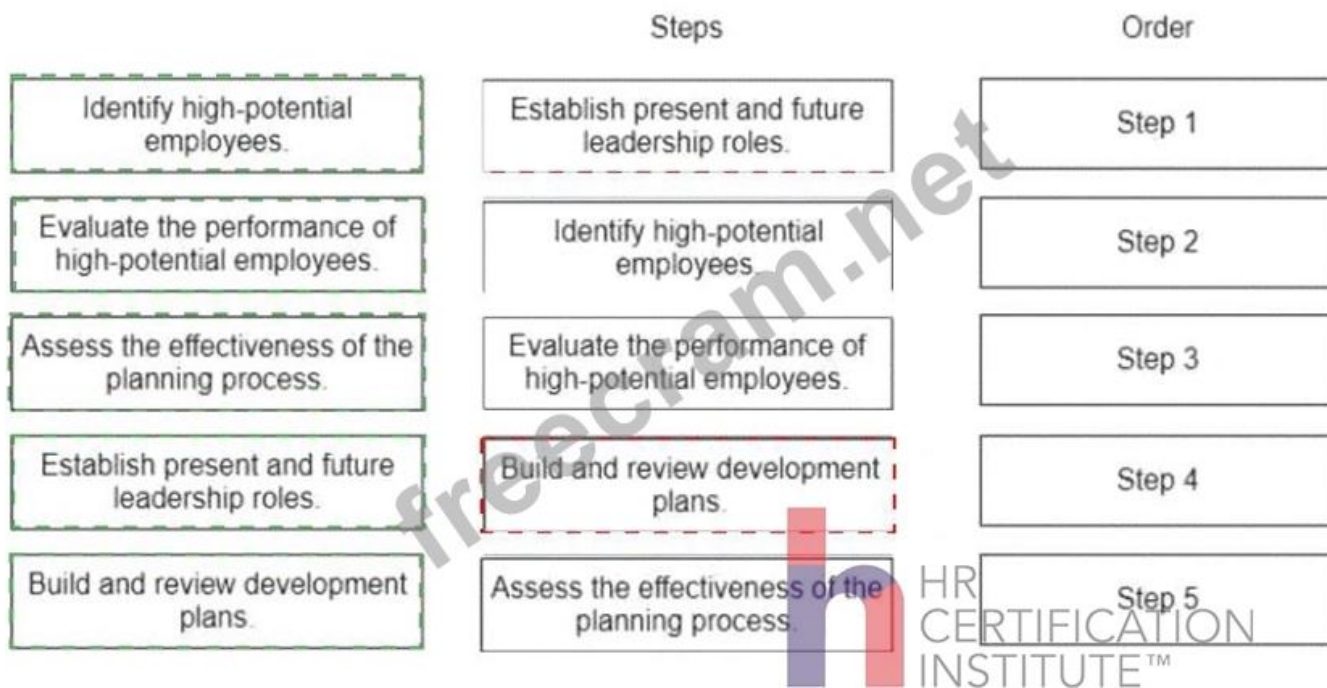
NEW QUESTION: 27

Place the succession planning process steps in the correct order.

	Steps	Order
Identify high-potential employees.	Drop here	Step 1
Evaluate the performance of high-potential employees.	Drop here	Step 2
Assess the effectiveness of the planning process.	Drop here	Step 3
Establish present and future leadership roles.	Drop here	Step 4
Build and review development plans.	Drop here	Step 5

HR CERTIFICATION INSTITUTE™

Answer:



Explanation:

Here is the correct order for the succession planning process steps:

- * Establish present and future leadership roles
- * Identify high-potential employees
- * Evaluate the performance of high-potential employees
- * Build and review development plans
- * Assess the effectiveness of the planning process

This order follows the logical progression in succession planning, starting with defining leadership needs, identifying potential successors, assessing their capabilities, developing them, and finally evaluating the process to ensure effectiveness.

Step 1: Establish Present and Future Leadership Roles

The first step in succession planning is to identify the key leadership roles within the organization that need to be filled now or may need filling in the future. This includes both current leadership positions and potential roles that may emerge as the organization grows or changes. According to HRCI guidelines, defining these roles helps HR and leadership understand the skills, competencies, and experiences required for each position, providing a foundation for succession planning.

Step 2: Identify High-Potential Employees

Once the roles are defined, the next step is to identify employees who have the potential to take on these leadership roles. High-potential employees are those who demonstrate strong performance, leadership abilities, and the capacity to grow within the organization. Identifying such employees early allows the organization to focus on individuals who can be groomed for future roles. HRCI emphasizes that identifying high-potential employees is critical to ensure a pool of ready candidates for succession.

Step 3: Evaluate the Performance of High-Potential Employees

After identifying high-potential employees, it's essential to evaluate their current performance in their existing roles. This step involves assessing their competencies, leadership skills, and readiness for more responsibility.

Evaluation can be done through performance reviews, feedback from supervisors, and assessment tools.

According to HRCI, this step helps organizations ensure that candidates have a solid track record and possess the qualities needed to succeed in more demanding roles.

Step 4: Build and Review Development Plans

With evaluations complete, the next step is to create tailored development plans for each high-potential employee. Development plans may include training, mentoring, stretch assignments, and other growth opportunities. The goal is to close skill gaps and prepare these employees for the demands of leadership roles.

HRCI advises that development plans should be regularly reviewed and adjusted based on the employee's progress and any changes in the organization's needs.

Step 5: Assess the Effectiveness of the Planning Process

The final step is to evaluate the succession planning process itself to determine its effectiveness. This involves assessing whether the high-potential employees are developing as expected, if the development plans are achieving the desired results, and if the organization is prepared for potential leadership transitions. According to HRCI, assessing the process helps identify areas for improvement and ensures that the succession plan aligns with the organization's long-term goals.

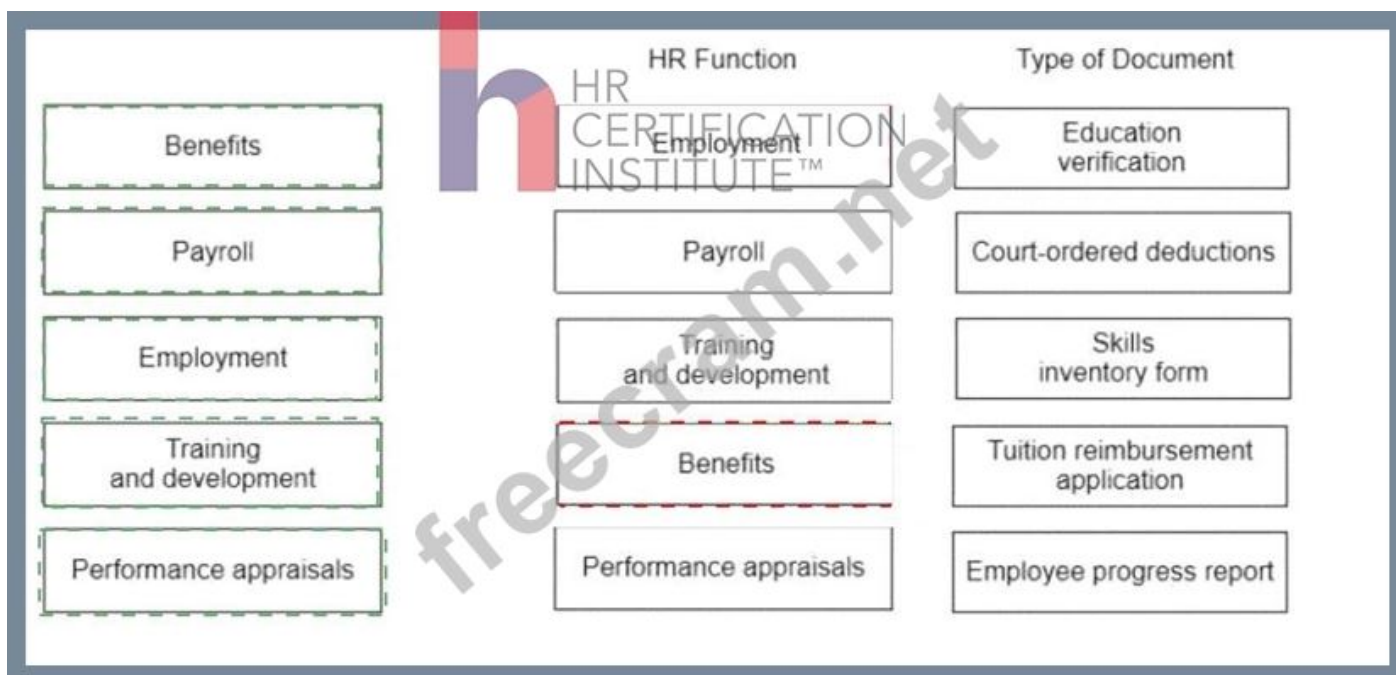
NEW QUESTION: 28

Match each HR function with the type of document associated with it.

HR Function	Type of Document
Benefits	Education verification
Payroll	Court-ordered deductions
Employment	Skills inventory form
Training and development	Tuition reimbursement application
Performance appraisals	Employee progress report

HR CERTIFICATION INSTITUTE™

Answer:



Explanation:

Here is the correct matching for each HR function with the associated type of document:

- * Benefits # Tuition reimbursement application
- * Payroll # Court-ordered deductions
- * Employment # Education verification
- * Training and development # Skills inventory form
- * Performance appraisals # Employee progress report

Step-by-Step Explanation

* **Benefits:** Documents related to benefits often include applications and forms for various employee perks, such as tuition reimbursement. The tuition reimbursement application is associated with the Benefits function as it falls under employee benefits management.

* **Payroll:** Payroll documentation includes information regarding deductions, taxes, and other financial records. Court-ordered deductions (such as garnishments) are processed through payroll, making it a key document in this area.

* **Employment:** Employment-related documents verify an employee's qualifications and credentials.

Education verification is a standard document used in the hiring process to confirm an applicant's educational background.

* **Training and Development:** This HR function involves tracking and managing employee skills, training programs, and development plans. A skills inventory form is used to document the skills of employees, making it relevant to training and development.

* **Performance Appraisals:** Performance appraisals involve assessing and documenting an employee's work performance. An employee progress report is part of this function, as it provides feedback on performance and areas for improvement.

NEW QUESTION: 29

Which of the following HR activities forecasts staff levels needed to achieve organizational goals?

- A. Talent planning
- B. Staff audit
- C. Talent acquisition
- D. Job analysis

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Talent planning (also known as workforce planning) is the process of forecasting an organization's future staffing needs to meet its strategic goals. It involves analyzing current staff levels, predicting future requirements, and planning for recruitment, training, or restructuring to ensure the right talent is available.

* Option A (Talent planning): Correct, as it directly involves forecasting staff levels to align with organizational objectives.

* Option B (Staff audit): A staff audit assesses current employee skills and roles but does not focus on forecasting future needs.

* Option C (Talent acquisition): This refers to the process of recruiting and hiring, not forecasting staff levels.

Reference: aPHRi knowledge domain - HR Operations: Workforce planning and talent management strategies.=====

NEW QUESTION: 30

The responsibility to provide a safe working environment and promote the health and well-being of the workforce primarily rests with the:

- A. Employer
- B. Employee
- C. Labor union
- D. Government

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

The employer has the primary responsibility to provide a safe working environment and promote employee health and well-being, as mandated by occupational health and safety laws (e.g., OSHA in the U.S., or the Health and Safety at Work Act in the UK). This includes implementing safety policies, providing training, and addressing hazards.

* Option A (Employer): Correct, as employers are legally and ethically responsible for workplace safety.

* Option B (Employee): Employees must follow safety protocols, but the primary responsibility lies with the employer.

* Option C (Labor union): Unions advocate for safety but do not bear primary responsibility.

Reference: aPHRi knowledge domain - HR Operations: Employer responsibilities for workplace safety and health.=====

NEW QUESTION: 31

Which of the following is the primary owner of the onboarding process?

- A. HR manager
- B. Line manager
- C. Administration manager

Answer: (SHOW ANSWER)

Primary Role in Onboarding:

* The line manager is directly responsible for integrating new employees into their roles, teams, and workflows. They provide role-specific guidance, set expectations, and ensure the new hire has the tools and support needed to succeed.

Why Line Manager is Correct:

* Onboarding is most effective when the line manager takes ownership, as they have direct insights into the job responsibilities and team dynamics.

Eliminating Incorrect Options:

- * A. HR manager: Facilitates the onboarding framework but is not primarily responsible for day-to-day integration.
- * C. Administration manager: Typically handles logistical aspects, not employee integration or engagement.

International HR References:

- * SHRM Onboarding Essentials: Emphasizes the role of line managers in onboarding.
- * ISO 30414: Highlights onboarding as a collaborative process with line managers playing a key role.

Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!

ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:

<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF**

Special Discount Code: freecram)

NEW QUESTION: 32

A foundation for a contingent search occurs when an organization pays a staffing agency only after successfully filling a position. This type of search is often used for single job placements or specific hiring needs.

* Explanation of Other Options:

- * B. Online search: Refers to job postings or online recruitment efforts.
 - * C. Retained search: Involves an upfront fee for exclusive recruitment services, not tied to filling a single position.
 - * D. Reference search: Focuses on verifying candidate credentials, unrelated to agency hiring.
- r designing and administering pay system is the:

- A. Corporate budget strategy
- B. Accounting policy
- C. Compensation philosophy
- D. Sales incentive strategy

Answer: (SHOW ANSWER)

A compensation philosophy serves as the foundation for designing and administering a pay system. It defines the organization's stance on pay competitiveness, equity, and structure relative to the market.

* Explanation of Other Options:

- * A. Corporate budget strategy: Guides overall financial planning, not specific to pay systems.
- * B. Accounting policy: Focuses on financial reporting and compliance, unrelated to pay system design.
- * D. Sales incentive strategy: Targets specific performance bonuses, not the entire pay system.

NEW QUESTION: 33

When an employee's pay falls below the minimum salary set for the position, this is known as:

- A. Red-circle rate
- B. Green-circle rate
- C. Lagging the market
- D. Leading the market

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A green-circle rate refers to a situation where an employee's pay is below the minimum salary range established for their position. This often occurs with new hires or after a salary range adjustment, indicating the employee is underpaid relative to the role's market value.

* Option A (Red-circle rate): This is when an employee's pay is above the maximum salary range for their position, the opposite of the scenario.

* Option B (Green-circle rate): Correct, as it describes pay below the minimum range.

* Option C (Lagging the market): This means the organization's overall pay is below market rates, not specific to an individual's salary range.

Reference: aPHRi knowledge domain - Compensation and Benefits: Understanding salary ranges and terms like green-circle rates.=====

NEW QUESTION: 34

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

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

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

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.

Reference: aPHRi knowledge domain - Talent Development: Training evaluation methods, including post- testing.=====

NEW QUESTION: 35

Which of the following is the best way to ensure compliance with employment laws?

- A. Performance intervention
- B. HR survey
- C. Performance evaluation
- D. HR audit

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

An HR audit is a comprehensive review of an organization's HR policies, practices, and procedures to ensure compliance with employment laws and regulations. It identifies gaps, ensures adherence to legal standards (e.

g., wage laws, anti-discrimination laws), and mitigates risks.

* Option A (Performance intervention): This addresses individual performance issues, not legal compliance.

* Option B (HR survey): Surveys collect employee feedback, not directly ensure legal compliance.

* Option C (Performance evaluation): This assesses employee performance, not compliance with laws.

Reference: aPHRi knowledge domain - HR Operations: Conducting HR audits to ensure legal compliance.

NEW QUESTION: 36

Which of the following practices most likely promote a positive work environment?(Select TWO options).

- A. Promoting based on seniority
- B. Encouraging open communication
- C. Having an open workspace design
- D. Creating non-discriminatory culture
- E. Allowing unrestricted use of social media

Answer: (SHOW ANSWER)

Practices That Promote a Positive Work Environment:

* A positive work environment is essential for employee morale, engagement, and retention. These practices ensure inclusivity, fairness, and open communication, leading to higher satisfaction and productivity.

Explanation of Correct Options:

* B. Encouraging open communication:

* Open communication fosters trust, collaboration, and transparency. It ensures employees feel heard and valued.

* D. Creating non-discriminatory culture:

* A non-discriminatory culture ensures equal treatment, eliminates biases, and promotes diversity and inclusion, making the workplace welcoming for all.

Eliminating Incorrect Options:

* A. Promoting based on seniority: May lead to perceptions of unfairness if merit is not considered.

* C. Having an open workspace design: While it may encourage collaboration, it is not universally effective in promoting positivity.

* E. Allowing unrestricted use of social media: Can lead to distractions and productivity loss.

International HR References:

NEW QUESTION: 37

Which of the following are the main purposes of a total compensation system? (Select TWO options.)

- A. To eliminate turnover for employees
- B. To have a tool for disciplinary action
- C. To lead the market in pay and benefits
- D. To retain strong performing employees
- E. To align employees' pay with organizational goals

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A total compensation system includes all forms of pay and benefits (e.g., salary, bonuses, health insurance) provided to employees. Its main purposes are to attract, motivate, and retain talent while ensuring alignment with organizational objectives.

* Option A (To eliminate turnover for employees): While compensation can reduce turnover, "eliminating" it is unrealistic, as turnover can occur for many reasons.

* Option B (To have a tool for disciplinary action): Compensation is not a disciplinary tool; discipline involves other processes.

* Option C (To lead the market in pay and benefits): Leading the market may be a strategy, but it is not a main purpose of a compensation system.

* Option D (To retain strong performing employees): Correct, as a key purpose is to retain talent by offering competitive rewards.

Reference: aPHRI knowledge domain - Compensation and Benefits: Objectives of total compensation systems, including retention and alignment with goals.=====

NEW QUESTION: 38

Which of the following is an important factor to consider when conducting an initial screening of applications?

- A. Health status
- B. Reference checks
- C. Employment history
- D. Salary expectations

Answer: C (LEAVE A REPLY)

Importance of Initial Screening of Applications:

* The initial screening process is crucial for identifying candidates who meet the basic requirements of the job. This ensures that only qualified candidates proceed to later stages, saving time and resources.

Why Employment History is Key:

* C. Employment history provides insight into a candidate's work experience, tenure, career progression, and relevance of their past roles to the current job.

* It helps identify patterns such as frequent job changes, gaps in employment, or inconsistencies in their career trajectory that may need further investigation.

* Employment history also allows employers to align candidate experience with job requirements, ensuring a better fit.

Eliminating Incorrect Options:

* A. Health status: Considering a candidate's health status at the initial screening is inappropriate and could violate anti-discrimination laws such as the Americans with Disabilities Act (ADA) or equivalent international regulations.

* B. Reference checks: Reference checks are typically conducted later in the hiring process, not during the initial screening.

* D. Salary expectations: While relevant at some stage, salary expectations are usually addressed during interviews or negotiation phases, not during initial screening.

International HR References:

* Title VII of the Civil Rights Act (U.S.): Prohibits discrimination based on protected characteristics during hiring.

* Equality Act 2010 (UK): Protects candidates from discrimination in employment processes.

NEW QUESTION: 39

Collecting human resource metrics is the process organizations use to:

- A. Evaluate specific practices
- B. Market their brand image
- C. Increase company revenue
- D. Meet staffing requirements

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

HR metrics are data points (e.g., turnover rate, time to hire) used to measure the effectiveness of HR practices and processes. Collecting these metrics allows organizations to evaluate specific practices, identify areas for improvement, and make data-driven decisions.

* Option A (Evaluate specific practices): Correct, as HR metrics are used to assess the impact of HR activities.

* Option B (Market their brand image): Metrics are internal tools, not for marketing.

* Option C (Increase company revenue): Metrics may indirectly support revenue goals, but this is not their primary purpose.

Reference: aPHRi knowledge domain - HR Operations: Using HR metrics to evaluate practices and performance.=====

NEW QUESTION: 40

Which of the following is a form of Alternative Dispute Resolution (ADR)?

- A. Litigation
- B. Discipline
- C. Mediation
- D. Collaboration

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Alternative Dispute Resolution (ADR) refers to methods of resolving conflicts outside of formal litigation (court proceedings). Mediation is a common form of ADR where a neutral third party facilitates a discussion between the disputing parties to help them reach a mutually acceptable solution.

* Option A (Litigation): This is the formal legal process of resolving disputes in court, the opposite of ADR.

* Option B (Discipline): This refers to corrective actions for employee behavior, not dispute resolution.

* Option C (Mediation): Correct, as it is a recognized ADR method.

Reference: aPHRi knowledge domain - Employee Relations: Conflict resolution methods, including ADR like mediation.=====

NEW QUESTION: 41

Which of the following tools is best used to compare attrition rates year over year?

- A. Pie chart
- B. Bar graph
- C. Flowchart
- D. Venn diagram

Answer: (SHOW ANSWER)

A bar graph is the most effective tool for comparing attrition rates year over year because:

- * It visually represents data in discrete categories (e.g., years).
- * It allows clear comparison of changes in attrition rates over time.
- * Explanation of Other Options:
- * A. Pie chart: Better suited for proportional comparisons, not trends over time.
- * C. Flowchart: Represents processes, not data trends.
- * D. Venn diagram: Displays relationships or overlaps, irrelevant for year-over-year comparisons.

NEW QUESTION: 42

The act in which an organization pays a staffing agency only to fill a single job is known as a(n).

- A. Contingent search
- B. Online search
- C. Retained search
- D. Reference search

Answer: (SHOW ANSWER)

A contingent search occurs when an organization pays a staffing agency only after successfully filling a position. This type of search is often used for single job placements or specific hiring needs.

- * Explanation of Other Options:
- * B. Online search: Refers to job postings or online recruitment efforts.
- * C. Retained search: Involves an upfront fee for exclusive recruitment services, not tied to filling a single position.
- * D. Reference search: Focuses on verifying candidate credentials, unrelated to agency hiring.

NEW QUESTION: 43

An employee who reveals priority information has breached:

- A. General guidelines
- B. Organizational-culture
- C. A non-disclosure agreement.

Answer: (SHOW ANSWER)

Revealing proprietary information constitutes a breach of a non-disclosure agreement (NDA), which legally binds employees to maintain confidentiality about sensitive organizational information.

- * Explanation of Other Options:
- * A. General guidelines: Broad policies not specific to confidentiality.
- * B. Organizational culture: Refers to shared values and norms, not legal requirements.

References:SHRM - Attrition and Workforce Planning

OSHA - Healthy Workspace Environmental Factors

SHRM - Bereavement Policy Best Practices

CIPD - Non-Disclosure Agreement Guidelines

NEW QUESTION: 44

Which of the following is a primary benefit of conducting exit interviews?

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

Answer: (SHOW ANSWER)

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.

References: SHRM - Recruitment Types and Contingent Searches

WorldatWork - Compensation Philosophy Best Practices

Harvard Business Review - Exit Interview Benefits and Retention Strategies

NEW QUESTION: 45

An arrangement offered to injured staff until they are able to perform their regular duties is part of a(n):

- A. Outplacement program
- B. Return-to-work program
- C. Injury prevention program
- D. Wellness and fitness program

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A return-to-work program provides support for injured employees, offering temporary arrangements (e.g., modified duties, reduced hours) until they can resume their regular roles.

This helps ensure a smooth transition while maintaining employee well-being.

* Option A (Outplacement program): This supports employees leaving the organization, not returning to work.

* Option B (Return-to-work program): Correct, as it focuses on helping injured employees return to their roles.

* Option C (Injury prevention program): This aims to prevent injuries, not support injured employees.

Reference: aPHRi knowledge domain - HR Operations: Managing workplace injuries through return-to-work programs.=====

NEW QUESTION: 46

An employee education assistance program is considered:

- A. Paid income
- B. A mandatory provision.
- C. Deferred compensation
- D. A compensation benefit

Answer: ([SHOW ANSWER](#))

An employee education assistance program is categorized as a compensation benefit. It is a non-monetary benefit provided to employees to support their education and skill development, enhancing their career growth and job performance.

* Explanation of Other Options:

- * A. Paid income: Education assistance is not direct income but an indirect benefit.
- * B. A mandatory provision: It is generally not legally required.
- * C. Deferred compensation: This refers to delayed earnings like retirement plans, not educational programs.

Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!
ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:
<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF**
Special Discount Code: [freecram](#))

NEW QUESTION: 47

A layout benefit commonly offered by an organization is:

- A. Medical insurance
- B. Individual counseling
- C. Corporate membership
- D. Outplacement services

Answer: ([SHOW ANSWER](#))

Definition of Outplacement Services:

* Outplacement services are support programs offered to employees during layoffs, helping them transition to new jobs through counseling, resume writing, and job placement assistance.

Why Outplacement Services are a Layoff Benefit:

* These services mitigate the impact of job loss and maintain an organization's reputation as a responsible employer.

Eliminating Incorrect Options:

- * A. Medical insurance: A standard benefit, not specific to layoffs.
- * B. Individual counseling: May be part of outplacement services but not standalone as a layoff benefit.

* C. Corporate membership: Refers to perks, not benefits tied to layoffs.

International HR References:

* ILO Guidelines on Termination of Employment: Advocates support for displaced workers.

* SHRM Resources on Outplacement: Best practices for layoff benefits.

NEW QUESTION: 48

An organization's openness to change is an example of its:

A. Core values

B. Vision

C. Strategic plan

D. Mission.

Answer: (SHOW ANSWER)

Core Values and Openness to Change:

* Core values represent the fundamental beliefs and guiding principles of an organization.

* Openness to change reflects an organization's adaptability and willingness to embrace innovation, which is an inherent aspect of its core values.

Eliminating Incorrect Options:

* B. Vision: Describes the organization's aspirational future.

* C. Strategic plan: Outlines steps to achieve goals but does not define cultural aspects like openness to change.

* D. Mission: States the organization's purpose, not its adaptability.

International HR References:

* ISO 30414: Emphasizes aligning core values with organizational culture and adaptability.

NEW QUESTION: 49

The main goal of a training program is:

A. An increase in employee effectiveness

B. Adherence to statutory requirements.

C. A decrease in an organization's attrition rate.

Answer: (SHOW ANSWER)

The main goal of any training program is to enhance employee skills, knowledge, and capabilities to perform their roles more effectively, which directly contributes to organizational success.

* Explanation of Other Options:

* B. Adherence to statutory requirements: Compliance training is one aspect but not the overarching goal of all training programs.

* C. A decrease in attrition: Training indirectly impacts attrition by improving job satisfaction but is not the primary objective.

NEW QUESTION: 50

Which of the following terms is used to describe working outside of the regular work location on a regular basis?

FreeExam.net

- A. Compressed schedule
- B. Telecommuting
- C. Job sharing
- D. Flex-time

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Telecommuting refers to a work arrangement where employees perform their job duties from a location outside the traditional office, such as from home, on a regular basis, often using technology to communicate with the workplace. This is a common practice in modern HR to support work-life balance and flexibility.

* Option A (Compressed schedule): This involves working the same number of hours in fewer days (e.g., a 40-hour week in 4 days), typically at the regular workplace, not outside it.

* Option B (Telecommuting): Correct, as it directly describes working outside the regular work location regularly.

* Option C (Job sharing): This is when two or more employees share the responsibilities of one full-time position, not necessarily related to location.

Reference: aPHRi knowledge domain - Employee Relations: Flexible work arrangements and their impact on workforce management.=====

NEW QUESTION: 51

Which of the following is the best option for measuring the monetary value of a training program?

- A. Cost-benefit analysis
- B. Learning program costs
- C. Learning management system (LMS)
- D. Return on investment (ROI)

Answer: (SHOW ANSWER)

Definition of ROI in Training Programs:

* ROI measures the monetary benefits gained from a training program compared to its costs, expressed as a percentage. It is calculated using the formula:

$$ROI = \frac{(Total\ Benefits - Total\ Costs)}{Total\ Costs} \times 100$$

Why ROI is the Best Option:

* ROI provides a comprehensive view of both direct and indirect financial outcomes of training, such as productivity increases, error reduction, or improved employee retention.

* It enables decision-makers to evaluate whether the training aligns with organizational goals and justifies the investment.

Eliminating Incorrect Options:

- * A. Cost-benefit analysis: Focuses on comparing costs to benefits but does not provide a direct monetary value or percentage.
- * B. Learning program costs: Tracks expenses but does not assess program effectiveness.

* C. Learning management system (LMS): Refers to a platform for delivering and managing training but does not measure monetary outcomes.

International HR References:

* Kirkpatrick Model of Training Evaluation: Includes ROI as part of Level 4 evaluation for training impact.

* ASTD Guidelines: Best practices for calculating ROI in employee development programs.

NEW QUESTION: 52

Which of the following best describes a behavioral interview?

- A. How the candidate reacts under stress.
- B. How the candidates performs on an assessment.
- C. How the candidate reacted to past situations.
- D. How the candidate would behave in a given situation

Answer: (SHOW ANSWER)

A behavioral interview focuses on exploring a candidate's past behavior in specific situations to predict future performance.

* Example: "Tell me about a time you handled a difficult situation with a team member."

* Explanation of Other Options:

* A. How the candidate reacts under stress: This may be tested but is not the essence of a behavioral interview.

* B. How the candidate performs on an assessment: Relates to technical or situational tests.

* D. How the candidate would behave in a given situation: This describes a situational interview.

NEW QUESTION: 53

Which of the following job evaluation methods arranges jobs in order by value in the organization?

- A. Point method
- B. Ranking method
- C. Classification method
- D. Factor comparison method

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

The ranking method of job evaluation involves arranging jobs in order of their relative value or importance to the organization, from highest to lowest. It is a simple, qualitative approach often used in smaller organizations.

* Option A (Point method): This assigns points to jobs based on factors like skill and responsibility, not a direct ranking.

* Option B (Ranking method): Correct, as it directly orders jobs by value.

* Option C (Classification method): This groups jobs into predefined categories or grades, not a ranking.

Reference: aPHRi knowledge domain - Compensation and Benefits: Job evaluation methods, including the ranking method.=====

NEW QUESTION: 54

A job evaluation that compares salary to external factors is known as:

- A. Ranking
- B. Pay grade
- C. Market-based
- D. Content-based

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed in Depth Explanation:

Job evaluation is the process of determining the relative worth of jobs within an organization to establish fair pay structures. A market-based job evaluation compares the salary of a position to external market data (e.g., industry benchmarks) to ensure competitiveness.

* Option A (Ranking): The ranking method involves ordering jobs from highest to lowest value within the organization, not comparing to external factors.

* Option B (Pay grade): Pay grades are salary ranges assigned to jobs, not a method of evaluation.

* Option C (Market-based): Correct, as this method directly compares salaries to external market rates to determine job value.

Reference: aPHRi knowledge domain - Compensation and Benefits: Job evaluation methods, including market-based approaches.=====

NEW QUESTION: 55

Which of the following parties is responsible for scheduling health and safety training in an organization?

- A. Employer
- B. Regulatory body
- C. Safety consultant
- D. Independent auditor

Answer: ([SHOW ANSWER](#))

* Employer Responsibility in Health and Safety Training: Employers have a legal and ethical duty to ensure the health and safety of their employees. This includes scheduling, organizing, and funding health and safety training programs as part of their obligations under various workplace safety laws and regulations globally.

* Global Legal Frameworks and Obligations:

* Occupational Safety and Health Administration (OSHA) - United States: The employer is required to provide health and safety training under OSHA's General Duty Clause (Section 5(a)(1)). This mandates employers to furnish a workplace free from recognized hazards and to provide adequate training on safety procedures.

* Health and Safety at Work Act (1974) - United Kingdom: Employers must ensure that their employees receive training and supervision to perform their work safely (Section 2). This explicitly puts the responsibility for scheduling and managing training on employers.

* International Labour Organization (ILO) Standards: The ILO's Occupational Safety and Health Convention, 1981 (No. 155) emphasizes that employers are responsible for organizing ongoing training to ensure a safe working environment.

* Role of Other Parties:

* B. Regulatory Body: Regulatory bodies (e.g., OSHA, HSE) provide guidelines, compliance standards, and sometimes offer resources or inspections, but they do not schedule training for organizations. Their role is supervisory and advisory.

* C. Safety Consultant: Safety consultants may assist in designing or delivering training programs, but they act as external advisors. The responsibility for scheduling rests with the employer.

* D. Independent Auditor: Independent auditors evaluate compliance with safety standards and may recommend training. However, they are not involved in planning or scheduling training programs.

* Best Practices for Employers: Employers must:

* Conduct a needs analysis to identify specific training requirements based on industry risks.

* Develop a training calendar and ensure sessions are scheduled for all employees, including new hires and those requiring refresher training.

* Keep documentation of training provided to comply with legal requirements and audits.

References: Occupational Safety and Health Administration (OSHA), United States: OSHA Training Requirements Health and Safety Executive (HSE), United Kingdom: HSE Legal Duties International Labour Organization (ILO): ILO C155 - Occupational Safety and Health Convention Canadian Centre for Occupational Health and Safety (CCOHS): Employer Responsibilities in Training

NEW QUESTION: 56

Which of the following is considered an environmental factor an organization should evaluate when seeking to have a healthy workplace?

A. Weather conditions

B. Personal hygiene

C. Employee morale

D. Air ventilation

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A healthy workplace requires evaluating environmental factors that impact employee well-being. Air ventilation is a critical environmental factor, as poor air quality can lead to health issues (e.g., respiratory problems) and reduce productivity.

* Option A (Weather conditions): This is an external factor, not directly controllable by the organization.

* Option B (Personal hygiene): This is an individual responsibility, not an environmental factor.

* Option C (Employee morale): This is a psychological factor, not an environmental one.
Reference: aPHRi knowledge domain - HR Operations: Workplace safety and health, including environmental factors like ventilation.=====

NEW QUESTION: 57

Which of the following initiatives will most likely ensure that employees' skill continue to be relevant to business trends? (Two options.)

- A. Team bonding
- B. Online training
- C. Career planning
- D. Salary increases
- E. Knowledge sharing

Answer: (SHOW ANSWER)

* Online Training:

* Provides employees with access to updated skills and knowledge aligned with business trends.

* Scalable and customizable to individual and organizational needs.

* Knowledge Sharing:

* Encourages collaboration and dissemination of industry trends and innovations among employees, ensuring continuous learning and adaptability.

* Explanation of Other Options:

* A. Team bonding: Improves teamwork but does not address skill relevance.

* C. Career planning: Focuses on long-term growth rather than immediate skill relevance.

* D. Salary increases: Motivates employees but does not ensure skill improvement.

NEW QUESTION: 58

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

- 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: (SHOW ANSWER)

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 References:

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

NEW QUESTION: 59

Which of the following is the primary purpose of conducting a workplace investigation?

- A. Provide training for development
- B. Provide facts for decision-making
- C. Ensure a confidential assessment
- D. Ensure a healthy organizational culture

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A workplace investigation is conducted to address allegations of misconduct, policy violations, or other issues (e.g., harassment, theft). The primary purpose is to gather facts and evidence to enable informed decision-making, such as determining whether disciplinary action is warranted or if policies need adjustment. This ensures fairness and compliance with legal standards.

* Option A (Provide training for development): Training may result from investigation findings, but it is not the primary purpose.

* Option B (Provide facts for decision-making): Correct, as the investigation's main goal is to collect objective data for decisions.

* Option C (Ensure a confidential assessment): Confidentiality is important, but it is a procedural aspect, not the primary purpose.

Reference: aPHRi knowledge domain - Employee Relations: Conducting workplace investigations to support decision-making and compliance.=====

NEW QUESTION: 60

To increase participation in an employee engagement survey, it is most important for it to be:

- A. Timely
- B. Concise
- C. Relevant
- D. Confidential

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Employee engagement surveys measure employees' feelings about their work environment, leadership, and job satisfaction. To increase participation, the survey must be confidential, ensuring employees feel safe to provide honest feedback without fear of retaliation. Anonymity encourages higher response rates by building trust.

* Option A (Timely): While timing matters, it is not the most critical factor for participation.

* Option B (Concise): A concise survey is helpful, but employees may still not participate if they fear their responses aren't private.

* Option C (Relevant): Relevance ensures meaningful data, but it doesn't directly drive participation.

Reference: aPHRi knowledge domain - Employee Relations: Best practices for conducting employee engagement surveys, emphasizing confidentiality.=====

NEW QUESTION: 61

Compensation surveys are used to:

- A. Benchmark pay practices against competitors
- B. Identify hiring trends within the industry
- C. Calculate an organization's return on investment (ROI)
- D. Review an organization's benefits program

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Compensation surveys collect data on pay and benefits from other organizations, typically within the same industry or region, to help employers benchmark their pay practices against competitors. This ensures their compensation is competitive to attract and retain talent.

* Option A (Benchmark pay practices against competitors): Correct, as this is the primary use of compensation surveys.

* Option B (Identify hiring trends within the industry): While surveys may provide some hiring insights, their main focus is on pay data.

* Option C (Calculate an organization's return on investment (ROI)): ROI is a financial metric, not directly related to compensation surveys.

Reference: aPHRi knowledge domain - Compensation and Benefits: Using compensation surveys for market benchmarking.=====

Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!

ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:

<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF**)

Special Discount Code: freecram)

NEW QUESTION: 62

An employment has strong interpersonal traits but below average technical skills. If the employee's manager gives an overall performance rating of 'excellent' based on the employee's personality.

- A. The halo effect
- B. A contrast error
- C. A strictness error

D. The recency effect

Answer: (SHOW ANSWER)

The halo effect occurs when a manager gives an employee an overall performance rating based on one positive trait (e.g., interpersonal skills) while ignoring other areas (e.g., technical skills). This cognitive bias skews the evaluation toward one aspect of the employee's performance.

* Explanation of Other Options:

* B. A contrast error: Happens when an employee is compared to others rather than an objective standard.

* C. A strictness error: Refers to consistently rating employees lower than deserved.

NEW QUESTION: 63

The most common way to source passive job candidates is to use:

A. Professional associations

B. A job fair

C. An internal posting

D. Radio advertisements

Answer: (SHOW ANSWER)

they provide access to networks of industry professionals who may not be actively job-hunting but are engaged in their fields.

* This repeats Question No. 63, and the same reasoning applies.

References:SHRM - Performance Appraisal Biases

WorldatWork - Short-term vs. Long-term Incentive Plans

Harvard Business Review - Sourcing Passive Talent Strategies

NEW QUESTION: 64

Which of the following types of interview methods allows for representation from multiple departments?

A. Matrix

B. Structured

C. Panel

D. Situational

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A panel interview involves multiple interviewers, often from different departments, who collectively assess a candidate. This method ensures diverse perspectives (e.g., HR, the hiring department, and other relevant teams) and is commonly used to evaluate candidates for roles that impact multiple areas of the organization.

* Option A (Matrix): This is not a standard interview method; it may refer to a matrix organizational structure.

* Option B (Structured): A structured interview uses a set list of questions but does not inherently involve multiple departments.

* Option C (Panel): Correct, as it involves interviewers from various departments.

Reference: aPHRi knowledge domain - Recruitment and Selection: Interview methods, including panel interviews.=====

NEW QUESTION: 65

A key benefit of a background screening policy is to:

- A.** Gain knowledge about a candidate's family background
- B.** Verify the employee's educational qualifications
- C.** Minimize risk and ensure legal compliance
- D.** Confirm a candidate's financial and health history

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed in Depth Explanation:

A background screening policy involves checking a candidate's history (e.g., criminal records, employment history) to ensure they are suitable for the role. A key benefit is to minimize risk (e.g., hiring someone with a relevant criminal history) and ensure legal compliance (e.g., adhering to industry regulations or safety standards).

* Option A (Gain knowledge about a candidate's family background): Family background is not typically part of a standard screening and may violate privacy laws.

* Option B (Verify the employee's educational qualifications): This is one aspect of screening, but not the key benefit.

* Option C (Minimize risk and ensure legal compliance): Correct, as this is the overarching benefit of background screening.

Reference: aPHRi knowledge domain - Recruitment and Selection: Background screening policies and their role in risk management.=====

NEW QUESTION: 66

Which of the following refers to the act of an interviewer evaluating all job candidate in comparison to a single candidate?

- A.** Halo effect
- B.** Contrast error
- C.** Recency effect
- D.** First impression

Answer: ([SHOW ANSWER](#))

Definition of Contrast Error:

* Contrast error occurs when an interviewer evaluates all candidates in comparison to one standout candidate (either positively or negatively), rather than assessing each candidate against the job criteria.

Why Contrast Error is Correct:

* This bias leads to inconsistent evaluations, as the comparison skews perceptions instead of focusing on individual qualifications relative to the job requirements.

Eliminating Incorrect Options:

- * A. Halo effect: Occurs when one positive attribute overshadows all other characteristics.
- * C. Recency effect: Refers to giving undue weight to recent events or interactions.
- * D. First impression: Refers to basing judgment on initial encounters rather than comprehensive evaluations.

International HR References:

- * SHRM Hiring Bias Resources: Highlights contrast error as a common interview bias.
- * Equal Employment Opportunity Commission (EEOC): Encourages structured interviews to minimize bias.

NEW QUESTION: 67

Which of the following describes the act of placing employees into suitable positions?

- A. Job design
- B. Job matching
- C. Workforce planning
- D. Succession planning

Answer: (SHOW ANSWER)

Job matching refers to the process of placing employees into positions that align with their skills, experience, and qualifications. This ensures that individuals are in roles where they can perform effectively and contribute to organizational goals.

* Explanation of Other Options:

- * A. Job design: Refers to structuring or restructuring job roles, not placement.
- * C. Workforce planning: Focuses on long-term staffing needs, not immediate placement.
- * D. Succession planning: Prepares employees for future leadership roles, not general job placement.

References: SHRM - Market-Based Job Evaluation Methods

CIPD - Needs Assessment for Training

Harvard Business Review - Cost Reduction Strategies

SHRM - Job Matching and Placement Practices

NEW QUESTION: 68

Which of the following forms is used to open a new position currently not filled by an employee?

- A. Reposition form
- B. Requisition form
- C. Recruitment form
- D. Replacement form

Answer: B (LEAVE A REPLY)

Comprehensive and Detailed in Depth Explanation:

A requisition form is used in HR to formally request the creation or filling of a new position that is currently vacant. It typically includes details like the job title, department, and justification for the role, initiating the recruitment process.

* Option A (Reposition form): This is not a standard HR term; it may be confused with reassigning an existing role.

* Option B (Requisition form): Correct, as this is the standard form used to open a new position.

* Option C (Recruitment form): This is not a standard term; recruitment is the process, not the form.

Reference: aPHRi knowledge domain - Recruitment and Selection: Use of requisition forms to initiate hiring for new positions.=====

NEW QUESTION: 69

Temporary workers, independent contractors, and on-call workers are all examples of:

- A. Diversity management
- B. Contingent employees
- C. Flexible work programs
- D. Part-time employment

Answer: ([SHOW ANSWER](#))

Definition of Contingent Employees:

* Contingent employees include temporary workers, independent contractors, and on-call workers who are not part of an organization's permanent workforce.

Why Contingent Employees is Correct:

* These workers are hired to address short-term or specific needs and often lack traditional employment benefits such as healthcare or job security.

Eliminating Incorrect Options:

* A. Diversity management: Focuses on fostering inclusivity and equity, not employment types.

* C. Flexible work programs: Refers to alternative work arrangements (e.g., telecommuting, flex-time).

* D. Part-time employment: Part-time workers are a subset of employees, not synonymous with contingent employees.

International HR References:

* ILO Non-Standard Employment Reports: Addresses contingent workforce practices.

NEW QUESTION: 70

A form of employee recognition that rewards top performance is:

- A. Long service incentive.
- B. Short-term incentive
- C. Guaranteed annual bonus.
- D. Pension contributions

Answer: ([SHOW ANSWER](#))

Definition of Short-Term Incentive:

* Short-term incentives are rewards given for outstanding performance within a specific period, such as bonuses, commissions, or other financial rewards.

Why Short-Term Incentive is Correct:

* It directly acknowledges and rewards top performance, motivating employees to maintain high standards.

Eliminating Incorrect Options:

* A. Long service incentive: Recognizes tenure, not performance.

* C. Guaranteed annual bonus: Is not tied to performance but often contractual.

* D. Pension contributions: Are long-term benefits unrelated to performance recognition.

International HR References:

* SHRM Compensation Guidelines: Discusses short-term incentives for rewarding exceptional performance.

NEW QUESTION: 71

A salary raise that is given as a reward for outstanding performance is called a(n):

A. Bonus

B. Merit increase

C. Annual increase

D. Commission

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A merit increase is a salary raise given to an employee as a reward for outstanding performance, typically determined through a performance evaluation. It is a permanent adjustment to the employee's base salary, reflecting their contributions to the organization.

* Option A (Bonus): A bonus is a one-time payment, not a permanent salary increase.

* Option B (Merit increase): Correct, as it is a performance-based salary raise.

* Option C (Annual increase): This is a standard raise given to all employees, not tied to performance.

Reference: aPHRi knowledge domain - Compensation and Benefits: Types of salary adjustments, including merit increases.=====

NEW QUESTION: 72

Which of the following is an organizational structure where the number of employees decreases as responsibility increases?

A. Flat

B. Matrix

C. Regional

D. Hierarchical

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A hierarchical organizational structure is a pyramid-shaped model where the number of employees decreases as responsibility increases. At the top are a few executives with high responsibility, while the base has many employees with less responsibility.

* Option A (Flat): A flat structure has few levels of management, with more employees reporting to each manager.

* Option B (Matrix): A matrix structure combines functional and project-based reporting, not necessarily pyramid-shaped.

* Option C (Regional): This refers to a structure based on geographic regions, not responsibility levels.

Reference: aPHRi knowledge domain - HR Operations: Understanding organizational structures, including hierarchical models.

NEW QUESTION: 73

An HR metric that is used to communicate the positive impact of a training program is:

A. Return on assets

B. Return on capital

C. Revenue per employee

D. Return on investment (ROI)

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Return on Investment (ROI) is an HR metric used to measure the financial impact of a training program by comparing the program's benefits (e.g., increased productivity) to its costs. A positive ROI demonstrates the training's effectiveness and value to the organization.

* Option A (Return on assets): This is a financial metric for overall business performance, not specific to training.

* Option B (Return on capital): This is also a financial metric, not related to training impact.

* Option C (Revenue per employee): This measures overall productivity, not the specific impact of training.

Reference: aPHRi knowledge domain - Talent Development: Evaluating training effectiveness using metrics like ROI.

NEW QUESTION: 74

An organizational structure where departments are defined by the services they provide to the organization is called a:

A. Hybrid structure

B. Functional structure

C. Product structure

D. Matrix structure

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

A functional structure organizes departments based on the services or functions they provide (e.g., HR, finance, marketing). Each department specializes in a specific area, supporting the organization's operations.

- * Option A (Hybrid structure): This combines elements of different structures, not specifically service- based.
 - * Option B (Functional structure): Correct, as it defines departments by their functional services.
 - * Option C (Product structure): This organizes departments by product lines, not services.
- Reference: aPHRi knowledge domain - HR Operations: Types of organizational structures, including functional structures.=====

NEW QUESTION: 75

The primary purpose of conducting employee disciplinary procedures is to:

- A.** Correct behavior.
- B.** punish the employee.
- C.** Develop the employee
- D.** Clarity policies

Answer: (SHOW ANSWER)

Purpose of Disciplinary Procedures:

- * Employee disciplinary procedures aim to correct inappropriate behavior, ensure accountability, and promote adherence to workplace policies.

Why Correcting Behavior is Correct:

- * The goal is not punitive but rehabilitative, helping employees align their actions with organizational expectations.

Eliminating Incorrect Options:

- * B. Punish the employee: Modern HR practices focus on improvement, not punishment.
- * C. Develop the employee: Development is a broader concept linked to training, not discipline.
- * D. Clarify policies: While policies may be reinforced, the primary focus is correcting behavior.

International HR References:

- * ACAS Code of Practice (UK): Emphasizes corrective measures in disciplinary actions.

NEW QUESTION: 76

Core competencies are descriptions of behaviors and success criteria that are unique to a(n):

- A.** Position
- B.** Employee
- C.** Department
- D.** Business model

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed in Depth Explanation:

Core competencies in HR refer to the specific skills, behaviors, and success criteria required for a particular position to ensure effective performance. They are unique to the role and help define what is needed to succeed in that job, often used in recruitment, performance management, and training.

- * Option A (Position): Correct, as core competencies are defined for specific roles to outline required skills and behaviors.

* Option B (Employee): Competencies are tied to roles, not individual employees, though employees may develop them.

* Option C (Department): Competencies may vary within a department across different roles, so this is too broad.

Reference: aPHRi knowledge domain - Talent Development: Defining core competencies for positions to support performance.

Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!
ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:

<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF**

Special Discount Code: freecram)

NEW QUESTION: 77

Which of the following are primary benefits of implementing a document retention policy? (Select TWO options.)

- A. It minimizes administrator time.
- B. It complies with legal requirements.
- C. It indicates how long certain records should be kept in file.
- D. It help new hires understand the process of documentation.
- E. If helps reduce environment impact.

Answer: (SHOW ANSWER)

Definition and Purpose of a Document Retention Policy:

* A document retention policy is a set of guidelines that outline how an organization manages its records-both physical and electronic-throughout their lifecycle. The goal is to ensure compliance with legal and regulatory requirements, optimize storage use, and safeguard confidential information.

Explanation of Benefits:

B). It complies with legal requirements:

* Organizations are often required by local, state, federal, or international laws to retain specific documents for certain periods. For example:

* Tax records must be kept for 3-7 years, depending on jurisdiction.

* Employee records (e.g., payroll, termination, and injury reports) often need retention under labor laws such as the U.S. Fair Labor Standards Act (FLSA) or GDPR in Europe.

* Failing to adhere to these requirements can result in fines, penalties, or legal exposure.

C). It indicates how long certain records should be kept in file:

* A well-crafted document retention policy defines retention periods for various document categories (e.

g., HR files, financial records, contracts), ensuring consistent and efficient management.

* This aids in avoiding unnecessary storage costs, reducing clutter, and making it easier to locate important documents when needed.

Eliminating Incorrect Options:

* A. It minimizes administrator time: While improved organization can save time, this is not a primary benefit of a retention policy. Time-saving is a byproduct rather than a core objective.

* D. It helps new hires understand the process of documentation: The policy's primary purpose is to manage document lifecycles, not to train new hires.

* E. It helps reduce environmental impact: While reducing paper usage could indirectly support environmental goals, this is not a central aim of most document retention policies.

International HR References:

* General Data Protection Regulation (GDPR): Mandates specific retention periods for personal data in the European Union.

* U.S. Federal Rules of Civil Procedure (FRCP): Establishes requirements for electronic document retention.

* Sarbanes-Oxley Act (SOX): Governs the retention of financial records for public companies.

* ISO 15489-1:2016: International standard for records management principles.

NEW QUESTION: 78

Which of the following are areas of focus for organization trying to help employees achieve work-life balance? (Select TWO options.)

A. Flex-time

B. Compressed schedule

C. Training schedule

D. Internal transfers

E. Use of temporary employees

Answer: (SHOW ANSWER)

Work-Life Balance Initiatives:

* Flex-time allows employees to choose start and end times within core working hours, offering flexibility to accommodate personal needs.

* A compressed schedule allows employees to work longer hours over fewer days, providing additional days off.

Why These Options are Correct:

* Both arrangements reduce stress and improve work-life integration, enhancing overall job satisfaction and retention.

Eliminating Incorrect Options:

* C. Training schedule: Training is unrelated to work-life balance.

* D. Internal transfers: Focuses on career progression, not work-life integration.

* E. Use of temporary employees: Addresses staffing flexibility but not employee work-life balance directly.

International HR References:

* SHRM Guidelines on Work-Life Balance: Highlights flex-time and compressed schedules as key practices.

NEW QUESTION: 79

Which of the following are common objectives for training and development programs? (Select TWO options.)

- A. Encouraging respect for the HR team
- B. Stopping employees from being unionized
- C. Tracking hiring success and retention rates of employees
- D. Promoting individual improvement and career advancement of employees
- E. Enhancing existing knowledge, skills, and performance capabilities of employees

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed in Depth Explanation:

Training and development programs aim to improve employee performance and support their growth within the organization.

* Option A (Encouraging respect for the HR team): This is not a common objective of training programs.

* Option B (Stopping employees from being unionized): This is not an appropriate or ethical training objective.

* Option C (Tracking hiring success and retention rates of employees): This is an HR metric, not a training objective.

* Option D (Promoting individual improvement and career advancement of employees): Correct, as training often focuses on career development.

Reference: aPHRi knowledge domain - Talent Development: Objectives of training and development programs.=====

NEW QUESTION: 80

Which of the following is the benefit of sharing information system functions with business operations?

- A. Facilitation of informed decisions
- B. Reduction of cost of system implementation
- C. Appropriate delegation of authority and access level
- D. Professional advancement and cross-training for employees

Answer: ([SHOW ANSWER](#))

Sharing information system functions with business operations facilitates informed decision-making by providing access to real-time data and insights. According to HRCI, integrating HRIS with business operations enables better alignment of HR and organizational goals, improving strategic planning.

NEW QUESTION: 81

Candidate selection is the process of hiring the most:

- A. Engaged candidate

- B. Suitable candidate
- C. Qualified candidate
- D. Experienced candidate

Answer: (SHOW ANSWER)

Comprehensive and Detailed in Depth Explanation:

Candidate selection involves choosing the best person for a role based on a combination of factors, including qualifications, skills, experience, and cultural fit. The term "suitable" encompasses all these aspects, ensuring the candidate is the best overall match for the position and the organization.

* Option A (Engaged candidate): Engagement is important but not the primary criterion for selection.

* Option B (Suitable candidate): Correct, as it reflects the holistic evaluation of a candidate's fit for the role.

* Option C (Qualified candidate): While qualifications are important, suitability includes other factors like fit and potential.

Reference: aPHRi knowledge domain - Recruitment and Selection: Selecting the most suitable candidate for a role.=====

NEW QUESTION: 82

Which of the following is a document that outlines an organization's policies on legal and ethical standards?

- A. Code of conduct
- B. Conflict of interest
- C. Confidentially agreement
- D. Standard operating procedure

Answer: (SHOW ANSWER)

A Code of Conduct outlines an organization's policies on legal and ethical standards, defining acceptable behaviors and guiding employees in decision-making.

* Explanation of Other Options:

* B. Conflict of interest: Focuses on situations where personal interests may conflict with organizational goals but is part of the broader code of conduct.

* C. Confidentiality agreement: A legal document ensuring sensitive information is protected, but it doesn't cover comprehensive ethical guidelines.

* D. Standard operating procedure: Describes step-by-step workflows, unrelated to legal/ethical standards.

References:SHRM: Building an Effective Code of Conduct.

ILO Guidelines on Ethical Standards in the Workplace.

Valid aPHRi Dumps shared by ExamDiscuss.com for Helping Passing aPHRi Exam!
ExamDiscuss.com now offer the **newest aPHRi exam dumps**, the ExamDiscuss.com aPHRi exam **questions have been updated** and **answers have been corrected** get the **newest** ExamDiscuss.com aPHRi dumps with Test Engine here:

<https://www.examdiscuss.com/HRCI/exam/aPHRi/premium/> (179 Q&As Dumps, **35%OFF**

Special Discount Code: **freecram**)