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Associate Professional in Human Resources

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Question: 1

When recruiting for an open nursing position, the HR manager receives 64 applications. After reviewing the following application breakdown information, what is the yield ratio of highly qualified candidates?

Application Sources		Application Quality		Application Progression	
Internet Job Board (IJB)	42	Not Qualified	14	Invited to Interview	12
		Qualified	24		
		Highly Qualified	4	Accepted Invitation to Interview	8
Local Nursing College Job Fair (JB)	22	Not Qualified	7	Job Offers Extended	3
		Qualified	7		
		Highly Qualified	8	Job Offers Accepted	2
Total	64	Total	64		

- A. 12.5 %
- B. 18.8 %
- C. 28.6 %
- D. 48.4 %

Answer: B

Explanation:

In order to calculate the yield ratio of highly qualified candidates, one must add the total number of highly qualified candidates (12) and divide it by the total number of candidates (64), then multiply the result by 100. This indicates an 18.8% yield of highly qualified candidates.

Question: 2

If an organization's compensation philosophy states that the base pay structure for jobs deemed critical to the organization's overall mission will be set at the 50th percentile of the market and that their total possible performance incentives will be set at the 75th percentile of the market, what does this mean?

- A. A job deemed critical will be compensated a higher rate than 50% of the other positions within the company.
- B. An employee in a critical position can earn 25% more through incentives in addition to their base pay.
- C. The organization's compensation philosophy suggests a market match strategy for jobs deemed critical to the organization's overall mission.

D. A job deemed critical will likely share similar base pay practices with external jobs of a similar nature.

Answer: D

Explanation:

By setting the base pay at the 50th percentile of the market, the organization is stating that, of the similar jobs within the labor market, approximately 50% of the jobs will have base pay rates below the determined rate and 50% of the jobs will have base rates above the determined rate. Despite being set at the 50th percentile of the market, the compensation philosophy suggests a lead pay-level strategy (as opposed to a lagging or matching strategy) due to the total incentive pay being set at the 75th percentile of the market.

Question: 3

Which of the following conditions may suggest that a contracted worker should be reclassified as an employee?

- A. When the contracted worker changes their working hours to match company employees
- B. When the contracted worker performs similar tasks alongside regular employees
- C. When the contracted worker loses money on a project
- D. When the contracted worker takes on another project with the same company

Answer: B

Explanation:

Independent contractors are free to set their own work hours, purchase their own work tools, and take on whichever projects they are offered—regardless of whether they will make money or not. One key difference between contractors and regular employees is the type of work being completed. Regular employees typically perform work that is a function of the organization's mission and is closely tied to the organization's day-to-day operations. Contractors, on the other hand, specialize in project-type work as opposed to core operations and maintain their own autonomy as workers.

Question: 4

Total rewards statements can communicate a variety of compensation details. Which of the following is LEAST likely to be found on a total rewards statement?

- A. Employee stock options
- B. Health benefits
- C. Social Security deductions
- D. Work-life balance policies

Answer: C

Explanation:

A total rewards statement is a tool that organizations can use to communicate the rewards available to employees. Total rewards statements can communicate direct compensation practices like base pay as well as indirect compensation like dental plans and material perks. Social Security deductions, while related to compensation practices, are not perks offered by the employer but required federal taxes and would not be highlighted in a total rewards statement.

Question: 5

Creativity in benefits plans can create appeal for both current and prospective employees while also increasing the costs of total compensation. Which of the following practices would be MOST effective at balancing employee appreciation and rising costs?

- A. Passing part of the benefits costs onto employees
- B. Tying benefit availability to employee tenure
- C. Only offering benefits for full-time staff
- D. Personalizing benefits options

Answer: D

Explanation:

While each of the options may have various levels of effectiveness at balancing the cost- reward balance of benefits, personalizing the benefits options to the needs of employees is the most effective. The personalization process can be accomplished by catering offerings based on the workforce demographics, gathering data through employee surveys, or offering cafeteria-style benefits plans. Reducing the availability of the benefits by passing on costs, tying availability to tenure, or restricting which employees are eligible can positively affect the cost-reward balance, but can also lead to tension from employees who may feel they are missing out or that there is inequity in benefits administration.

Question: 6

Unemployment insurance programs are intended to support all of the following EXCEPT:

- A. Engagement of unemployed workers during short-term layoffs
- B. Stabilization of the working environment by employers
- C. Income for unemployed workers to maintain quality of life
- D. Finding and securing of a new job by unemployed workers

Answer: C

Explanation:

Unemployment insurance is intended to assist employees who are involuntarily unemployed as they transition to a new job and to encourage employers to create a more stable work environment. Unemployment insurance is paid out at a fraction of what the worker's salary was with their previous employer and is only intended to assist the transition, not to support the unemployed worker for an extended period of time.

Question: 7

If a company is planning to introduce new remote work opportunities for its workforce, which internal business partner would be the LEAST critical to collaborate with when designing the new policy?

- A. Line managers and employees
- B. Information Technology (IT)
- C. Legal
- D. Marketing and Sales

Answer: D

Explanation:

While Marketing and Sales may contribute to building and advertising the employer brand in some scenarios, the other options have direct contact with a remote working policy. Line managers and employees will be utilizing and supervising the policy and can lend knowledge to the practical needs and considerations of teleworking. The IT department will be a critical collaborator in the necessary hardware and possible software needed for teleworking. The legal department will be an essential partner to advise regarding any best practices to avoid disparate treatment in selecting which employees may telework; additionally, the legal team will be essential to partner with when tackling unforeseen outcomes of a telework policy such as employees moving out of the local area.

Question: 8

Which of the following is FALSE about the potential effects of a dual career ladder program for career development?

- A. A dual career ladder gives high-performing employees the ability to advance without becoming supervisors.
- B. A dual career ladder may increase the turnover of senior staff who have nowhere left to advance.
- C. A dual career ladder program is more common in technical fields like medicine, science, and engineering.
- D. A dual career ladder may foster resentment from other organizational leadership who feel the compensation practice does not fit the responsibilities.

Answer: B

Explanation:

Dual career ladders provide alternate journeys of advancement for high-performing employees who do not have an interest in or would not perform well at supervising others. Dual career ladders are designed to give senior staff somewhere to advance internally, so they are not forced to leave the company in search of better opportunities.

Question: 9

Which form of data collection would be the MOST effective to collect qualitative and multi-perspective information regarding employee opinions?

- A. Online survey
- B. One-on-one interview
- C. Focus group
- D. Workplace observation

Answer: C

Explanation:

While all of the options are capable of collecting qualitative data, a focus group data collection method elicits not just the viewpoint from one observer or interviewee but back-and-forth dialogue between interviewer and interviewees regarding the topic at hand. Interviewees can react to and build on the opinions and observations of each other to paint a more dynamic and integrative picture of the data being collected.

Question: 10

Which of the following interview questions is an example of a question that could be used in a behavioral interview?

- A. What do you value in a workplace environment?
- B. In the event that you encounter conflict with a coworker, how would you respond?
- C. Can you tell me about a time when you made a mistake in the workplace?
- D. Tell me why you are the best fit for this position?

Answer: C

Explanation:

Behavioral interview questions focus in on past behavior and experiences that the applicant has had that may demonstrate a good fit for the open position. The other questions may be more appropriately used for attempting to gauge the applicant's work values, approach to work relationships, and self-confidence.

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