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**Vendor: HRCI**

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**Exam: SPHR - Senior Professional in Human Resources ( HRCI )**

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**QUESTIONS & ANSWERS**

**DEMO VERSION**

QUESTIONS & ANSWERS  
**DEMO VERSION**  
(LIMITED CONTENT)

## Version: 5.5

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**Question: 1**

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Which of the following functional areas covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs?

- A. Workforce Planning and Employment
- B. Business Management and Strategy
- C. Human Resource Development
- D. Employee and Labor Relations

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**Answer: A**

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Explanation:

Answer option A is correct.

Workforce Planning and Employment covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs. This includes practices for evaluating workforce requirements, recruitment and selection, developing an employer brand, managing records, establishing a succession plan, and exiting employees from the organization.

Answer option B is incorrect. Business Management and Strategy looks at the "big picture" of the organization and requires an understanding of overall business operations, basic knowledge of other functional areas in the organization, and the ability to interact and work effectively with those functions.

Answer option C is incorrect. Human Resource Development utilizes training, development, change, and performance management programs to ensure that individuals with the required knowledge, skills, and abilities are available when needed to accomplish organization goals.

Answer option D is incorrect. Employee and Labor Relations address the practices for building positive employment relationships in both union and nonunion environments. This includes employee relations programs, workplace policies and procedures, dispute resolution programs, and collective bargaining activities.

Chapter: Certifying Human Resource Professionals

Objective: Development of the Human Resource Body of Knowledge

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**Question: 2**

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According to Knowles, there are five key assumptions about how adults learn. One of the assumptions is the learner's need to know. Which of the following statements is best associated with the assumption of the learner's need to know?

- A. I'm ready to learn this because what I learn will help me function better in some way.
- B. I understand why I need to learn this.

- C. What I learn today will help me solve problems at my workplace tomorrow.
- D. I've got lots of valuable experience that I want to draw upon to help me as I learn.

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**Answer: B**

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Explanation:

Answer option B is correct.

The statement "I understand why I need to learn this" is an assumption that the learner understands the need to know the course material.

Answer option A is incorrect. The statement "I'm ready to learn this because what I learn will help me function better in some way" is an example of the assumption of the learner's readiness to learn.

Answer option C is incorrect. The statement "What I learn today will help me solve problems at my workplace tomorrow" is an example of the assumption of the learner's orientation to learning.

Answer option D is incorrect. The statement "I've got lots of valuable experience that I want to draw upon to help me as I learn" is an example of the assumption of the learner's experience.

Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter 5: Human Resource Development. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Adult Learning Processes and Learning Styles

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### Question: 3

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As an HR Professional you must be familiar with the project management processes and the stakeholders of projects. All projects can map to the project management lifecycle. Which one of the following best describes the project management lifecycle?

- A. It is a unique life of each project -from its initiation through its closing.
- B. It is the aggregation of the nine knowledge areas of project management: integration management, scope, schedule, costs, quality, human resources, communication, risk, and procurement.
- C. It is the life of the management of the project -from initiation, planning, execution, controlling, through closing.
- D. It is the life of a project to interact with all areas including scope, schedule, costs, quality, human resources, communication, risk, and procurement.

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**Answer: C**

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Explanation:

Answer option C is correct.

The project management lifecycle is the flow of project management activities through the five process groups of initiating, planning, executing, controlling, and closing.

Answer option A is incorrect. This answer describes the project life cycle - which is unique to each project; not universal to all projects.

Answer option B is incorrect. This answer describes the integrated nature of projects where performance in each knowledge area can affect the performance of all other knowledge areas.

Answer option D is incorrect. This answer describes project integration management - the

coordination of all necessary project management processes throughout the nine knowledge areas of project management.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Three: Strategic Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Project Management Concepts

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**Question: 4**

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

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

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**Answer: B**

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Explanation:

Answer option B is correct.

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

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

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

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

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Diversity Concepts

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**Question: 5**

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A correlation coefficient is an example of a type of what?

- A. Qualitative analysis
- B. Quantitative analysis
- C. Job evaluation
- D. Learning matrix

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**Answer: B**

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Explanation:

Answer option B is correct.

Qualitative analysis is a form of research that uses mathematical models such as correlation,

correlation coefficient, and measures of central tendency to provide solutions to problems. Quantitative analysis attempts to measure historical data (B), a job evaluation measures the relative value of each job within the organization (C) and a learning matrix is a generic term that can be used to identify organizational learning strategies (D) . See Chapters 2 and 4 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

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**Question: 6**

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This nonmathematical forecasting technique brings the participants together to share and discuss their ideas about the forecast. The ideas are then ranked based on the groups input. What technique is discussed?

- A. Management forecasts
- B. Delphi technique
- C. Nominal group technique
- D. Brainstorming

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**Answer: C**

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Explanation:

Answer option C is correct.

The nominal group technique is a nonmathematical forecasting technique in which participants meet in person and share ideas as in brainstorming sessions. The group discusses and ranks the forecasts collectively, not anonymously as in the Delphi technique.

Answer option A is incorrect. Management forecasts are predictions made by experienced managers considered to be subject matter experts in their field or in the organization.

Answer option B is incorrect. The Delphi technique uses rounds of anonymous surveys to predict a likely outcome. After each round of the survey, the results are tallied and a new survey can be resubmitted to the survey participants. Eventually, consensus is found among the group on forecasting, risks, and other organizational decisions.

Answer option D is incorrect. Brainstorming allows the group to discuss and share ideas, but it doesn't rank the ideas or forecasts.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

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**Question: 7**

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Your organization offers an employees' retirement benefit program that is covered by the Employee Retirement Income Security Act of 1974. The administrative responsibility for enforcement of the Employee Retirement Income Security Act of 1974 is divided among three government agencies. Which one of the following is not a government agency that helps to enforce ERISA?

- A. IRS

- B. Department of Labor
- C. Pension Benefit Guaranty Corporation
- D. FDIC

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**Answer: D**

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Explanation:

Answer option D is correct.

The FDIC is not one of the three agencies that help to enforce the requirements of ERISA.

Answer options A, B, and C are incorrect. The IRS, Department of Labor, and Pension Benefit Guaranty Corporation are the three agencies that do help to enforce the requirements of ERISA.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

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**Question: 8**

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

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

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**Answer: A**

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Explanation:

Answer option A is correct.

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

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

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

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**Question: 9**

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Holly and Gary are HR Professionals in their organization and they are working to develop the strategic plan for their organization. Holly and Gary are using SWOT analysis to help understand the needs of human, financial, technological, capital, and other aspects of their organization. What is

SWOT?

- A. SWOT is an analysis to define the strengths, weaknesses, openness, and timeliness of an organization.
- B. SWOT is an analysis to define the schedule, weaknesses, opportunities, and timetable of a project endeavor.
- C. SWOT is an analysis to define the seriousness, weaknesses, openness, and timetable of organization development.
- D. SWOT is an analysis to define the strengths, weaknesses, opportunities, and threats an organization may face.

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**Answer: D**

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Explanation:

Answer option D is correct.

SWOT is an analysis that can be used to determine the strengths, weaknesses, opportunities, and threats.

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. A SWOT analysis may be incorporated into the strategic planning model.

It is a part of business policy that helps an individual or a company to make decisions. It includes the strategies to build the strength of a company and use the opportunities to make the company successful. It also includes the strategies to overcome the weaknesses of and threats to the company.

Answer option A is incorrect. This is not a valid definition of SWOT so this choice is incorrect.

Answer option B is incorrect. This is not a valid definition of SWOT so this choice is incorrect.

Answer option C is incorrect. This is not a valid definition of SWOT so this choice is incorrect.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Environmental Scanning Concepts

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### Question: 10

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There are many different types of organizations that people create to accomplish business goals. Which business organization has just one person who is responsible for all decisions in the business, retains all profits, and has unlimited personal liability for all business decisions?

- A. Partnerships
- B. Sole proprietorship
- C. Limited liability company
- D. Corporation

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**Answer: B**

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Explanation:

Answer option B is correct.

A sole proprietor is the owner of the business, has the authority over the business, and is responsible

for all liabilities the business may incur. Sole proprietorships are the easiest organizations to create and generally to manage.

Answer option A is incorrect. Partnerships are formed with two or more people and the people involved generally share the decisions, profits, and liabilities.

Answer option C is incorrect. A limited liability company is similar to sole proprietorship, but the owner has limited liability and is somewhat protected from the faults and liabilities of the legal organization.

Answer option D is incorrect. A corporation is a legal entity that limits liabilities to the assets of the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

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**Question: 11**

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The human resource professional fulfills three core roles in any organization. These three roles help propel the company's success. Which of the following statements best describes the roles of an HR professional?

- A. Human resource professionals fulfill strategic, operational, and administrative roles.
- B. Human resource professionals fulfill legal, operational, and administrative roles.
- C. Human resource professionals fulfill strategic, operational, and logistical roles.
- D. Human resource professionals fulfill functional, operational, and logistical roles.

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**Answer: A**

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Explanation:

Answer option A is correct.

Human resource professionals help an organization achieve its goals through strategic, operational, and administrative roles. The strategic role builds on employee strengths. The operations role manages the employee relations and recruiting functions. The administrative role describes compliance with regulations, employee records, and confidentiality of employee information.

Answer option B is incorrect. Legal isn't a role of the HR professional; compliance with regulations is part of the administrative role.

Answer option C is incorrect. Logistical is not one of the three roles of an HR professional.

Answer option D is incorrect. Functional and logistical are not roles of an HR professional.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

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**Question: 12**

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Each collective bargaining agreement outlines the process to file a grievance. Most agreements



define a four-step approach to the grievance procedure. During which one of the following steps of the grievance procedure, might the president of the local union meet with the manager of the plant at which the employee with the grievance works?

- A. Initiate the complaint
- B. Escalate the complaint internally
- C. Reach the highest level of internal escalation
- D. Participate in binding arbitration

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**Answer: B**

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Explanation:

Answer option B is correct.

The four stages of the grievance procedure are: Initiate the complaint, Escalate the complaint internally, Reach the highest level of internal escalation, and then Participate in binding arbitration. The second phase of the grievance procedure likely has the local union's president meet with the plant manager to try to find a resolution.

Answer option A is incorrect. This is the first step of the grievance procedure, and the supervisor of the person who experienced the grievance is notified of the complaint and offered a time period to find a resolution.

Answer option C is incorrect. This phase of the grievance procedure may actually bring the president of the national union to meet with president of the company, where the union member works.

Answer option D is incorrect. If no resolution has been met, this final procedure causes the grievance to move onto the court systems.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Seven: Employee and Labor Relations. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

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### **Question: 13**

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A business professional must plan on the direction and mission of the organization. Questions that direct the business ask where is the business now, where does the business want to go, how will the business get there, and how will we know when it has arrived. What term is assigned to this business introspection?

- A. Planning
- B. Mission building
- C. Strategic planning
- D. Vision

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**Answer: C**

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Explanation:

Answer option C is correct.

These questions are all indicative of strategic planning.

Answer option A is incorrect. While this is a form of planning, this isn't the best answer for the question.

Answer option B is incorrect. Mission building happens as the business is in its startup phase of the organizational life cycle.

Answer option D is incorrect. Vision is linked to the mission of the company. It's the image and model the founder and executives see for the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

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**Question: 14**

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What plan captures and projects how human resources will contribute to achieving the organization's strategic plan?

- A. Human capital management plan
- B. HR Staffing Plan
- C. Resource Development Plan
- D. Change management plan

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**Answer: A**

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Explanation:

Answer option A is correct.

The human capital management plan is a plan created by HR to define how the HR department and staff will help the organization achieve its strategic goals.

Answer option B is incorrect. The HR Staffing Plan is not a valid plan for this question.

Answer option C is incorrect. The Resource Development Plan is an HR plan that describes the competency and skills improvement for the human capital in the organization.

Answer option D is incorrect. A change management plan describes the change and how the company may best overcome the challenges and risks the change presents.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

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**Question: 15**

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An HR audit is designed to help management do what?

- A. Improve employee morale.
- B. Analyze HR policies, programs, and procedures against applicable legal requirements.
- C. Improve HR effectiveness.
- D. All of the above.

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**Answer: D**

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Explanation:

Answer option D is correct.

An HR audit is an organized process designed to identify key aspects of HR in the organization such as employee morale, HR policies, programs and procedures, and HR effectiveness. See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: Strategic Management

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**Question: 16**

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What term is best described as examining the entire organization to simplify or eliminate unnecessary processes with the goal of increasing customer satisfaction through improvements in efficiency?

- A. Reengineering
- B. Corporate restructuring
- C. Workforce reduction
- D. Mergers and acquisitions

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**Answer: A**

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Explanation:

Answer option A is correct.

Reengineering examines the efficiencies of the organization and how it affects profits, production, capacity, and customer satisfaction and then acts to improve the organization and customer satisfaction by removing unneeded processes.

Answer option B is incorrect. Corporate restructuring looks to eliminate individual units to reduce or eliminate redundancy or bureaucratic processes.

Answer option C is incorrect. Workforce reduction is also the reduction of resources, it is also known as downsizing, rightsizing, or reductions in force.

Answer option D is incorrect. Mergers and acquisitions describe two or more units merging together into one.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

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**Question: 17**

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You need to participate in enterprise risk management and complete an HR-audit. Which of the following is the best definition of an HR-audit in regard to risk management?

- A. Identify the total number of employees in the organization

- B. Identify the competency of employees in each areas of the organization
- C. Identify the total number of employees by years of employment in the organization and verify their experience, education, and skills
- D. Identify the HR areas that may be out of compliance with legal requirements

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**Answer: D**

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Explanation:

Answer option D is correct.

An HR audit examines the areas of human resources management that may be out of compliance with legal requirements or that are in need of updating.

Answer options A, B, and C are incorrect. These are not examples of an HR audit.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

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### **Question: 18**

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As an HR Professional, you must be familiar with many laws and the process of how laws come into existence. One type of law is an administrative law. Which of the following is NOT an example of an administrative law?

- A. Agency rules and regulations
- B. Executive orders
- C. Agency orders
- D. Corporate governance

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**Answer: D**

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Explanation:

Answer option D is correct.

Corporate governance refers to the influences that may impact the way corporations are managed, not the way a bill may become a law.

Answer option A is incorrect. Agency rules and regulations are laws developed by federal agencies, such as OSHA.

Answer option B is incorrect. Executive orders are orders signed by the president - they become laws after existing in the Federal Register for 30 days.

Answer option C is incorrect. Agency orders are also laws originating from federal agencies such as the National Labor Relations Board.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

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**Question: 19**

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John is the Senior HR Professional for his organization and he's reviewing his company's code of conduct. Which of the following statements best describes a code of conduct?

- A. A code of conduct is a statement of behaviors that the organization expects from its employees.
- B. A code of conduct is a statement of ideal standards that the organization is committed to uphold in its business practices.
- C. A code of conduct is a statement of ideal standards that the shareholders are expected to uphold in its business practices.
- D. A code of conduct is a statement of behaviors that the employees expect from its management.

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**Answer: A**

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Explanation:

Answer option A is correct.

The code of conduct is an employer's expectation of employee behavior.

Answer option B is incorrect. This statement describes the company's code of ethics.

Answer option C is incorrect. This isn't a valid statement for the code of conduct.

Answer option D is incorrect. All employees are expected to abide by the code of conduct, not just management or just employees.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

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**Question: 20**

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As a Senior HR Professional, you may have to work with the board of directors on some organizational issues and goals. How does the board of directors come into existence?

- A. The founder of the organization chooses the members of the board.
- B. The members of the board are hired just like all employees.
- C. The shareholders of the company elect the board of directors.
- D. Regulations, laws, and policies determine who is eligible to serve on the board of directors.

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**Answer: C**

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Explanation:

Answer option C is correct.

Shareholders elect the board of directors.

Answer option A is incorrect. The founder of the company doesn't choose the board - the shareholders of the company do.

Answer option B is incorrect. Members of the board may be employees, but it's the shareholders that elect the board, not HR.

Answer option D is incorrect. The shareholders of the company determine who will serve on the

board, not regulations or laws.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

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**Question: 21**

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As a Senior HR Professional, you should be familiar with the Balanced Scorecard. Which perspective of the Balanced Scorecard describes the criticality of customer focus and customer satisfaction?

- A. Learning and growth
- B. Business process
- C. Customer
- D. Financial

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**Answer: C**

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Explanation:

Answer option C is correct.

The customer perspective of the Balanced Score does focus on the criticality of customer satisfaction. Answer option A is incorrect. Learning and growth focus on employee training and attitudes towards the individual and corporate growth.

Answer option B is incorrect. Business process scrutinizes internal key business activities.

Answer option D is incorrect. Financial perspectives focus on the financial performance of the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

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**Question: 22**

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The Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) requires which of the following?

- A. All contractors must list all job openings with state employment agencies.
- B. All employers must list all job openings with state employment agencies.
- C. State employment agencies must give preference to Vietnam veterans for senior-level management position referrals.
- D. State employment agencies must give preference to Vietnam veterans for positions lasting 3 days or longer.

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**Answer: D**

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Explanation:

Answer option D is correct.

VEVRAA applies to government contractors and requires that all job openings be listed with state employment agencies except those that will be filled from within, are for senior-level management positions, or will last less than 3 days. See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

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**Question: 23**

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

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

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**Answer: A**

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Explanation:

Answer option A is correct.

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

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

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

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

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

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**Question: 24**

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

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

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**Answer: B**

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Explanation:

Answer option B is correct.

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

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

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

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

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

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**Question: 25**

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Mark is an HR Professional for his organization and he has been given the assignment to create an Affirmative Action Plan for his company. Mark will also be considered to be designated the responsibility for this Affirmative Action Plan. What does the designation of responsibility mean?

- A. It means that Mark will be the person that reports on the plan's implementation to management
- B. It means that Mark will be the person responsible for actually implementing the plan
- C. It means that Mark will be the person that reports on the plan's implementation to the Department of Labor
- D. It means that Mark will be the manager for all Affirmative Action scenarios and issues within his company

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**Answer: B**

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Explanation:

Answer option B is correct.

The person who is designated the responsibility will be the individual responsible for implementing the plan in the organization.

Answer option A is incorrect. Mark may report on the plan to management, but this isn't the complete and primary definition of the designation of responsibility.

Answer option C is incorrect. Mark may be the person to report to the Department of Labor about the plan, but this isn't the complete definition.

Answer option D is incorrect. Mark isn't necessarily the manager of affirmative action scenarios, but the implementation person for the plan.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

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**Question: 26**

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

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

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**Answer: B**

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Explanation:

Answer option B is correct.

The Rehabilitation Act of 1973 prohibits discrimination on the basis of physical and mental disabilities.

Answer option A is incorrect. The ADEA of 1967 is the Age Discrimination in Employment Act and addresses discrimination against employees and applicants greater than 40 years of age.

Answer option C is incorrect. VEVRAA is the Vietnam Era Veteran's Readjustment Assistance Act.

Answer option D is incorrect. IRCA is the Immigration Reform and Control Act, which prohibits discrimination on the basis of national origin and creates penalties for hiring illegal aliens.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

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**Question: 27**

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

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

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**Answer: B**

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Explanation:

Answer option B is correct.

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

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

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

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**Question: 28**

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As a Senior HR Professional, you must be familiar with certain legal terms, laws, and regulations that affect how you and others operate in the workplace. One term is protected class. Which of the following statements best describes a protected class?

- A. A group of people who share a common characteristic and who are protected from discrimination and harassment on the basis of that shared characteristic.
- B. A group of people who share a common characteristic and who are exempt from discrimination regulations on the basis of that shared characteristic.
- C. A group of people who do not share a common characteristic and who are not protected from discrimination and harassment on the basis of that shared characteristic.
- D. A group of people who share a race and who are protected from discrimination and harassment on the basis of that race.

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**Answer: A**

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Explanation:

Answer option A is correct.

A protected class is a group of people who share a common characteristic, such as race or sex, and who are protected from discrimination and harassment on the basis of that shared characteristic.

Answer option B is incorrect. A protected class is not exempt from discrimination, but protected from it.

Answer option C is incorrect. This isn't a valid description of a protected class.

Answer option D is incorrect. A protected class can be more than just race, so this statement, while partially correct, is not the best answer to the question.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

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**Question: 29**

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A church has announced a position for a new minister. One of the requirements of the new minister, however, is that this person be a member of the faith of the church that is hiring. This is an example of which of the following in regard to Title VII?

- A. Piece-rate system
- B. Violation of the Title VII requirements not to discriminate employment based on religion
- C. Bona fide occupational qualification

D. Violation of Title VII religious requirements for employment

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**Answer: C**

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Explanation:

Answer option C is correct.

This is an example of the bona fide occupational qualification for members of the clergy belonging to the same faith of the church that is hiring.

Answer option A is incorrect. A piece-rate system describes how employees are paid based on their production volume.

Answer options B and D are incorrect. This isn't a violation of the Title VII, but a bona fide occupational qualification.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

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**Question: 30**

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What type of analysis in an Affirmative Action Plan would create an organizational chart that includes information about incumbents' race, gender, and wages?

- A. Job Group Analysis
- B. Availability Analysis
- C. Utilization Analysis
- D. Workforce Analysis

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**Answer: D**

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Explanation:

Answer option D is correct.

Workforce analysis, also known as organizational display, is an organizational chart that includes summary information about incumbents' race, gender, and wages. It is a basic and essential building block for human resources planning.

Answer option A is incorrect. Job Group Analysis describes the analysis that nonconstruction contractors complete. The study begins the process of comparing the employer's representation of women and minorities to the estimated availability of qualified women and minorities available to be employed.

Answer option B is incorrect. Availability analysis studies the availability of minorities and women for jobs and helps to establish goals to eliminate underutilization that may be found.

Answer option C is incorrect. Utilization analysis studies the utilization of women and minorities and creates placement goals to eliminate the underutilization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

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