

Pre-Assessment Test: PHR and SPHR

Instructions

This pre-assessment test is designed to help you prepare to study for the HRCI Professional in Human Resources or Senior Professional in Human Resources certification exams. You should take this test to identify your current level of readiness to sit for the exam, and the areas where you should focus your study and preparation.

This pre-assessment test is broken into two parts:

- **Part I** PHR Pre-Assessment: 60 questions in 60 minutes
- **Part II** SPHR Pre-Assessment: An additional 15 questions in 15 minutes, for a total of 75 questions in 75 minutes

The first part is for both PHR and SPHR candidates. It includes 60 questions that are similar in style and format to the questions you will see on the actual PHR exam. PHR candidates should complete Part I and consider the Part II option. The second part is an additional batch of 15 SPHR-specific questions. They take into account the additional focus on the application/problem solving and synthesis/evaluation cognitive capabilities found in the SPHR exams. SPHR candidates should complete both Part I and Part II.

As you prepare to take this pre-assessment test, you should try to simulate the actual exam conditions as closely as possible. Go to a quiet place and be sure that you will not be interrupted for the full length of time it will take to complete the test. Do not use any reference materials or other assistance while taking the pre-assessment—remember, the idea is to help you determine what areas you need to focus on during your preparation for the actual exam.

The pre-assessment test contains questions divided in proportion to the PHR and SPHR exams. The next sections provide a breakdown of the exam content.

PHR

For this 60-question pre-assessment, the question breakdown is as follows:

Functional Area	Exam Weight	Number of Pre-Assessment Questions
1.0 Business Management and Strategy	11%	7
2.0 Workforce Planning and Employment	24%	14
3.0 Human Resource Development	18%	11
4.0 Compensation and Benefits	19%	11
5.0 Employee and Labor Relations	20%	12
6.0 Risk Management	8%	5

SPHR

For this 75-question pre-assessment (including the 60 questions in Part I and 15 questions in Part II), the question breakdown is as follows:

Functional	Exam Weight	Number of Pre-Assessment Questions
1.0 Business Management and Strategy	30%	20
2.0 Workforce Planning and Employment	17%	14
3.0 Human Resource Development	19%	13
4.0 Compensation and Benefits	13%	11
5.0 Employee and Labor Relations	14%	12
6.0 Risk Management	7%	5

Complete the entire pre-assessment test before checking your results. Once you have finished, use both the Quick Answer Key and the "In-Depth Answers" section to score your pre-assessment test. You can use the table in the "Analyzing Your Results" section to determine how well you performed on the test.

If you are a PHR candidate, answer all 60 questions in 60 minutes, and then move on to scoring your exam. If you are an SPHR candidate, or considering it, answer all 60 questions in 60 minutes in Part I, and then immediately move on to the additional set of 15 SPHR-specific questions in Part II. You will have an additional 15 minutes to answer them, for a total of 75 minutes. Once you have answered all 75 questions in the allotted 1 hour and 15 minutes, you will then move on to scoring your entire exam.

Are you ready? Go ahead and set your clock for 60 minutes and begin!



Part I: PHR

1. You have been asked to facilitate a session with leadership with the objective of creating the organization's mission statement. What key features of an effective mission statement should most likely be included?
 - A. Inspirational, description of an overarching goal, long-term, focused
 - B. Company description, what it does, and how it will accomplish overall goals
 - C. Describes the unique ability a company possesses that cannot be easily duplicated
 - D. Clearly describes position requirements, responsibilities, and qualifications
2. A new idea that is assigned a number and referred to a public committee is the first step to which of the following?
 - A. Legislative process
 - B. Regulatory process
 - C. Rule-making process
 - D. Objective process
3. Which of the following assesses information about political, economic, social, and technological trends that may influence the success of an organization?
 - A. Mission statement planning
 - B. Values statement planning
 - C. Environmental scanning
 - D. Core competency scanning
4. An organization struggles in achieving its objectives. Managers appear to be confused and inconsistent in reaching quality and service expectations. You want to develop leadership to overcome this challenge but must examine the matter closer. Which of the following management functions will most likely be examined closer?
 - A. Controlling
 - B. Directing
 - C. Planning
 - D. Organizing

5. You have started in a new HR leadership position with a publically traded organization. You want to ensure that the organization is compliant with the Sarbanes-Oxley Act of 2002. Which of the following is required by the Sarbanes-Oxley Act?
- A. Implement a plan to keep employees safe from workplace-related injuries and illnesses.
 - B. Implement a plan that gives instruction in how to ensure business operations in an emergency.
 - C. Ensure bargaining in good faith with the representative of unionized employees.
 - D. Ensure a code of ethics that applies to key officers, such as the CEO, has been adopted.
6. Which of the following include key elements of an effective cost/benefit analysis?
- A. Balance sheet, income statement, cash flow statement, financial statement ratios
 - B. Intangible and tangible costs, benefits, and forecast of impact to the bottom line
 - C. Assets, liabilities, shareholder's equity, earnings per share, cash flow, footnotes
 - D. Metrics, balanced scorecard, HRIS system, reports, spreadsheets, and footnotes
7. The CEO has announced a new competitor has moved into the market. All senior leaders are expected to present ideas on how to respond to this new threat. Which of the following strategies would contribute significantly to the organization's objectives?
- A. Building a strong budget and reports, communicating with and training managers to spend within budget expectations
 - B. Creating a strong leadership development program and requiring every supervisor and manager to attend
 - C. Recruiting, developing, and rewarding skilled employees in alignment with organizational objectives
 - D. Developing metrics and a balanced scorecard, reporting numbers and their meaning to leadership on a regular basis
8. A Catholic seminary states in a job posting for a teaching faculty member that an active member of the Catholic Church is preferred. A Jewish person is interviewed and not awarded the position due to religious affiliation. Is this legal?
- A. No, this is not legal. The posting should have never included a preference for any religious affiliation.
 - B. Yes, it is legal but the employer opened itself up to liability by interviewing non-Catholics.
 - C. No, this is not legal. Title VII identifies religious affiliation as a protected class.
 - D. Yes, it is legal. This is a bona-fide occupational qualification (BFOQ) exception of Title VII.

9. Which of the following established adverse impact as unlawful?
- A. *United States v. Commonwealth of Virginia*
 - B. *Washington v. Davis*
 - C. *Griggs v. Duke Power Company*
 - D. *Abermale Paper v. Moody*
10. In the case of a reduction in force (RIF), under the Age Discrimination in Employment Act (ADEA) can an employee revoke a waiver after it is signed and accepted?
- A. Yes, the employee has 7 days to revoke a signed waiver.
 - B. Yes, the employee has 45 days to reconsider a signed waiver.
 - C. No, the employee has 45 days to consider a waiver. If the employee then chooses to sign that waiver, it can't be revoked.
 - D. Yes, the employee has 180 days to consider a waiver and file with the EEOC.
11. Which of the following is a standard of the Uniform Guidelines on Employee Selection Procedures (UGESP)?
- A. If a pre-employment test causes disparate impact then it is not lawful.
 - B. Each position within a company must utilize a standardized application.
 - C. A pre-employment test or other selection tool must be a valid predictor of job success.
 - D. If a company adopts an electronic application process, any paper-based process must be eliminated.
12. Which of the following is a lawful interview question?
- A. Are you a U.S. citizen?
 - B. Do you have access to reliable transportation?
 - C. Do you have children?
 - D. Would you be willing to undergo a drug screen prior to an offer of employment?
13. A Dean's Assistant at a high school physically assaults a problem student. The investigation reveals that she was previously convicted of battery. What is this an example of?
- A. Negligent hiring
 - B. Slander
 - C. Defamation
 - D. Insubordination

14. Which of the following staffing strategies involve filling all key positions with expatriates?
- A. Regiocentric
 - B. Polycentric
 - C. Geocentric
 - D. Ethnocentric
15. When is an Employment Eligibility Verification form (I-9) required to be completed?
- A. Within three days of the offer of employment being made
 - B. Prior to the first day of employment
 - C. The day the offer of employment is made
 - D. Within three business days of the employee's start date
16. A type of interview where the questions are designed to use past behavior to measure the likelihood of future behavior is known as _____.
- A. Structured
 - B. Behavioral
 - C. Patterned
 - D. Directive
17. Which of the following is not considered an employment test by the Equal Employment Opportunity Commission (EEOC)?
- A. Job application
 - B. Assessment centers
 - C. Performance evaluation
 - D. Personality assessment
18. When an interviewer disproportionately evaluates a candidate positively based on one characteristic, this is known as _____.
- A. Halo effect
 - B. Leniency effect
 - C. First impression
 - D. Similar-to-Me
19. Which of the following requires that affirmative action steps be taken in advertising jobs and when recruiting, employing, training, promoting, compensating, and terminating employees?
- A. Title VII
 - B. Executive Order 11246

- C. Civil Rights Act of 1964
 - D. Rehabilitation Act of 1973
20. The Pregnancy Discrimination Act of 1978 established which of the following?
- A. A pregnant employee must receive at least 12 weeks of maternity leave.
 - B. An employer must provide reasonable accommodations for pregnant employees.
 - C. A pregnant employee should be afforded the same rights and benefits as any other employee with a short-term disability.
 - D. A pregnant employee must be provided with 12 weeks of paid maternity leave.
21. Your company has decided to move to electronic personnel files. Which of the following is the most important legal issue?
- A. Compatibility with the HRIS system
 - B. Complete files available on demand
 - C. Easily accessible for employees and supervisors
 - D. Controls to prevent unauthorized access
22. What is the first step in the intervention design stage when choosing an organizational development initiative?
- A. Determine readiness of staff involved to accept change.
 - B. Measure results and evaluate process.
 - C. Implement plan.
 - D. Identify specific target variables.
23. An organization that develops software for service organizations is experiencing a new change in corporate culture, including the outsourcing of development positions to India. According to the Change Process Theory, which of the following would be indicative of the refreezing stage?
- A. Employees are accepting of the idea of development going to India.
 - B. Employees work in conjunction with employees in India on a regular basis.
 - C. Employees know a change is on the horizon.
 - D. Employees stop complaining about the change.
24. What is the main benefit of Total Quality Management?
- A. Increase quality among staff.
 - B. Managers are trained on effective workplace management.
 - C. Deal with employee issues as they arise.
 - D. Find and eliminate problems that interfere with quality.

25. What is an example of self actualization on Maslow's Hierarchy of Needs?
- A. Opportunities for growth and development
 - B. Training and recognition
 - C. Work groups and client
 - D. Working conditions
26. Based on adult learning principles, what is the best way to train an adult learner to focus on "real world" issues?
- A. Uncover participants' expectations at the beginning of training.
 - B. Show how participants can immediately bring the learning back to their jobs.
 - C. Explain the "What's in it for me?" concept.
 - D. Allow for planning between instructor and the group.
27. An employee has experienced negative training experiences in the past, including being reprimanded for not scoring 100 percent on the post-test and having non-relevant training in the past. The company is rolling out a new training program for products that are coming to market. What is the best way the organization can combat this obstacle to learning?
- A. Understand why there is resistance to training.
 - B. See why negative attitudes have traveled between different departments.
 - C. Discover why employees perceive training to be inconsequential.
 - D. Show employees the connection between the mission and vision and the training.
28. A participant in a training program who prefers to sit in the front of the class and learns best from diagrams, illustrated textbooks, videos, and computer-based training programs is mostly likely a _____ type of learner?
- A. Visual
 - B. Auditory
 - C. Kinesthetic
 - D. Hands-on
29. According to B. F. Skinner's theory of behavioral reinforcement, which best describes negative reinforcement?
- A. Behavior is not reinforced because no response is given.
 - B. Decrease in the undesirable behavior response causes something negative to occur.

- C. Avoid an undesirable consequence by giving the person a reward when the desired response is given.
 - D. Behavior will diminish and eventually become nonexistent because no response is given.
30. What is the first step of the ADDIE model?
- A. Program design
 - B. Needs assessment
 - C. Implementation of programs
 - D. Program development
31. What is a main advantage to using a survey/questionnaire for a needs assessment?
- A. Generate real-life data.
 - B. Minimize interruption of work flow.
 - C. Can reach a large number of people in a short period of time.
 - D. Allows for research to take place during work hours.
32. What is the strength in using a subject matter expert in selecting a facilitator for training?
- A. Relates practical experience
 - B. Enhances learning through observing, describing, and coaching
 - C. Versed in adult learning and motivation concepts
 - D. Expertise in systems, processes, and information technology
33. In order for an employee to qualify for unemployment insurance benefits, an unemployed worker must meet which of the following qualification?
- A. Must not have been terminated for gross misconduct
 - B. Must have worked the proceeding 26 weeks
 - C. Must not turn down a position with a 45-minute commute
 - D. Must not turn down a position with a 25-percent pay decrease
34. The HR department of a 100-person gym is looking for ways to reduce the gym's high unemployment costs. They have had a high turnover rate at 25 percent for the last year and an unemployment experience rating of 9 percent. What would be the best action for HR to take to reduce high unemployment costs?
- A. Conduct surveys of incoming applicants to determine their reward preference.
 - B. Utilize hiring tools such as behavioral interviews and pre-employment assessment to ensure the best fit for the organization.
 - C. Hire an attorney to fight all unemployment claims.
 - D. Hire additional staff to make up for the staff who has left the organization.

35. Which of the following statements is true regarding workers' compensation?
- A. Employer assumes all costs of worker-related injuries unless a drug test shows there were illegal substances in the employee's body at the time of the accident.
 - B. Employer assumes all costs of worker-related injury if an investigation shows that it is the company's fault.
 - C. Employer assumes all costs of worker-related injuries only if the employer is held negligent.
 - D. Employer assumes all costs of worker-related injuries regardless of who is at fault.
36. What is the best method that employers can use to manage workers' compensation costs?
- A. Implement preventive injury programs.
 - B. Drug and alcohol test after every injury.
 - C. Have all managers attend training on workers' compensation claims processes.
 - D. Have all employees attend training on workers' compensation claims processes.
37. Which of the following is a main factor for a company that is trying to determine if a worker is an employee or an independent contractor?
- A. The nature of the work performed
 - B. How much the employee is paid
 - C. The nature and degree of control exercised by the company
 - D. How long the worker has worked with the company
38. Employees covered by the Federal Labor Standards Act (FLSA) must receive overtime for any hours worked:
- A. Over 32 hours in a week
 - B. Over 16 hours in a weekend
 - C. Over 40 hours in a week
 - D. Over 10 hours in a weekend
39. What does the HR department need to be aware of regarding FLSA child labor laws?
- A. If employees are 14–15 years old, they may not work more than three hours a day during school hours.
 - B. If employees are 16–17 years old, they may not work more than three hours a day.

- C. All people under the age of 16 are prohibited from most nonfarm work.
 - D. Only certain jobs are permitted for people 18 years and older, such as actors, newspaper carriers, and so on.
40. When would an employer choose to lag the market in terms of compensation?
- A. When the employer strategy is to be equal with the internal colleagues
 - B. When the employer strategy is to be externally competitive
 - C. When talent demand is higher than the supply
 - D. When supply of talent is greater than demand
41. What is the main reason why an employer would choose to not continue providing COLA increases?
- A. Inflation has not grown as fast as wages have risen.
 - B. Concern for losing control of wages.
 - C. Job duties have not increased.
 - D. Incentive pay is easily obtained by employees.
42. What is the main advantage for using group performance incentives?
- A. Can help equalize pay between employees on the same level.
 - B. Can help with fears of employees losing their jobs.
 - C. Everyone is treated equal.
 - D. Employees have higher morale at companies that utilize group performance incentives.
43. A large, hierarchical organization is looking to flatten their organization and remove levels of management. What would be the best choice to accomplish this in terms of compensation pay structures?
- A. Pay grade equalization
 - B. Compa-ratios
 - C. Broadbanding
 - D. Range spreads
44. A union hires a person to apply for a job at a company that has been targeted for organizing. What is this an example of?
- A. Salting
 - B. Inside organizing
 - C. Leafleting
 - D. Organizational picketing

45. Which of the following is a union security clause that requires all employees to be union members?
- A. Agency shop clause
 - B. Continuity of membership clause
 - C. Closed shop clause
 - D. Union shop clause
46. Which of the following established that employees have the right to form unions for the purpose of collective bargaining?
- A. National Labor Relations Act (NLRA)
 - B. Labor Management Relations Act (LMRA)
 - C. Norris-LaGuardia Act
 - D. Taft-Hartley Act
47. What is the HR significance of *Faragher v. City of Boca Raton* as it relates to a workplace sexual harassment issue?
- A. Established that a hostile work environment must be proven before a plaintiff can win on a sexual harassment claim.
 - B. Established that quid pro quo harassment is the only actionable form of sexual harassment.
 - C. Established that an employer can be held vicariously liable for the acts of a supervisor.
 - D. Established that an employer can only be held liable for the actions of a supervisor if the plaintiff reported the harassment to the employer.
48. Which of the following is an example of an unfair labor practice (ULP)?
- A. Yellow-Dog Contract
 - B. Hot-Cargo Agreement
 - C. Iron-Clad Oath
 - D. Fixed-Term Contract
49. John's supervisor finds out that he has been meeting with union representatives during his break. The manufacturing plant where John works is currently non-union. John's supervisor writes him up for engaging in non-work-related activities on company premises. What advice would you give to the supervisor?
- A. The write-up is lawful. It is management's right in a non-union shop to discourage union organization on the company's premises per the Labor Management Relations Act (LMRA).
 - B. The employee's actions are lawful and protected by the provisions of the National Labor Relations Act (NLRA).

- C. This write-up is lawful. Any discussion of organizing must happen off the employer's premises.
 - D. The employee's actions are unlawful because he used his company paid break period to discuss union organization.
50. A non-union employee requests that a coworker be present during an investigatory interview meeting with her supervisor. The supervisor denies this request. Have the employee's Weingarten rights been violated?
- A. Yes, any employee has the right to request a representative be present at a disciplinary meeting, and the employer is obligated to honor that request.
 - B. No, a coworker is not a union representative. The supervisor should offer that a union representative be present during the meeting.
 - C. Yes, the courts have been consistent in their finding that Weingarten rights should be extended to all employees.
 - D. No, Weingarten rights are a right available by law only to union employees.
51. An employee is returning from leave, but his doctor has specified that he work part-time hours only. Another employee has had a change in his personal life that allows him to work only part-time hours as well. Both employees are graphic designers. Which of the following alternative work programs would best accommodate both employees and the company?
- A. Compressed work week
 - B. Flextime
 - C. Telecommuting
 - D. Job sharing
52. A supervisor says to an employee during a performance evaluation, "You are doing a wonderful job. You can count on having a job here for life!" In terms of the employment-at-will doctrine, what is this an example of?
- A. Public-policy exception
 - B. Fraudulent misrepresentation
 - C. Promissory estoppel
 - D. Express contract exception
53. A production manager directly talks with workers two reporting levels below him to try to determine their job satisfaction. This feedback mechanism is known as a _____.
- A. Focus group
 - B. Survey
 - C. Exit interview
 - D. Skip-level interview

54. Two companies have a common owner but one is a union shop and one isn't, and the non-union workers are sometimes chosen for a job in place of the higher paid union workers. This is known as _____.
A. Alter ego
B. Double breasting
C. Secondary boycott
D. Ally doctrine
55. Requiring that an employer keep an employee on staff even though the company has replaced that employee's function with updated technology is which kind of an unfair labor practice?
A. Common situs
B. Hot-cargo
C. Featherbedding
D. Yellow-dog
56. According to the Occupational Safety and Health Administration (OSHA), which of the following best fits the general recording criteria?
A. An injury that results in medical treatment beyond first aid
B. A cut that results in receiving a small bandage
C. Flu symptoms that result in calling in sick
D. Cold symptoms that result in going home early
57. Which of the following is (are) key element(s) of an effective Occupational Injury and Illness Prevention Program?
A. A zero tolerance policy for workplace illness and injuries
B. A map of where all the first-aid kits are located in the building
C. Hazard identification, assessment, prevention, and control
D. A plan for the business to continue operations in the event of an incident
58. The Occupational Health and Safety Administration (OSHA) received a safety-related complaint from an anonymous source at a manufacturing plant. Which of the following is most likely an action that OSHA will take first?
A. Fine the manufacturing plant for safety violations.
B. Try to determine if the anonymous complaint is valid.
C. Inspect the manufacturing plant for safety violations.
D. Send notices to all employees requesting information.

59. An employee badly injures his ankles in a workplace accident. The employee's injury is partially healed after six months. There is sufficient evidence that the employee's position poses a direct threat of harm to his ankles' health. Which of the following is the best step to take?
- A. Terminate the employee because he can't perform the essential functions of the job.
 - B. Keep the employee off of work indefinitely or until the ankles are 100 percent healed.
 - C. Conduct an interactive dialogue with the employee and treating physician to see what other jobs can be performed.
 - D. Create a new position and job description that works around the employee's physical restrictions.
60. Because of the nature of their work, healthcare employees are sometimes exposed to potential blood-borne pathogens through the handling of needles. According to OSHA, which of the following is a requirement for the employer?
- A. Train employees on culture, values, and safety protocols.
 - B. Report the number of needle stick incidents to leadership.
 - C. Identify some other tool that will replace the needles.
 - D. Provide personal protective equipment such as gloves.

If you are a PHR candidate, you're all done! Time to score yourself and analyze your results. Please review the PHR Quick Answer Key, total your score, review the answer explanations for any questions you answered incorrectly or were unsure of, and then review the section "Analyzing Your Results."

If you are an SPHR candidate, continue on to the next section of questions before scoring your Part I questions.

Part II: SPHR

Give yourself an additional 15 minutes to answer these 15 questions.

61. An organization, in its mature life cycle, has many long-tenured, skilled staff. The CEO has asked all senior leaders to present long-term strategies to ensure future growth of the organization. Which of the following would contribute significantly to the organization's objectives?
- A. Information on job classes to be impacted by retirement and recommendations to address skilled shortages
 - B. Metrics and a balanced scorecard that show how fast the organization can recruit skilled talent.

- C. A report that shows all the mandatory training classes throughout the year and leadership attendance
 - D. Turnover information for each department and a recommendation to improve organizational retention
62. You have been asked to participate in a leadership objective alignment committee. The purpose of the committee is to establish and communicate a uniform way of how the organization is achieving its overall objectives. Which of the following is a strategic planning and performance management tool that would contribute significantly to accomplishing this initiative?
- A. Job description
 - B. Code of conduct
 - C. Performance evaluation
 - D. Balanced scorecard
63. What are the key elements of an effective organizational balanced scorecard?
- A. Strengths, weaknesses, opportunities, and threats
 - B. Recruitment, employee relations, benefits, and compensation
 - C. Talent, performance, change, and crisis management
 - D. Financial, customers, internal business processes, and learning
64. An organization will be developing a business plan that would expand one of the service lines generating additional revenue for the organization. You will be expected to participate and provide recommendations about workforce planning, staffing, and forecasting for the new service line. Which of the following would most likely be included in the business plan?
- A. Compensation survey data, employee satisfaction data, customer satisfaction data, market survey data
 - B. Executive summary, objectives, management responsibilities, product information, and market, financial, and operations plan
 - C. Regulatory restrictions, potential fines, lawsuit risks, attorney fees, cost of employee resistance to change
 - D. Turnover metrics, exit interview information, applicant pool information, number of employees successfully hired the previous year
65. Which of the following decision-making needs would best be answered using a cost/benefit analysis?
- A. Which metrics to use in the development of a balanced scorecard
 - B. How to improve turnover metrics and employee engagement
 - C. If a new HRIS system will yield positive results after the expense
 - D. If management responds positively to the leadership development program

66. An organization's CFO has announced that the budget process will be a zero-based budgetary approach. Which of the following actions will most likely be a part of the development of the HR budget?
- A. Start new each budget cycle by building every budgetary line item from scratch.
 - B. Adjust every line item based on last year's performance.
 - C. Obtain approval from the supervisor before spending money.
 - D. The budget is frozen and no spending will be approved.
67. As an organization's HR leader, you see a need to implement a whistleblower protection policy. However, you must provide the senior leadership team with solid rationale for the policy to ensure buy-in. Which of the following reflects a strategic reason for implementing a whistleblower protection policy?
- A. To avoid public embarrassment and scrutiny if issues arise
 - B. To encourage employees to report internally any wrongdoing
 - C. To avoid SEC audits, violation findings, and fines
 - D. To prevent employee-related lawsuits and grievances
68. What are the key elements of a request for proposal (RFP)?
- A. Strengths, weaknesses, opportunities, and threats
 - B. Summary, expected deliverables, process, and costs
 - C. Recruitment, benefits, compensation, and employee relations
 - D. Identify, develop, execute, and monitor performance
69. Which of the following represents the first step of an effective project management process?
- A. Monitoring (controlling)
 - B. Planning (resources)
 - C. Executing (implementation)
 - D. Defining (scoping)
70. An organization has chosen to purchase control of another company as a strategy to improve market share. Which of the following represents this action?
- A. Acquisition
 - B. Merger
 - C. Downsizing
 - D. Restructuring

71. An organization has decided to implement a new technology system that links multiple functional departments together so that independent databases and redundant processes become minimized. Which of the following represents this type of system?
- A. Enterprise resource planning
 - B. Human resource information system
 - C. Performance management system
 - D. Employee self-service system
72. Your organization is merging with another company, and you are asked to participate in the due diligence committee. Which of the following will contribute significantly to the due diligence investigation and overall business objectives?
- A. Cost-per-hire metrics of both organizations
 - B. The number of applicants available to work
 - C. Culture strengths and weaknesses of both companies
 - D. Leadership development programs
73. An organization is moving to a shared service business model, which requires restructuring most of the support departments. Which of the following strategies would contribute significantly to an effective transition?
- A. Career transition
 - B. Change management
 - C. System implementation
 - D. Project management
74. When discussing human resources development in a global economy, which of the following most accurately describes the employee development focus?
- A. Skill and knowledge gaps
 - B. Power of relationships, awareness, and personal networks
 - C. Mentor programs
 - D. Developing emotional intelligence
75. Which of the following steps would assess individual contributors when completing a needs assessment for human resources development activities?
- A. During the annual performance review, a skill gap is revealed and a performance improvement plan is developed.
 - B. Data entry training is needed for new computerized record-keeping systems.
 - C. Departments with high turnover are identified.
 - D. A SWOT analysis is conducted.

Congratulations, you're all done! Time to score yourself and analyze your results. Please review both the PHR and SPHR Quick Answer Key, total your score, review the answer explanations for any questions you answered incorrectly or were unsure of, and then review the section "Analyzing your Results."

Part I: PHR

- | | | | |
|------|------|------|------|
| 1. B | 3. C | 5. D | 7. C |
| 2. A | 4. A | 6. B | |

Business Management and Strategy score: _____

- | | | | |
|-------|-------|-------|-------|
| 8. D | 12. B | 16. B | 20. C |
| 9. C | 13. A | 17. C | 21. D |
| 10. A | 14. D | 18. A | |
| 11. C | 15. D | 19. B | |

Workforce Planning and Employment score: _____

- | | | | |
|-------|-------|-------|-------|
| 22. A | 25. A | 28. A | 31. C |
| 23. B | 26. B | 29. C | 32. A |
| 24. D | 27. D | 30. B | |

Human Resource Development score: _____

- | | | | |
|-------|-------|-------|-------|
| 33. A | 36. A | 39. A | 42. A |
| 34. B | 37. C | 40. D | 43. C |
| 35. D | 38. C | 41. B | |

Compensation and Benefits score: _____

- | | | | |
|-------|-------|-------|-------|
| 44. A | 47. C | 50. D | 53. D |
| 45. C | 48. B | 51. D | 54. B |
| 46. A | 49. B | 52. D | 55. C |

Employee and Labor Relations score: _____

- | | | |
|-------|-------|-------|
| 56. A | 58. B | 60. D |
| 57. C | 59. C | |

Risk Management score: _____**Total PHR score (out of 60): _____**

Part II: SPHR

- | | | | |
|-------|-------|-------|-------|
| 61. A | 65. C | 69. D | 73. B |
| 62. D | 66. A | 70. A | |
| 63. D | 67. B | 71. A | |
| 64. B | 68. B | 72. C | |

Business Management and Strategy Score _____

- | | |
|-------|-------|
| 74. B | 75. A |
|-------|-------|

Human Resource Development score: _____

Total SPHR score (out of 75): _____

Part I: PHR

1. ☒ B. Defining the organization's vision, mission, and values is all part of the strategy formulation process. An organization's mission statement describes the company and specifically how it will accomplish its vision or overall objective.
☒ A, C, and D are incorrect. A is incorrect because a vision statement is an inspirational statement that describes the organization's overall objective. C is incorrect because core competencies describe what product or service an organization excels in producing. D is incorrect because an objective statement falls under the mission statement and describes specific goals to be attained.
2. ☒ A. There are two different processes, regulatory and legislative. The legislative process starts when an idea is assigned a number and referred to a public committee in the House or Senate. This is the first of several steps by which a bill becomes a law. Additional steps include committee action, subcommittee review, scheduling of floor action, debate, voting, and a potential veto action.
☒ B, C, and D are incorrect. B is incorrect because the first step of a regulatory (also called rule-making) process is that a rule is proposed. C is incorrect because the "rule-making" process is the same thing as the regulatory process. D is incorrect because an objective process is not a term used for the legislative or regulatory process.
3. ☒ C. Environmental scanning is an essential part of the strategic planning process because it enables an organization to evaluate trends that can influence its success. Those trends include political, economic, social, and technological factors.
☒ A, B, and D are incorrect. A is incorrect because the mission statement is what defines what the organization does and how it intends to accomplish its vision. B is incorrect because the values statement defines the ethics and conduct that an organization adopted to accomplish its objectives. D is incorrect because the core competency of an organization is products or services that it excels in producing.
4. ☒ A. Of the four generally accepted functions of the manager role, the controlling function ensures that tactics, plans, and objectives are implemented according to quality and service expectations.
☒ B, C, and D are incorrect. B is incorrect because the directing function establishes relationships and supports a team in its ability to accomplish overall objectives. C is incorrect because the planning function establishes the objectives to be attained. D is incorrect because the organizing function determines the level of staff and materials needed to accomplish objectives.

5. ☒ D. Section 406 of the Sarbanes-Oxley Act requires employers to disclose whether or not the company has adopted a code of ethics that applies to key officers. Key officers include the Chief Executive Officer, Chief Finance Officer, and Controller, or people of similar duties.
- ☒ A, B, and C are incorrect. A is incorrect because a plan that ensures the safety of employees applies to the Occupational Safety and Health Administration (OSHA). B is incorrect because a plan to ensure the continuing of business operations in the event of a crisis or emergency is a business continuity plan and not required by the Sarbanes-Oxley Act. C is incorrect because it is the National Labor Relations Act (NLRA) that requires employers to bargain in good faith with the representative of unionized employees.
6. ☒ B. The key elements of an effective cost/benefit analysis is knowing all costs (intangible and tangible), monetary benefits as a result of the investment, and how this will impact the financial bottom line. A cost/benefit analysis is typically used to develop a business case for a purchase or to use in decision-making processes.
- ☒ A, C, and D are incorrect. A is incorrect because a balance sheet, income statement, cash flow statement, and financial statement ratios are all elements for financial reports and not necessarily for a cost/benefit analysis. C is incorrect because assets, liabilities, shareholder's equity, earnings per share, cash flow, and footnotes are elements of the financial reports listed in answer C. D is incorrect because metrics, a balanced scorecard, the HRIS system, reports, spreadsheets, and footnotes are all information items that may provide information for a cost-benefit analysis, but they are not the key elements of a cost/benefit analysis itself.
7. ☒ C. Many reports indicate that an organization's best competitive advantage lies within the people it recruits, develops, rewards, and retains. Recruiting, developing, and rewarding skilled employees in alignment with organizational objectives is the best option for enabling an organization to obtain a competitive advantage.
- ☒ A, B, and D are incorrect. A is incorrect because while a strong budget is important for financial viability and long-term planning, it alone is not what makes an organization competitive. B is incorrect because while leadership development programs are a good practice, unless they are aligned with overall organizational objectives, the effort will not yield a competitive advantage. D is incorrect because developing metrics is a good practice but unless it is aligned with organizational objectives or there is corrective action planning in place, the effort will not yield a competitive advantage.
8. ☒ D. Yes, this is legal. Title VII of the Civil Rights Act of 1964 provides a bona-fide occupational qualification (BFOQ) exception that allows religious organizations to give preference to members of that religion.
- ☒ A, B, and C are incorrect. A and C are incorrect because this is legal, and even though religious affiliation is a protected class, the scenario presented qualifies as a BFOQ. B is incorrect because it is okay to interview candidates who are not members of the preferred religious group.

9. ☒ C. The Supreme Court ruling in *Griggs v. Duke Power Company* was unanimous in establishing the concept now known as disparate (or "adverse") impact. The ruling in the case clarified that discrimination does not have to be intentional to exist. It is the employer's responsibility to show that the requirements they establish are job related.
- ☒ A, B, and D are incorrect. A is incorrect because *United States v. Commonwealth of Virginia* is a case in which the Supreme Court required the Virginia Military Institute to admit women. B is incorrect because *Washington v. Davis* established that if a test is a valid predictor of success on the job, then it is lawful even if it has an adverse impact on a protected class. D is incorrect because *Abermale Paper v. Moody* established that pre-employment tests must reflect the job requirements in order to be valid.
10. ☒ A. Under the Age Discrimination in Employment Act (ADEA), in the case of a reduction in force (RIF), an employee who signs a waiver may revoke that waiver within 7 days.
- ☒ B, C, and D are incorrect. An employee has 21 days to decide whether or not to sign a waiver when the action affects a single person and 45 days to decide whether or not to sign a waiver when a group of employees is affected. In either case, an employee has 7 days after agreeing to such a waiver to revoke his or her decision.
11. ☒ C. A pre-employment test or other selection tool must be a valid predictor of job success.
- ☒ A, B, and D are incorrect. A is incorrect because a pre-employment test that causes disparate impact may still be lawful if it is a valid predictor of success on the job. The landmark case on this topic is *Washington v. Davis*. B and D are incorrect because a standardized application is not a requirement. The same application process should be used for the same positions but not necessarily for all positions in a company.
12. ☒ B. The only lawful question is, "Do you have access to reliable transportation?" Alternately, it would be unlawful to ask a candidate, "Do you have a car?"
- ☒ A, C, and D are incorrect. It is illegal to ask about a person's citizenship status or family status during the selection process. In addition, any sort of medical screening can only happen after an offer of employment is made.
13. ☒ A. Negligent hiring occurs when the employer knew or should have known that a candidate's background may indicate that they are dangerous or untrustworthy.
- ☒ B, C, and D are incorrect. None of these choices define what is taking place in this scenario.
14. ☒ D. An ethnocentric approach is, in effect, when all key management positions are filled by people from the home country. The benefit is that the expat will be familiar with the company culture and business practices so communication with the home office is easier.

☒ A, B, and C are incorrect. A is incorrect because regiocentric refers to a staffing approach where HR policies and strategies reflect a particular geographic region. B is incorrect because a polycentric approach refers to a staffing method in which key positions in the home country are filled with expats but in the host country they are filled by host country nationals. C is incorrect because a geocentric approach places the best qualified people in key positions regardless of their home country.

15. ☒ D. Form I-9 must be completed by the end of the third business day following the employee's start date.

☒ A, B, and C are incorrect. There is only one time frame that the I-9 form must be complete and that is by the end of the third business day following the employee's start day. Therefore, all other answers are incorrect.

16. ☒ B. A behavioral interview is the type that contains questions that are designed to solicit from the candidate how they have responded to similar situations in the past. The way the situation was handled in the past is used as a predictor of future behavior.

☒ A, C, and D are incorrect. A and D are incorrect because structured and directive interviews are controlled by the interviewer. The same predetermined questions are asked of every candidate. C is incorrect because a patterned interview is one where there are groupings of questions that are designed to cover various areas related to the job requirement. The interviewer may not ask the same questions of all candidates but will ask questions from specific areas related to the job requirements.

17. ☒ C. A performance evaluation is not considered a pre-employment test.

☒ A, B, and D are incorrect. Job applications, assessment centers, and personality tests are all considered pre-employment tests by the EEOC. Therefore, the questions asked and the activities engaged in must be accurate predictors of job performance.

18. ☒ A. The halo effect occurs when an interviewer evaluates a candidate in a positive light based on one characteristic.

☒ B, C, and D are incorrect. B is incorrect because the leniency effect occurs when the interviewer goes easy on a candidate and justifies the candidate's negative behaviors. C is incorrect because a first impression is when the interviewer evaluates the candidate based on the first impression only, whether negative or positive. D is incorrect because similar-to-me occurs when the interviewer evaluates the candidate positively because the candidate has characteristics the interviewer identifies with.

19. ☒ B. Executive Order 11246 requires Government contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment.

☒ A, C, and D are incorrect. A and C are incorrect because Title VII of the Civil Rights Act of 1964 was enacted to outlaw all major forms of discrimination.

The Act included granting the ability to the U.S. District Courts to provide injunctive relief against any discrimination in public places, public education, and employment. D is incorrect because the Rehabilitation Act of 1973 was the first major piece of legislation to ensure a level playing field for individuals with disabilities.

20. ☒ C. The Pregnancy Discrimination Act of 1978 mandated that pregnant women be afforded the same rights and benefits as other employees with short-term disabilities.
☒ A, B, and D are incorrect. Paid maternity leave is not mandated at the federal level. Most companies have to offer up to 12 weeks of unpaid Family Medical Leave (FMLA) for qualifying conditions and qualifying employees.
21. ☒ D. The most important legal issue here is privacy of personnel records.
☒ A, B, and C are incorrect. These all have bearing on the decision to move to electronic files, but the most important legal issue of the choices presented is privacy.
22. ☒ A. The first step in choosing an organizational development initiative is to determine the readiness of the staff that is involved and see if they are ready to accept change.
☒ B, C, and D are incorrect. These are all later stages in the intervention design.
23. ☒ B. During the refreezing stage, the new ideal is a regular part of the organization.
☒ A, C, and D are incorrect. A is incorrect because this is an example of the moving stage. C and D are incorrect because they are examples of the unfreezing stage.
24. ☒ D. The main benefit of TQM is to find and eliminate problems that interfere with quality.
☒ A, B, and C are incorrect. These choices are not benefits of TQM.
25. ☒ A. Recognizing opportunities for growth development is an example of actualization.
☒ B, C, and D are incorrect. B is incorrect as this is an example of self-esteem. C is correct as this is an example of belonging and love. D is incorrect as this is an example of safety and security.
26. ☒ B. The best way to apply training to real-world issues for an adult learner is to show participants how they can immediately transfer the learning back to the job.
☒ A, C, and D are incorrect because although they may be factors in applying training, they are not the best options to apply training to adult learning principles.
27. ☒ D. To combat the lack of trust in training programs, the organization must help employees understand the connection between the organization's mission and how the training fits into that overall plan.

- ☒ A, B, and C are incorrect. Because these are examples of combating the obstacle of learning and peer group pressure, they are not the best techniques in combating a lack of trust in training programs.
28. ☒ A. This type of participant is a visual learner.
☒ B, C, and D are incorrect. B is incorrect as an auditory learner would learn best through audio formatted information, which may include reading text aloud, talking out loud, and listening to what people have to say. C and D are incorrect as a kinesthetic learner and a hands-on learner would learn best by actively exploring the physical world around them.
29. ☒ C. Negative reinforcement involves avoiding an undesirable consequence by giving the participant a reward when the desired response is exhibited.
☒ A, B, and D are incorrect. A and D are incorrect because these choices describe extinction. B is incorrect as this describes punishment.
30. ☒ B. The needs assessment is the first step in the ADDIE model.
☒ A, C, and D are incorrect because these choices are later steps in the ADDIE model.
31. ☒ C. A survey or a questionnaire can reach a large number of people in a short period of time.
☒ A, B, and D are incorrect because these choices are examples of advantages of the observation method to conducting a needs assessment.
32. ☒ A. A subject matter expert is able to relate practical experiences to the training.
☒ B, C, and D are incorrect. B is incorrect because this is a strength of a consultant. C is incorrect because this is a strength of a training expert. D is incorrect as this is a strength of a technical expert.
33. ☒ A. To qualify for unemployment benefits, an employee must not have been terminated for gross misconduct.
☒ B, C, and D are incorrect because they are not necessary qualifications for an employee to meet to qualify for unemployment benefits.
34. ☒ B. The best way this company can reduce unemployment costs is to hire the right people. That can be accomplished through behavioral interviews and pre-assessment screenings.
☒ A, C, and D are incorrect because these are not the best way to help reduce unemployment costs moving forward because they are not proactive or effective.
35. ☒ D. The employer assumes all costs of worker-related injuries regardless of who is at fault. This reduces the number of court cases, improves safety on the job, and helps speed the process for treatment.
☒ A, B, and C are incorrect because these are not correct statements about the workers' compensation and employer costs because they are not proactive or the most effective approaches.

36. ☒ A. Employers can dramatically manage their workers' compensation costs by implementing preventive injury programs.
☒ B, C, and D are incorrect. These are not correct statements about workers' compensation cost-saving strategies because they are not proactive techniques.
37. ☒ C. The nature and degree of control exercised by the employer are major factors in determining whether a worker is an independent contractor or an employee.
☒ A, B, and D are incorrect. These are these statements are not adequate in determining if a person is an independent contractor or an employee.
38. ☒ C. Employees who are eligible for overtime pay under the FLSA must work 40 or more hours in a workweek.
☒ A, B, and D are incorrect. Hours worked over 40 hours in a workweek qualify for overtime pay. Thirty two hours in a workweek or 10 or 16 hours in a weekend alone do not qualify for overtime pay.
39. ☒ A. Children ages 14–15 are permitted to work only three hours per day during school hours.
☒ B, C, and D are incorrect. B is incorrect as this choice does not accurately describe FLSA child labor provisions. C and D are incorrect as these choices reflect FLSA regulations for children under the age of 14.
40. ☒ D. When supply exceeds demand for talent, a company may choose to lag the market in terms of compensation.
☒ A, B, and C are incorrect. These are incorrect options because these will be better suited if a company chooses to lead or stay the same in the market place in compensation to attract talent.
41. ☒ B. An employer may choose to discontinue the practice of COLA increases if it feared that they may lose control of wages.
☒ A, C, and D are incorrect because a company would not choose to discontinue the COLA increases for any of these reasons. These reasons are not necessarily relevant to the practice of giving COLA increases.
42. ☒ A. The CEO may choose to use group performance incentives to equalize pay between employees on the same level.
☒ B, C, and D are incorrect because a company would not choose to offer group performance incentives for any of these reasons. These reasons are not necessarily true or relevant to the overall group performance incentive strategy.
43. ☒ C. Broadbanding salary grades is an effective way to widen the salary ranges and eliminate excess manager levels.
☒ A, B, and D are incorrect. These answers are incorrect because they are not effective solutions to lessening salary grades. These options neither evaluate the competitiveness of the employees wages nor do they refer to the structure of pay ranges.

44. ☒ A. Salting is when a union hires someone to apply for a job at a company that has been targeted for organizing. Once this person is hired, he or she works from the inside to begin organization efforts.
☒ B, C, and D are incorrect. B is incorrect because inside organizing is similar to salting in that an employee does work to organize workers from inside the company. However, the employee is not a person hired by the union specifically for this purpose. C and D are incorrect because leafleting and organizational picketing are methods unions use to get the word out to workers about the benefits of collective bargaining.
45. ☒ C. In a closed shop, the employer agrees to hire only union members. With the passage of the Taft-Hartley Act, closed shops became unlawful except in the construction industry.
☒ A, B, and D are incorrect. A is incorrect because an agency shop is one where union or non-union members may be hired but all non-union members are required to pay an agency fee or fair-share to cover collective bargaining costs. B is incorrect because "continuity of membership" is not a term associated with unions. D is incorrect because a union shop is one where the employer hires both union and non-union members but non-union employees must join the union within a specified period of time or lose their jobs.
46. ☒ A. The National Labor Relations Act (NLRA) was passed to protect the rights of employees to organize and collectively bargain.
☒ B, C, and D are incorrect. B and D are incorrect because neither the Labor Management Relations Act nor Taft-Hartley Act defines the relationship between unions and management and limits the activities of unions. C is incorrect because the Norris-LaGuardia Act made yellow-dog contracts where a person agrees not to join a union as a condition of employment.
47. ☒ C. *Faragher v. City of Boca Raton* is a landmark sexual harassment case that established that an employer can be held vicariously liable for the actions of its supervisory employees.
☒ A, B, and D are incorrect because the *Faragher v. City of Boca Raton* case refers to the employer's liability with respect to its supervisor's conduct and not about a hostile work environment, quid pro quo, or reporting requirements.
48. ☒ B. It is unlawful for a union to require that an employer stop doing business with another employer. This is called a "hot-cargo agreement" and is an unfair labor practice (ULP).
☒ A, C, and D are incorrect. A and C are incorrect because a yellow-dog or iron-clad contract is an unlawful contract between an employee and employer where the employee agrees, as a condition of employment, not to join a union. D is incorrect because a fixed-term contract is simply a contract entered into by two entities that has a definite end date.

49. ☒ B. Under the National Labor Relations Act (NLRA), it is unlawful for an employer to prohibit an employee from discussing union organization during non-work times, such as a break, and in non-work areas, such as a break room or parking lot.
- ☒ A, C, and D are incorrect because each of these options suggest that it is lawful that the employer can take actions against employees who discuss union organization during non-work times. The NLRA protects the employees' right to discuss union organization during non-work times even if they are on the employer's premises.
50. ☒ D. Weingarten rights are specifically available by law to union employees. It is a union employee's right to have union representation present during any investigative interview meeting.
- ☒ A, B, and C are incorrect. The courts have granted and revoked Weingarten rights to non-union employees several times since the Weingarten case was decided in 1975. It is a best practice for an employer to allow an employee to have someone else (must be a union representative) present during a disciplinary meeting if the employee requests this, but the employer is under no obligation to offer this option and, in the case of non-union employees, is under no obligation to grant the request.
51. ☒ D. Job share would work best because both employees have the exact same job and would complement each other's part-time schedules.
- ☒ A, B, and C are incorrect. A is incorrect because a compressed work week is when more hours are worked over fewer days (for example, four ten-hour days). This would not accommodate their need for part-time work. B is incorrect because flextime is when start and end times vary (for example, a start time of between 7 a.m. and 9 a.m. and an end time of between 4 p.m. and 6 p.m.). C is incorrect because telecommuting may or may not accommodate the need for the employees to work part time. It simply means working away from the home office but may still require that an employee work full-time hours.
52. ☒ D. This is an example of an express contract exception. An express contract can be created by an employer's verbal statements, in this case "...having a job for life."
- ☒ A, B, and C are incorrect. A is incorrect because a public-policy exception is made when the employer's conduct goes against public policy—for example, an employer terminates a person's employment shortly after the employee testifies in a whistleblower case where the employer is the defendant. B and C are incorrect because fraudulent misrepresentation and promissory estoppel are similar in that they both occur when an employee relies on a promise made by an employer to their detriment when the employer knew or should have known that the information was incorrect. For example, an employee is promised a promotion when the supervisor knows that the company is about to merge with another company and the affected employee's position is likely to be eliminated.

53. ☒ D. A skip-level interview occurs when a manager spends time with employees two levels below him in order to gauge job satisfaction and the employee's goals.
- ☒ A, B, and C are incorrect. A is incorrect because a focus group is a group of employees representing different functions in the company that come together to make decisions regarding specific company issues. B is incorrect because a survey is used to gather information on a number of issues in a company and may be anonymous. C is incorrect because an exit interview is usually conducted by HR and happens when a person decides definitively to leave the organization. This is usually the best way to get the "real" reason why someone leaves a position.
54. ☒ B. Double breasting occurs when workers in a non-union company are used to supplement or replace the work of higher paid workers in a unionized company.
- ☒ A, C, and D are incorrect. A is incorrect because alter ego doctrine establishes that a union represents both the main business and the alter ego if there exists an interrelation of operations, centralized labor relations, common management, and ownership. C is incorrect because a secondary boycott is an unfair labor practice whereby a union tries to convince a vendor of the employer not to do business with the employer. D is incorrect because the ally doctrine establishes that if the struck employer asks a neutral employer to produce work that would normally be produced by striking employees, the neutral employer becomes an ally and is also subject to being struck.
55. ☒ C. Featherbedding is an unfair labor practice on the part of the union. It occurs when a union requires an employer to continue to pay for services the employer no longer uses.
- ☒ A, B, and D are incorrect. A is incorrect because common situs refers to picketing that occurs in an area shared by more than one business. The union is required to clearly identify which business is being picketed and, where possible, restrict picketing only to the entrance of the employer being picketed. B is incorrect because hot-cargo refers to a union requiring an employer to refrain from doing business with an employer that the union has an issue with. D is incorrect because a yellow-dog contract is where an employer, as a condition of employment, requires an employee to promise not to join a union.
56. ☒ A. An injury that results in medical treatment is a required recordable event according to OSHA, section 1904.7(b)(1). OSHA further defines a medical treatment in section 1904.7(b)(5)(i) as a visit to a physician or another licensed healthcare professional.
- ☒ B, C, and D are incorrect. B is incorrect because a cut that results in the use of a band aid is considered first aid and not a medical treatment in OSHA section 1904.7(b)(5)(ii)(D). C and D are incorrect because flu or cold symptoms are not considered a workplace-related injury or illness.

57. ☒ C. An injury and illness prevention program is a proactive and systematic approach to finding and fixing workplace hazards before workers are injured or become ill. A key element of an injury and illness prevention program has hazard identification, assessment, prevention, and controls in place.
☒ A, B, and D are incorrect. A is incorrect because a zero tolerance policy for injury and illness is not practical. Accidents will inevitably occur in any organization. B is incorrect because while it is important to know where the first-aid kits are in an organization in case of an emergency, it is not an overarching effective key element. D is incorrect because a plan for a business to continue in the event of an incident is a business continuity plan and not an injury and illness prevention program.
58. ☒ B. First, OSHA will try to determine if the complaint is valid. If an employer is aware of the situation and has investigated and put into place preventive measures, OSHA may not necessarily take further action. It depends on the severity and the circumstances.
☒ A, C, and D are incorrect. A is incorrect because OSHA first needs to assess if the complaint is valid before deciding on any actions. C is incorrect because OSHA will not necessarily inspect an employer if it feels the complaint is not valid or the employer has taken care of any potential issues. D is incorrect because typically OSHA will not send all employees a notice.
59. ☒ C. If there is evidence that the employee's existing job poses a threat to the employee's health and wellness, the employer is not obligated to return the employee to that job. However, if the employee can no longer perform the essential functions of the job, the employer is obligated to reassign the employee to a position that does not pose a risk to the employee. The best step is to conduct an interactive dialogue with the employee and treating physician to explore what other positions will accommodate the employee.
☒ A, B, and D are incorrect. A is incorrect because terminating an employee outright is in violation of an employer's accommodation requirements under the Americans with Disabilities Act (ADA) and Equal Employment Opportunity Act (EEOC). B is incorrect because keeping an employee off work indefinitely may be unnecessary and not practical. There is a better alternative that will comply with requirements and uphold organizational productivity objectives. D is incorrect because creating a new job particularly in a tight economy is not practical as well as not required.
60. ☒ D. According to OSHA section 1910.1030(d)(3)(i), when there is occupational exposure, the employer is required to provide personal protective equipment. Examples of personal protective equipment are gloves, lab coats, facemasks, and eye guards.
☒ A, B, and C are incorrect. A is incorrect because while training employees on culture, values, and safety protocols is a good practice, it is not required by OSHA. B is incorrect because while reporting to leadership on incidents such as needlesticks may be required by the organization, it is not required by OSHA. C is incorrect because OSHA does not require the replacement of needles with other tools.

Part II: SPHR

61. ☒ A. A surge in retirement continues to be a chief concern for many employers. Some call the anticipated baby boomer retirements the “great brain drain” of an organization. An organization with long-tenured and skilled staff would benefit greatly from a proactive strategy that addresses anticipated retirements of skilled employees.
- ☒ B, C, and D are incorrect. B is incorrect because unless metrics are aligned with organizational objectives, it becomes a meaningless activity. C is incorrect because tracking mandatory training really has no relevance to the long-term organizational picture and needs. D is incorrect because while tracking turnover is a good practice, it alone is not a proactive approach to addressing the void in skill level that may affect an organization through anticipated retirement.
62. ☒ D. It is not unusual for an HR leader to be asked to participate in providing strategic information for a business plan in an organization. How to staff a new service line, where to find skilled talent, and which cost projections are crucial to a successful business plan. A business plan typically includes an executive summary, objectives, management responsibilities, product information, and a market, financial, and an operations plan.
- ☒ A, B, and C are incorrect. A is incorrect because a job description is a document that describes responsibilities and required qualifications of a job. B is incorrect because a code of conduct is an agreed upon manner by which each employee and manager will perform their functions in the workplace (behaviors, teamwork, and ethics). C is incorrect because a performance evaluation is a documented approach to assessing how an employee has performed over the previous year.
63. ☒ D. A balanced scorecard approach to performance management involved perspectives across the organization. These perspectives are typically financial, customers, internal business processes, and learning or growth.
- ☒ A, B, and C are incorrect. A is incorrect because strengths, weaknesses, opportunities, and threats represent the SWOT analysis for strategic planning purposes. B is incorrect because recruitment, employee relations, and benefits and compensation are functions within an HR department and alone are not related to the balanced scorecard. C is incorrect because talent, performance, change, and crisis management are strategies that may result from balanced scorecard findings or trends.
64. ☒ B. The purpose of a business plan is to help stakeholders such as investors assess the viability of a project or initiative. A business plan typically includes an executive summary, objectives, management responsibilities, product information, and a market, financial, and operations plan.
- ☒ A, C, and D are incorrect because while compensation data, metrics, and regulatory information are helpful in running a business at large, these items are not typically included in a business plan.

65. ☒ C. The purpose of a cost/benefit analysis is to help determine if the benefit of a new project, system, or initiative outweighs the costs. In this question, the best answer is that a cost/benefit analysis can determine if the benefits of a new HRIS system outweigh the cost of purchasing a new system.
- ☒ A, B, and D are incorrect. A is incorrect because a cost/benefit analysis wouldn't necessarily help determine which metric to use. B is incorrect because a cost/benefit analysis doesn't shed light on turnover issues within an organization. D is incorrect because measuring management response to a development program is an evaluation method but not a cost/benefit analysis.
66. ☒ A. A zero-based budgeting process involves starting from scratch on every line item of the budget. It is starting over or building the budget from zero.
- ☒ B, C, and D are incorrect. B is incorrect because adjusting the budget based on the previous year's performance is called "incremental budgeting" as opposed to zero-based budgeting. C and D are incorrect because they both do not adequately define a zero-based budgeting concept.
67. ☒ B. One of the chief strategic reasons for implementing a whistleblower protection policy is to encourage employees to internally report wrongdoing. This will enable an organization to understand and correct issues.
- ☒ A, C, and D are incorrect. While implementing a whistleblower protection policy is a good practice in encouraging employees to internally report issues, there are no guarantees that it will prevent an issue from getting to the media or encourage lawsuits and fines. It does create a culture of transparency if the policy is implemented and carried out in the spirit it is intended.
68. ☒ B. A request for proposal (RFP) process varies from one company to another. However, there are common elements to an effective RFP. Those key elements include an executive summary, expected deliverables, the anticipated process, and costs.
- ☒ A, C, and D are incorrect. A is incorrect because strengths, weaknesses, opportunities, and threats represent the SWOT analysis and are unrelated to the RFP process. C is incorrect because recruitment, benefits, compensation, and employee relations represent the functions of the human resource department. D is incorrect because identifying, developing, executing, and monitoring performance represent steps to problem solving.
69. ☒ D. The basic process of an effective project management initiative includes the following steps in this order: defining (scoping), planning (who and what resources to use), executing (implementation), monitoring (controlling), and closing.
- ☒ A, B, and C are incorrect because, while these are part of the project management process, they are not the first step. Defining or scoping out the project identifies key objectives. All other steps fall in line after that key step.

70. ☒ A. An acquisition is when an organization purchases the control of another company. This includes the rights to its production of goods or services, resources, and existing customer relations.
☒ B, C, and D are incorrect. B is incorrect because a merger occurs when two organizations mutually join together to form a bigger entity. C is incorrect because downsizing refers to the reduction of an organization's headcount. D is incorrect because restructuring refers to the changing of internal divisions, leadership, and responsibilities to better align with overall organization objectives.
71. ☒ A. A technological solution that links together multiple functions with the intention of reducing redundant databases and processes is called enterprise resource planning (ERP). This enables departments to communicate electronically, which allows for a more efficient workflow.
☒ B, C, and D are incorrect because a human resource information, performance (HRIS), performance management, or employee self-service system are HR-specific driven solutions. These solutions have no linkage to business functions such as supply chain or customer service management.
72. ☒ C. Studies indicate that many companies may overlook culture compatibility and regret it later on. In many cases, merger and acquisition failures can be linked to culture incompatibilities. The key to a successful due diligence effort is having the ability to assess a separate company.
☒ A, B, and D are incorrect because information such as cost-per-hire, applicant pool, and leadership development programs are superficial information as they relate to a due diligence investigation.
73. ☒ B. Change management is a crucial transition technique that supports an organization's shift in direction. This includes restructuring, mergers and acquisitions, and even new system implementations. An effective change management technique systematically leverages knowledge, tools, and resources to support organizational change.
☒ A, C, and D are incorrect. A is incorrect because a career transition technique supports an employee who may be changing jobs or whose job is being downsized. C and D are incorrect because a system implementation and project management are actions or processes, which are narrowly focused on an initiative or project and do not necessarily address change management.
74. ☒ B. In a global economy, the employee development focus centers around power of relationships, awareness, mindsets, and personal networks.
☒ A, C, and D are incorrect. A is incorrect because this choice reflects an employee development focus in western cultures. C and D are incorrect because these choices do not reflect an employee development focus in a global economy.

75. ☒ A. When a performance review indicates a performance, skill, or knowledge gap, and a development plan is created, this is an example of an individual assessment.
- ☒ B, C, and D are incorrect. B is incorrect because this choice reflects an example of a task assessment. C is incorrect because this example is reflective of an organizational assessment. D is incorrect because this is not an example of an individual assessment.

Analyzing Your Results

Congratulations on completing the pre-assessment. You should now take the time to analyze your results with two objectives in mind:

- Identifying the resources you should use to prepare for the HRCI exam
- Identifying the specific topics that you should focus on in your preparation

First, use the table in the following section to help you gauge your overall readiness for the PHR or SPHR examination.

PHR

Total your score from both the PHR questions for an overall score out of 60.

Number of Answers Correct	Recommended Course of Study
1–30	We recommend that you spend a significant amount of time reviewing the material in the <i>PHR®/SPHR® Professional in Human Resources All-in-One Exam Guide</i> before using this book.
31–44	We recommend that you review your scores in the specific functional areas to identify the particular areas that require your focused attention and use the <i>PHR®/SPHR® Professional in Human Resources All-in-One Exam Guide</i> to review that material. Once you have done so, you should proceed to work through the questions in this book.
45–60	We recommend that you use this book to refresh your knowledge and prepare yourself mentally for the actual exam.

SPHR

Total your score from both the PHR and SPHR questions for an overall score out of 75.

Number of Answers Correct	Recommended Course of Study
0–38	We recommend that you spend a significant amount of time reviewing the material in the <i>PHR®/SPHR® Professional in Human Resources All-in-One Exam Guide</i> before using this book.
39–55	We recommend that you review your scores in the specific functional areas in the section that follows to identify the particular areas that require your focused attention and use the <i>PHR®/SPHR® Professional in Human Resources All-in-One Exam Guide</i> to review that material. Once you have done so, you should proceed to work through the questions in this book.
56–75	We recommend that you use this book to refresh your knowledge and prepare yourself mentally for the actual exam.

Once you have identified your readiness for the PHR or SPHR exam, you may use this table to identify the specific functional areas that require your focus as you continue your preparation.

PHR Rating Guide

Domain	Weight	Question Numbers in Pretest	High priority for Additional Study	Medium Priority for Additional Study	Low Priority for Additional Study
1.0 Business Management and Strategy	11%	1, 2, 3, 4, 5, 6, 7, and 8	0–3 correct	4 correct	5–7 correct
2.0 Workforce Planning and Employment	24%	8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, and 21	0–7 correct	8–10 correct	11–14 correct
3.0 Human Resource Development	18%	22, 23, 24, 25, 26, 27, 28, 29, 30, 31, and 32	0–5 correct	6–7 correct	8–11 correct
4.0 Compensation and Benefits	19%	33, 34, 35, 36, 37, 38, 39, 40, 41, 42, and 43	0–5 correct	6–7 correct	8–11 correct
5.0 Employee and Labor Relations	20%	44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, and 55	0–6 correct	7–8 correct	9–12 correct
6.0 Risk Management	8%	56, 57, 58, 59, and 60	0–2 correct	3 correct	4–5 correct

SPHR Rating Guide

Domain	Weight	Question Numbers in Pretest	High priority for Additional Study	Medium Priority for Additional Study	Low Priority for Additional Study
1.0 Business Management and Strategy	30%	PHR 1, 2, 3, 4, 5, 6, 7, and 8, and SPHR 61–73	0–10 correct	11–15 correct	16–20 correct
2.0 Workforce Planning and Employment	17%	PHR 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, and 21	0–7 correct	8–10 correct	11–14 correct
3.0 Human Resource Development	19%	PHR 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, and 32, and SPHR 74 and 75	0–6 correct	7–9 correct	10–13 correct
4.0 Compensation and Benefits	13%	PHR 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, and 43	0–5 correct	6–7 correct	8–11 correct
5.0 Employee and Labor Relations	14%	PHR 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, and 55	0–6 correct	7–8 correct	9–12 correct
6.0 Risk Management	7%	PHR 56, 57, 58, 59, and 60	0–2 correct	3 correct	4–5 correct