

Human Resources Associate (Competency-Based) Proficiency Examination

Scenario-Based and Knowledge-Based Multiple-Choice Questions

Topic: Active Listening, A-4

1. A customer approaches you with a complaint about the service they received from your company. What should you do?
 - A. Dismiss the complaint as it is only a minor incident
 - B. Gather facts and if the customer is to blame, it's okay to let them know
 - C. Escalate the complaint to a supervisor immediately
 - D. Listen actively, empathize, and offer a suitable solution

Correct Answer: D

Topic: Confidentiality, A-5

2. Imagine that you recently chaired a team implementing new workplace confidentiality requirements. After implementation, you must evaluate each team member's performance. Which of the following suggestions about giving constructive criticism is not accurate?
 - A. Discuss the behavior, not the person.
 - B. Ask the team members for feedback.
 - C. To show more compassion, be as vague as possible.
 - D. Use language that focuses on improvement instead of problems.

Correct Answer: C

Topic: Emotional Intelligence, A-3,5

3. A deadline for a work project is fast approaching and you are way behind in the work necessary to complete the project. Which of the following responses best represents how you should go about informing your boss of your tardiness using your emotional intelligence skills?
 - A. Show raw emotion and feelings, letting your boss know the personal reasons you are behind in your work.
 - B. Share details of the time constraints of your job and present some ideas to your boss on improvements for self-management.
 - C. Be honest in describing how your tardiness is the result of lack of productivity on your coworkers' part.
 - D. Say nothing to your boss, as it would be viewed as negative to not meet the deadline and you need to get the work done at all costs.

Correct Answer: B

Topic: Interpersonal Communication, A-3

4. Which of the following statements best provides constructive criticism to an employee struggling with quality issues in their work?
 - A. You seem to think that you can submit any kind of work and that it doesn't matter.
 - B. Your work is often poor and insufficient.
 - C. Producing inferior work causes our company to lose time and money.
 - D. You need to produce work that meets our company's standards.

Correct Answer: C

Topic: Business Ethics, A-3

5. As an HR professional, you want to establish and maintain a strong sense of ethics within an organization. One effective way is to:
- A. Ignore unethical behavior
 - B. Establish a code of conduct
 - C. Develop new recruitment procedures
 - D. Write a corporate ethics statement

Correct Answer: B

Topic: Workplace Procedures, A-2

6. Imagine you take a bus to and from work. Today your shift ends at 5:00 pm, but you finish all of your jobs by 4:30 pm. What should you do next?
- A. Ask your supervisor for more work to do until 5:00pm, then catch the bus at 5:10pm.
 - B. Leave quickly so you can catch the bus at 4:40pm and get home sooner.
 - C. Hang out in the break room until 5:00pm, then catch the bus at 5:10pm.
 - D. Keep working or hang out in the breakroom, as long as you stay until 5:00pm.

Correct Answer: A

Topic: Employee Selection, B-1

7. Employee selection methods should accurately predict how well individuals perform, and they should
- A. not cost the company a great deal of money.
 - B. only be applicable to the company where they are being used.
 - C. all be applicable to many different roles in many different locations.
 - D. produce information that actually benefits the organization.

Correct Answer: D

Topic: Talent Acquisition, B-2

8. Ryan is trying to predict what human resources will be needed in the coming year in his organization. Suppose he plans for the hire of additional staff in the accounting department based on increased production. Ryan is engaged in
- A. forecasting.
 - B. goal setting.
 - C. program evaluation.
 - D. performance evaluation.

Correct Answer: A

Topic: Talent Acquisition Strategies, B-4

9. Xavier Jones was not selected for a job at Excel Corporation. He was later hired at Premier Inc. and proved to be an excellent employee. In terms of the selection process, how would you describe this outcome?
- A. A lost cause
 - B. An unpredictable miss
 - C. An anomaly
 - D. An opportunity cost

Answer: D

Topic: Talent Acquisition, B-6

10. Which action during the selection process would be illegal under equal employment opportunity laws in the United States?
- A. asking candidates whether they are able to perform the essential functions of a job.
 - B. asking all candidates whether they have ever worked under a different name.
 - C. asking candidates how close they are to retirement age
 - D. asking candidates whether they will need any reasonable accommodation to complete the selection process

Correct Answer: C

Topic: Employee Training, D-1

11. A grocery store hired Thomas to maintain inventory records and Jaclyn to place orders for new inventory when stocks run low. To ensure that the warehouse can continue to function when either is on vacation, the company also trained Thomas to place orders and trained Jaclyn to maintain inventory records. Which training method does this situation illustrate?
- A. action learning
 - B. experiential training
 - C. behavior modeling
 - D. cross-training

Correct Answer: A

Topic: Employee Training, D-2

12. A firm that manufactures mobile phones has seen a major improvement in cost reduction since it instituted a three-week training program for all its new recruits. During the training program, the new employees are constantly encouraged to express their thoughts and ideas. Good ideas are rewarded immediately by the trainers, thereby encouraging active participation. Which factor most likely explains the success of the training?
- A. Employee ability
 - B. Social support
 - C. Experiential learning
 - D. Employee incentives

Correct Answer: B

Topic: Employee Development, D-2,4

13. Which of the following is one of the elements of a SMART goal?
- A. Technological
 - B. Generally stated
 - C. Action-oriented
 - D. Intentionally imprecise

Correct Answer: C

Topic: Employee Training, D-3

14. What term is assigned to an employee that makes a complaint about their employer to a federal agency claiming that illegal activity has occurred?

- A. Reporter
- B. Whistle-blower
- C. Evaluator
- D. Flag-waver

Correct Answer: B

Topic: Employee Training, D-3

15. William is creating a manual for his department. On the cover of the manual he uses a picture of the equipment that he found on a website. You ask if he has permission to use the image. He tells you that the photo is from a website so it's in the public domain. Are photos and images from websites considered to be in the public domain?

- A. Yes, all images on the internet are in the public domain.
- B. No, images are protected by copyright laws.
- C. Yes, copyright does not apply to the internet.
- D. No, images are protected by creative rights.

Correct Answer: B

Topic: Employee Training, D-3

16. Which of the following is true of a hostile work environment?

- A. Only a supervisor can create a hostile work environment.
- B. It only takes a single occurrence of harassment to create a hostile work environment.
- C. A hostile work environment may arise when an employee witnesses the harassment of a co-worker.
- D. Employers are protected from claims of harassment by an employment policy against discrimination.

Correct Answer: C

Topic: Employee Development, D-5

17. Which of the following provides an informal setting for a group of employees to meet with their manager to learn more about the company?

- A. Department staff meetings
- B. Work teams
- C. Word of mouth
- D. Brown-bag lunch program

Correct Answer: D

Topic: Employee Retention, E-1

18. Your organization starts a suggestion box for employees to present anonymous suggestions to executives and management. What is the best action for management to take for employees to see the value in the program?

- A. Act quickly on the suggestions
- B. Discuss the suggestions
- C. Share the suggestions with the entire organization
- D. Organize the suggestions by type

Correct Answer: A

Topic: Employee Retention, E-2

19. Suppose you retain Cho, an outside, neutral party to simplify a conflict between two technical teams within your company. Though Cho's solution has no binding power, both teams decided to accept her solution. This is an example of what time of dispute resolution?
- A. mediation.
 - B. arbitration.
 - C. progressive discipline.
 - D. fair representation.

Correct Answer: A

Topic: Employee Engagement and Retention, E-2,3

20. An employee loves her job. She feels that it allows for the fulfillment of her important job values. This employee is experiencing
- A. employee engagement.
 - B. job satisfaction.
 - C. fair representation.
 - D. ethical employment.

Correct Answer: B

Topic: Employee Retention/Separation, E-3

21. A CEO determines that the company needs to eliminate a labor surplus to avoid financial difficulties. To deal with this problem, the CEO chooses a strategy that gives fast results. However, the amount of suffering caused to employees is high. The CEO is most likely using which strategy to reduce the labor surplus?
- A. Hiring freeze
 - B. Natural attrition
 - C. Downsizing
 - D. Early retirement

Correct Answer: C

Topic: Performance Reviews, E-3,4

22. A vice president of human resources wants to ensure that his company's performance management process is effective, so he sets up an annual review of the process. What should that review measure?
- A. whether performance discussions are taking place when the employee requests them
 - B. how well performance standards are tailored to each individual employee
 - C. whether measures of individual performance support the department's and company's objectives
 - D. how effectively the company has defined performance management as an event, not a process

Correct Answer: C

Topic: Performance Reviews, E-4

23. After a manager has conducted a performance evaluation, what is the next logical step in the appraisal process?

- A. The manager and employee discuss and compare targeted goals and supporting behavior with actual results.
- B. The manager identifies what the employee can do to capitalize on performance strengths and address weaknesses.
- C. The manager provides employees with training, necessary resources and tools, and ongoing feedback between the employee and manager.
- D. The manager develops employee goals and actions to achieve desired outcomes.

Correct Answer: B

Topic: Performance Reviews, E-2,4

24. An entrepreneur believes in employee empowerment, so as soon as she began hiring managers, she made subordinate reviews part of her company's performance appraisal system. However, she and her human resource manager have realized that the managers don't always place enough emphasis on efficiency and results, perhaps out of fear that their employees will give them lower ratings. What would be the best way for the company to use subordinate feedback from the list below?

- A. Discontinue subordinate feedback, because it has undesirable consequences.
- B. Require that the employees giving subordinate feedback identify themselves.
- C. Give the employees greater opportunities to observe the behavior of their manager.
- D. Use the results of subordinate feedback to identify avenues for employee development.

Correct Answer: D

Topic: Compensation HRIS, F-1

25. A company gives its employees monetary bonuses at the end of its fiscal year based on the employees' contributions to the firm's financial success. This is a method of which element of the compensation structure?

- A. including employees in organizational planning.
- B. rewarding employees for advanced training.
- C. increasing employee participation in strategic pay planning.
- D. linking compensation to performance measures.

Correct Answer: D

Topic: Employee Benefits, C-2

Answer Questions 26-32 based on the case below.

Employee Benefits at Carmine Auto, Inc.

Scenario: You are the Benefits Specialist at Carmine Auto, Inc., a successful family-owned and operated business with over 100 employees. Part of your job is to explain the company's competitive benefits package to employees during new hire orientation. You just completed your benefits presentation and have opened the floor for questions.

26. New Sales Associate, Charlie, is reviewing your flyer on the benefits being offered by Carmine and asks which of those that are listed are optional for the company to participate in. You know that most of these are required by federal law, which is not required?
- A. Social Security
 - B. Unemployment insurance
 - C. Retirement plan
 - D. Workers compensation

Correct Answer: C

27. Charlie discloses to you that he and his wife are planning to adopt a new child sometime in the next two years. As a company that employs over 100 people, is Carmine required to offer Family Medical Leave (FMLA) to its employees?
- A. No, organizations with 250 or more employees are not required to offer FMLA
 - B. Yes, organizations with 50 or more employees are required to offer FMLA benefits based on their employee size of 50 or more employees within a 75-mile radius.
 - C. No, FMLA leave is an optional benefit for all organizations.
 - D. No, organizations with less than 250 employees are not required to offer FMLA.

Correct Answer: B

28. As part of its retirement package, Carmine offers a defined-contribution plan. Which statement best describes a defined-contribution plan?
- A. It is a retirement plan funded entirely by contributions from the employer.
 - B. Employees are paid a specific amount of income at retirement.
 - C. It is a retirement plan funded entirely by contributions from the employee and the employer.
 - D. Employees invest a specific amount into a retirement account.

Correct answer: D

Caroline, the new accounting clerk, approaches you to ask a couple of questions about Carmine's medical insurance plans. The following options are provided to employees:

	<i>HDHP Plan (High-Deductible Health Plan)</i>	<i>PPO Plan (Preferred Provider Organization)</i>
Cost	\$35 per paycheck	\$95 per paycheck
Deductible	\$4,000	\$2,000
Primary Care	100% after deductible	\$35 copay
Urgent Care	100% after deductible	\$75 copay
Prescription	\$10 generic/\$35 brand name	\$10 generic/\$35 brand name

29. Caroline asks you to explain what exactly a PPO is. Which of the following statements best describes a PPO?

- A. A health care plan that requires patients to see specific health care professionals.
- B. A health care plan that contracts with health care providers for a reduced fee.
- C. A health care plan that provides incentives to help lower health care costs.
- D. A health care plan that requires patients to pay a high deductible.

Correct Answer: B

30. If Caroline selects the PPO plan, can she go to any doctor of her choosing and expect insurance to cover the cost?

- A. Yes, she can go to any doctor and the cost will remain the same.
- B. No, she will have to go to specific health care professionals.
- C. Yes, but she will pay less if she chooses a doctor that is in the network.
- D. No, the PPO plan will not cover expenses unless the deductible is met.

Correct Answer: C

31. Though the deductible is lower than the HDHP plan, Caroline still feels the deductible is higher than she would like to pay. What can she use to help pay for the deductible?

- A. Medical savings account
- B. Employee wellness program
- C. Accountable care account
- D. Retirement account.

Correct answer: A

32. If Caroline decides to select the company's HDHP plan instead of the PPO plan, how much will insurance cover after the deductible is paid?

- A. Caroline will only pay a \$35 copay.
- B. Caroline will have to pay the full cost.
- C. The HDHP plan will cover 100% of the cost.
- D. The HDHP plan will cover only up to \$4,000 of the cost.

Correct Answer: C