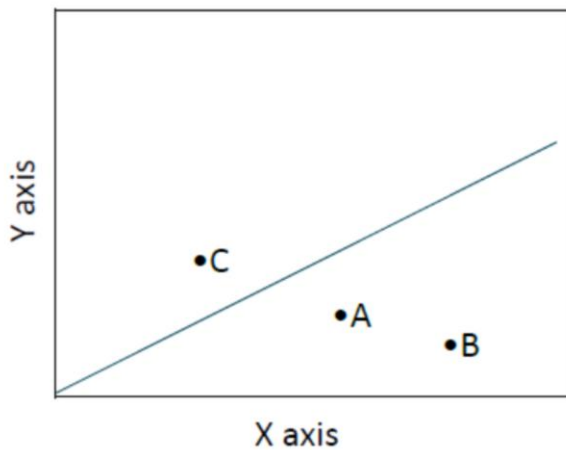


## Practice Questions for the pHCLE Exam

1. What is the primary difference between strategic and transactional HR?
  - a. Strategic HR practices are aligned with organizational goals, while transactional practices may not be.
  - b. Strategic HR involves problem solving, while transactional HR does not.
  - c. Practicing strategic HR requires advanced degrees or certification, while transactional HR does not.
  - d. Strategic HR can replace transactional HR, while the opposite is not true.
2. An employee value proposition describes...
  - a. the organization's mission from the employee's point-of-view.
  - b. why someone should want to be part of your organization.
  - c. how employees contribute to the organization's purpose.
  - d. the total cash value of an employee's compensation & benefits package.
3. Lake View School District (LVSD) is implementing a new wellness program, and district leaders want to assess whether the benefits of the program justify the financial investment and effort needed to manage the program. What formula is best suited for this purpose?
  - a.  $(\text{Fixed} + \text{Variable Costs}) / \text{Fixed Costs}$
  - b.  $(\text{Benefits} - \text{Costs}) / \text{Costs}$
  - c.  $(\text{Fixed} - \text{Variable Costs}) / \text{Fixed Costs}$
  - d.  $(\text{Benefits} + \text{Costs}) / \text{Costs}$
4. If an employee misses an evaluation cycle due to being on FMLA leave, what should his/her employer do?
  - a. Maintain consistent performance standards to avoid discrimination.
  - b. Adjust performance standards that penalize the employee for FMLA absences.
  - c. Automatically adjust the employee's performance standards
  - d. Use last years' performance data to make evaluation-related decisions.
5. Place the steps of compensation study in the correct order.
  - a. Adjust pay policies and/or structures
  - b. Job evaluation
  - c. Market analysis
  - d. Update job descriptions

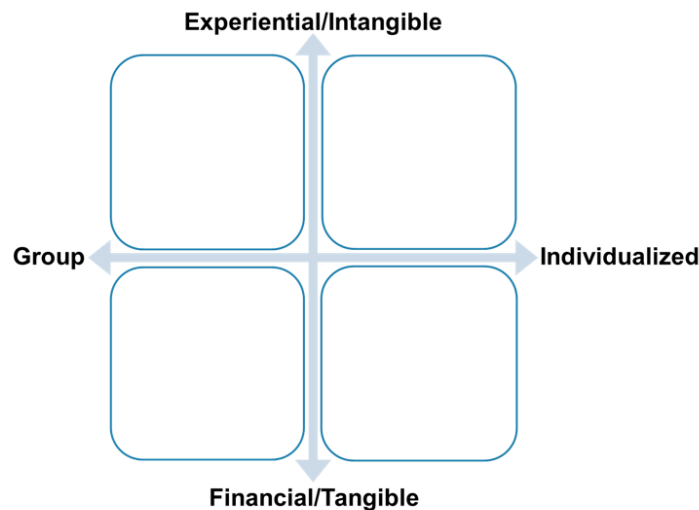
6. A principal must make a difficult decision. She chooses the option she believes will benefit the most people. What ethical principle does this match?
  - a. Care-based principle
  - b. Ends-based principle
  - c. Rule-based principal
  - d. Benefit-based principle
  
7. The building blocks of performance that align recruitment, selection, and other HCMS practices are called:
  - a. Competencies
  - b. Metrics
  - c. Performance Criteria
  - d. Value propositions
  
8. What is an example of a primary audience?
  - a. Teachers
  - b. Students
  - c. Both are primary audiences.
  - d. More information is needed.
  
9. What should the X and Y axes of a market pay regression graph be labeled? Employee C is paid above market rate.



- a. Job evaluation points, Pay
- b. Employees' actual pay, Competitor pay
- c. Benchmark jobs, Market pay rates
- d. Pay, Job grade

10. Your boss recommends conducting a credit check before hiring an employee who will manage budgets. What should you do? (Select all that apply.)
- Ensure credit checks comply with state and local laws.
  - Tell your boss that credit checks violate federal law.
  - Show credit checks are a bona fide occupational qualification.
  - Use the 4/5th rule to check for disparate impact.
11. The term that refers to an employment practice that intentionally discriminates is known as:
- Adverse impact
  - Disparate treatment
  - Horn effect
  - Personal bias
12. An employee's marital status is an example of what dimension of diversity?
- Relational
  - Personal
  - Organizational
  - Social
13. What information should be collected as part of a job analysis?
- Employee resumes
  - Pay history
  - Performance evaluations
  - Physical demands
14. A succession planning tool that focuses on performance and alignment of behaviors with organizational values is called:
- Candidate slate
  - Performance evaluation
  - Nine-cell chart
  - Readiness assessment
15. Place the steps to conduct an adverse impact analysis using the 4/5ths rule in the correct order.
- Calculate impact ratios.
  - Calculate selection rates for each group.
  - Identify values below 4/5.
  - Identify the group with the highest selection rate.

16. A policy in the employee handbook conflicts with one in the collective bargaining agreement (CBA). What should you do?
- Change employee handbook to match the CBA.
  - Address the discrepancy when updates are made over the summer.
  - Change the CBA to match the employee handbook.
  - Develop a policy for resolving issues caused by the discrepancy.
17. From the perspective of the total rewards framework, how would professional development opportunities best be classified?



- Tangible, individualized
  - Tangible, group
  - Intangible, individualized
  - Intangible, group
18. An activity that puts employees in challenging or unfamiliar situations to support their growth is best classified as:
- Formal training
  - Informal training
  - Horizontal development
  - Vertical development
19. What information should be collected as part of a job analysis?
- Employee resumes
  - Pay history
  - Performance evaluations
  - Physical demands

20. The primary purpose of a career ladder is to provide employees with opportunities to
- Earn higher levels of compensation.
  - Have broader impact in the organization.
  - Be recognized for their evaluation results.
  - Assume more managerial responsibilities.
21. What type of data display would enable you to display up-to-date customer metrics for a new process?
- Dashboard
  - Future state map
  - Process control chart
  - Scorecard
22. What is true about both orientation and onboarding?
- Emphasize transactional activities.
  - Involve a series of events and support.
  - Help new employees understand work expectations.
  - Typically completed by the first day on the job
23. Which of the following is a provision of the Family Medical Leave Act (FMLA)?
- Employee must be restored to his or her original job.
  - Employee may take up to 15 workweeks of leave.
  - Employer must pay the employee during their leave.
  - Employee must have worked for the employer for at least 12 months.

## **Answer Key**

1. A
2. B
3. B
4. B
5. D, B, C, A
6. B
7. A
8. D
9. A
10. A, C
11. B
12. D
13. D
14. C
15. B, D, A, C
16. A
17. C
18. D
19. D
20. B
21. A
22. C
23. D