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**QUESTION 1**

There are four components of the HR Impact Model, which affect how a HR Professional may operate within a given environment. Which one of the following is NOT a component of the HR Impact Model?

- A. Consultation
- B. Client
- C. Catalyst
- D. Programs and processes

Correct Answer: B

Client is not one of the four components of the HR Impact Model. The four components are catalyst, consultation, policies and procedures, and programs and processes. Answer options C, A, and D are incorrect. Catalyst, consultation and programs and processes are the components of the HR Impact Model.

QUESTION 2

Virginia is the HR Professional for her organization and she is reviewing the details of the Age Discrimination in Employment Act (ADEA) of 1967. She tells John, one of her staff members, that the ADEA prohibits discrimination on the basis of age for employees and job applicants who are above a certain age. What age does the ADEA apply to employees and job applicants?

- A. 40 and above
- B. 50 and above
- C. 30 and above
- D. All people regardless of their age

Correct Answer: A

The ADEA applies to all people of age 40 and above. There is no cap on the age limit of the ADEA. Answer options D, C, and B are incorrect. The ADEA applies only to people of age 40 and above.

QUESTION 3

Your organization will be using the factor comparison technique in their evaluations of job performance. You need to communicate what the factor comparison technique accomplishes as you're the HR Professional for your organization. Which of the following best describes the factor comparison technique?

- A. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job.
- B. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job. A monetary value is assigned for each factor to determine its worth. Based on performance, historical information, and value this approach determines the importance and value of each job.



C. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job. A monetary value is assigned for each factor to determine its worth. Based on performance, historical information, and value this approach determines a bonus structure for each job.

D. Factor comparison is an evaluation technique that involves the ranking of each compensable factor of each job. A monetary value is assigned for each factor to determine its worth. Based on performance, historical information, and value this approach determines a pay rate for each job.

Correct Answer: D

The factor comparison does indeed assign a monetary value to the responsibilities, called points and levels, to determine the pay rate for each job. It can be used to determine employee value based on performance of meeting expectations.

Answer option A is incorrect. This is not a valid definition of the factor comparison technique as it does not completely define the approach.

Answer options C, B are incorrect. These are not valid definitions of the factor comparison technique.

QUESTION 4

Sally is an HR employee for her company. She is primarily interested in serving only in an organizational role where she focuses on creating HR policies and procedures. What is the limitation Sally may subject herself to, if she focuses only on the organizational role?

- A. She'll only be involved in the organization's strategic planning efforts.
- B. She won't be involved in the organization's strategic planning or change efforts.
- C. Her organizational impact will be limited to identifying problems, creating policy initiatives, and launching HR programs.
- D. Her organizational impact will be limited to promoting employee performance.

Correct Answer: B

HR professionals who restrict themselves to just one quadrant of the HR Impact Model often limit their effectiveness as an HR Professional. In this instance, Sally won't contribute to strategic planning and change efforts.

Answer option A is incorrect. Sally won't be involved in the strategic planning efforts. Answer option D is incorrect. Sally's focus won't be on employee performance, but on policies. HR Professionals who focus on programs and processes

promote employee performance. Answer option C is incorrect. HR Professionals should also be involved in the programs and processes quadrant of the HR Impact Model to help promote new programs and processes.

QUESTION 5

Management and union representatives are working through a collective bargaining agreement. What term is used in this process to describe arbitration that is used to resolve conflicts around contract language in the collective bargaining agreement?

- A. Decisions



B. Permanent arbitration

C. Interest arbitration

D. Ad hoc arbitration

Correct Answer: C

When there is arbitration between management and the union regarding contract language, it is commonly referred to as interest arbitration. Answer option A is incorrect. Decisions describe the resolution of grievances based on the interpretation of the contract. Answer option D is incorrect. Ad hoc arbitration isn't technically a term associated with contract language. Ad hoc arbitrators, however, is. Ad hoc arbitrators describe the ability of either management or union to be forced to use an arbitrator which they're not happy with. Answer option B is incorrect. Permanent arbitration isn't technically a term associated with contract language. Permanent arbitrators, however, are. Permanent arbitrators describe an arbitrator that stays with the party (management or union) for the duration of the contract.

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