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QUESTION NO: 1

HR is reviewing employee records before providing headcount and turnover data to senior leaders. Which of the following practices help protect employee information? (Select TWO options.)

- A. Limit report access to authorized users
- B. Report results in aggregated form where possible
- C. Send reports through personal email accounts
- D. Retain all employee records indefinitely
- E. Share identifiable employee data with all managers

ANSWER: A B

Explanation:

Limiting report access to authorized users is correct because employee information should be available only to individuals who need it for legitimate business purposes. Reporting results in aggregated form is also correct because it reduces the risk that an individual employee's information can be identified, particularly when data is shared with leaders who do not need individual-level records.

Using personal email accounts for reports weakens information security. Retaining all employee records indefinitely is not an appropriate privacy practice because records should be kept only for legitimate operational, legal, or regulatory purposes. Sharing identifiable data with all managers exceeds the need-to-know principle.

QUESTION NO: 2

The final step in the recruitment process is called a job:

- A. Offer
- B. Preview
- C. Interview
- D. Validation

ANSWER: A

Explanation:

The correct completion is "Offer." After an organization has attracted applicants, assessed their qualifications, conducted interviews or other selection assessments, and identified the preferred candidate, it communicates the employment terms through a job offer. This formal step normally identifies key conditions of employment, such as the position, compensation, benefits eligibility, anticipated start date, contingencies, and the period in which the candidate should respond. The candidate's acceptance of the offer enables the employer to move into hiring, onboarding, and orientation activities.

In practice, employers should ensure that the offer is consistent with the approved role requirements and compensation structure, is authorized by the appropriate decision-makers, and clearly states any conditions that must be satisfied before employment begins. A carefully documented offer also supports a fair, consistent recruitment process and helps establish clear expectations with the selected candidate. The U.S. Department of Labor's hiring guidance describes making an offer as a post-selection activity, while the Society for Human Resource Management provides practical guidance on developing and communicating employment offers. See [U.S. Department of Labor recruitment and hiring resources](#) and [SHRM guidance on making a job offer](#).

QUESTION NO: 3

After a customer-service training program, HR wants to determine whether employees are using the new techniques on the job. Which of the following are appropriate evaluation methods? (Select TWO options.)

- A. Observe employee interactions using defined service standards
- B. Review customer-service quality data after training
- C. Count the number of training invitations sent
- D. Ask participants whether they liked the training
- E. Review the training room schedule

ANSWER: A B

Explanation:

Observation of employee interactions using defined service standards is correct because it measures whether employees demonstrate the desired behaviors in their work. Reviewing customer-service quality data after training is also correct because it can show whether job-related outcomes, such as customer satisfaction or error rates, have changed following the program.

Counting the number of training invitations sent measures an administrative activity rather than application of learning. Asking participants whether they liked the training measures reaction, not behavior. Reviewing the training room schedule does not evaluate employee learning or performance.

QUESTION NO: 4

Which of the following best justifies the use of assessment centers? (Select TWO options.)

- A. They increase employees' productivity
- B. They help select the most qualified applicants
- C. They help identify employees at risk for attrition
- D. They help determine the skill set of employees
- E. They give credibility to the organization

ANSWER: B D

Explanation:

Assessment centers are justified because they provide a structured, job-related method for evaluating candidates' competencies through multiple exercises, such as role plays, in-basket activities, presentations, interviews, and group discussions. Using several trained assessors and several assessment methods creates a broader evidence base than relying on a single interview or test. Consequently, they can help select the most qualified applicants by evaluating whether individuals demonstrate the behaviors and capabilities required for success in the role.

They also help determine the skill set of employees. Assessment-center exercises can identify demonstrated strengths and development needs in competencies such as communication, leadership, decision-making, planning, interpersonal effectiveness, and problem solving. This information supports both staffing decisions and employee-development planning, particularly for supervisory, managerial, or high-potential roles. To be useful and defensible, the competencies and exercises should be derived from job analysis and applied consistently by trained assessors. The U.S. Equal Employment Opportunity Commission's selection-procedure guidance emphasizes the importance of job-related, validated selection procedures, while the Society for Industrial and Organizational Psychology describes assessment centers as a standardized, multi-method evaluation process. See [EEOC guidance on employment selection practices](#) and [SIOP's overview of assessment centers](#).

QUESTION NO: 5

Sales commission is an example of which kind of pay?

- A. Base
- B. Variable
- C. Discretionary bonus
- D. Productivity incentive

ANSWER: B

Explanation:

Variable is correct because a sales commission changes according to results achieved, most commonly the value, volume, or profitability of sales generated by an employee. Rather than being guaranteed at a set amount each pay period, commission is contingent on meeting the terms of a sales-compensation plan, such as a stated percentage of revenue or a fixed amount per sale. It is therefore a direct form of performance-linked, variable compensation. Organizations use commission plans to align an employee's financial reward with desired business outcomes and to motivate sales activity. The actual commission may increase, decrease, or be zero from one period to the next depending on individual or team sales performance and the applicable plan rules. This distinguishes the variable component of total compensation from regular fixed wages or salary. In HR compensation practice, commissions are commonly grouped with incentives and other variable-pay arrangements because payment depends on a measurable outcome rather than solely on time worked or position held. The U.S. Department of Labor discusses commissions as payments that may be calculated from sales and addressed under wage-and-hour rules; see [Fact Sheet on commissions in retail or service establishments](#). For general guidance on designing sales compensation, see the [SHRM employee compensation toolkit](#).

QUESTION NO: 6

Which of the following initiatives will most likely ensure that employees' skill continue to be relevant to business trends? (Two options.)

- A. Team bonding
- B. Online training
- C. Career planning
- D. Salary increases
- E. Knowledge sharing

ANSWER: B E

Explanation:

Online training and knowledge sharing are the initiatives most likely to keep employees' skills relevant as business trends, technology, and work requirements evolve. Online training provides a flexible and scalable way to deliver current learning content to employees, including technical, compliance, and business capability development. HR can update learning resources promptly when organizational priorities or external market conditions change, while employees can access development opportunities across locations and schedules. Knowledge sharing complements formal learning by enabling employees to exchange practical expertise, lessons learned, emerging practices, and insights gained from customers or industry sources. Mechanisms such as communities of practice, peer learning, mentoring, internal discussion forums, and post-project reviews help knowledge move throughout the organization rather than remaining with individual employees. Together, these initiatives support continuous learning: online training builds structured, up-to-date capability, and knowledge sharing embeds learning in day-to-day work and collaboration. This approach helps the workforce adapt to changing skill demands and supports organizational agility. HRCI's aPHRi body of knowledge includes learning and development activities that build employee capabilities in alignment with organizational needs. Guidance from the Society for Human Resource Management also emphasizes ongoing development and knowledge exchange as important elements of workforce capability. See [HRCI's aPHRi certification information](#) and [SHRM resources on organizational and employee development](#).

QUESTION NO: 7

Which of the following are areas of focus for organization trying to help employees achieve work-life balance? (Select TWO options.)

- A. Flex-time
- B. Compressed schedule
- C. Training schedule
- D. Internal transfers
- E. Use of temporary employees

ANSWER: A B

Explanation:

Flex-time and compressed schedule are established work-life balance practices because both give employees meaningful control over when they perform their work while maintaining organizational coverage and productivity requirements. Flex-time typically permits employees to vary their starting and ending times around designated core hours. This can help employees coordinate work with recurring personal responsibilities, such as commuting, caregiving, medical appointments, or school schedules, without requiring them to leave the workforce or sacrifice job performance.

A compressed schedule allows employees to work their standard weekly hours across fewer days, such as four longer workdays rather than five traditional days. The resulting additional nonwork day can provide time for personal obligations, rest, and family activities. These arrangements support work-life balance by increasing schedule flexibility and employee autonomy—factors commonly associated with well-being and engagement when implemented fairly and in a manner that fits business needs. The U.S. Department of Labor identifies flexible work schedules, including flexible and compressed arrangements, as alternative work schedules. SHRM also describes flexible work arrangements as tools that can support employee well-being and work-life integration. See [U.S. Department of Labor: Flexible Work Schedules](#) and [SHRM: Managing Flexible Work Arrangements](#).

QUESTION NO: 8

Which of the following is an example of a planned absence?

- A. Compassionate time-off
- B. Maternity or paternity leave
- C. Discipline resulting in suspension
- D. Time-off to recover from an accident

ANSWER: B

Explanation:

Maternity or paternity leave is an example of a planned absence because it is normally anticipated, requested through the employer's leave process, and scheduled in advance of the employee's time away from work. For maternity leave, the expected birth date generally allows the employee and employer to discuss the anticipated leave period, coordinate benefit and pay arrangements where applicable, and plan staffing coverage or work handoffs. Paternity leave may similarly be planned around an expected birth, adoption, or placement of a child. Although the exact start date or duration can sometimes change because of medical or family circumstances, the defining feature is that the absence is foreseeable and can ordinarily be communicated before it begins. HR professionals should support this planning by applying the organization's leave policies consistently, protecting eligible employee rights under applicable local law, maintaining appropriate documentation, and preparing operational coverage. Internationally, maternity protection standards recognize the importance of providing protected leave connected with childbirth. The International Labour Organization's [Maternity Protection Convention, 2000 \(No. 183\)](#) addresses maternity leave and related employment protections. In the United States,

the U.S. Department of Labor explains employee leave rights for birth, adoption, and foster-care placement under the [Family and Medical Leave Act](#).

QUESTION NO: 9 - (SIMULATION)

Match each HR tool to its corresponding description

	HR Tool	Description
Focus Group Discussion	Drop here	Measures employee feelings related to their pay and responsibilities
Engagement Survey	Drop here	Examines specific topics to determine satisfaction at work
Stay Interviews	Drop here	Used to determine what motivates employees to continue working for an organization

ANSWER: See the explanation for the answer

Explanation:

Correct matches:

Focus groups explore selected issues in depth, engagement surveys measure employee attitudes toward work conditions and roles, and stay interviews identify retention motivators for current employees.

QUESTION NO: 10

A key benefit of an employee recognition program is to:

- A. increase job performance
- B. promote company visibility
- C. support employee advancement
- D. improve employee accountability

ANSWER: A

Explanation:

Employee recognition programs are designed to reinforce valued behaviors and achievements by acknowledging employees' contributions in a timely, meaningful way. A key benefit is to increase job performance because recognition connects individual effort and results with the organization's expectations and goals. When employees understand that strong performance, collaboration, innovation, safety, or customer-focused behaviors are noticed and appreciated, they are more likely to repeat those behaviors. Recognition can also strengthen engagement and motivation, which supports sustained discretionary effort and better work outcomes. For HR, an effective program should use clear criteria, align recognition with organizational values and performance objectives, and apply recognition consistently across the workforce. This makes recognition more than a reward or celebration; it becomes a practical tool for reinforcing the specific performance standards the organization needs. Gallup reports that well-recognized employees are substantially more likely to be engaged, and its research links strategic recognition practices with improved employee performance. HRCI's aPHRi body of knowledge includes the role of HR practices in supporting organizational effectiveness and employee performance. See [Gallup's employee-recognition research](#) and [HRCI's aPHRi certification overview](#).

QUESTION NO: 11

HR is transferring employee records from several spreadsheets into a new HRIS. Which of the following practices will best improve the accuracy of the transferred data? (Select TWO options.)

- A. Use standardized fields and validation rules
- B. Allow all managers to edit employee records without approval
- C. Reconcile sample records with authoritative source documents
- D. Retain duplicate employee profiles for reference
- E. Upload records without checking for missing data

ANSWER: A C

Explanation:

Using standardized fields and validation rules helps prevent inconsistent formats, missing required information, and invalid entries. Reviewing a sample of migrated records against authoritative source records helps identify transfer errors before the new system becomes the primary record. Giving unrestricted edit access, retaining duplicate records without review, and allowing unverified changes would increase rather than reduce data-quality risk.

QUESTION NO: 12 - (SIMULATION)

(Enter the answer as a number value.)

If an organization has 100 employees and a gross profit of US \$100,000, the profit per employee is US \$_____.

ANSWER: See the explanation for the answer

Explanation:

Answer: 1000

Profit per employee is calculated by dividing gross profit by the number of employees:

$$100,000 \div 100 = 1,000$$

Therefore, the profit per employee is US \$1,000.

QUESTION NO: 13

The interaction between an organization and its employees is best known as:

- A. Strategic planning
- B. Union negotiations
- C. Employee relations
- D. Employee engagement

ANSWER: C

Explanation:

Employee relations is the correct term because it describes the broad, ongoing relationship between an employer and its workforce. In HR practice, this area includes the policies, communication processes, workplace expectations, employee

concerns, conflict-management practices, disciplinary procedures, and fair treatment that shape employees' day-to-day experience of the organization. Its purpose is to maintain constructive working relationships that support both employee well-being and organizational effectiveness.

Employee relations is not limited to responding after a problem occurs. It also involves proactive work, such as communicating policies clearly, ensuring consistent managerial practices, addressing concerns early, and helping create a respectful workplace culture. These activities support trust and help the organization meet its obligations as an employer. The U.S. Office of Personnel Management describes employee relations as covering the relationship between management and employees, including conduct, performance, and related workplace issues. The Society for Human Resource Management also identifies employee relations as a core HR area concerned with managing the employer-employee relationship. See [U.S. Office of Personnel Management: Employee Relations](#) and [SHRM: Employee Relations](#).

QUESTION NO: 14

Which of the following tests measures the capacity for learning?

- A. Aptitude
- B. Attainment
- C. Intelligence
- D. Personality

ANSWER: A

Explanation:

Aptitude is correct because an aptitude test is designed to estimate a person's potential to learn, develop proficiency, or succeed in a particular area after appropriate instruction or training. In an employment context, aptitude measures can help indicate an applicant's capacity to acquire job-related knowledge or skills, such as numerical reasoning, spatial ability, verbal reasoning, or mechanical comprehension. This future-oriented focus distinguishes aptitude as a useful concept in selection and development decisions: it concerns what an individual may be able to learn or achieve, rather than solely what the individual already knows or has done. HR professionals should ensure that any aptitude assessment used in employment is relevant to the job, supported by evidence of validity, administered consistently, and evaluated for fairness. The U.S. Equal Employment Opportunity Commission's guidance on employment tests emphasizes that selection procedures must be job-related and consistent with business necessity when they have an adverse impact. The Society for Industrial and Organizational Psychology also provides principles for validating and using employee-selection procedures. See the [EEOC guidance on employment tests and selection procedures](#) and the [SIOP Principles for the Validation and Use of Personnel Selection Procedures](#).

QUESTION NO: 15

The most common way to source passive job candidates is to use:

- A. Professional associations.
- B. A job fair.
- C. An internal posting
- D. Radio advertisement

ANSWER: A

Explanation:

Professional associations are a common and effective source of passive job candidates because they bring together people who are established in a particular occupation or industry, including individuals who may not be actively searching or responding to job advertisements. Association membership directories, chapter events, conferences, professional-

development programs, online communities, and networking opportunities allow recruiters to identify and build relationships with qualified professionals before a specific vacancy arises. This relationship-based approach is central to passive-candidate sourcing: the recruiter proactively reaches out to people whose experience and credentials fit anticipated or current workforce needs.

For HR practice, professional associations also help recruiters target a relevant talent market rather than relying only on applicants who have already entered an active job search. Recruiters should engage respectfully, communicate the value of the opportunity, and follow applicable privacy, nondiscrimination, and professional-conduct requirements when using association channels. HRCI's aPHRi credential framework includes recruitment and selection knowledge, including sourcing candidates through appropriate channels; see [HRCI's aPHRi certification information](#). Additional guidance on using professional networks and associations in recruiting is available from [SHRM's talent acquisition resources](#).

QUESTION NO: 16

An employee survey shows low confidence in senior leadership. Which of the following actions are most likely to strengthen employee trust in the survey process? (Select TWO options.)

- A. Share aggregated findings with employees
- B. Identify employees who gave unfavorable responses
- C. Communicate actions and progress updates
- D. Withhold results until the next survey cycle
- E. Use individual responses in performance appraisals

ANSWER: A C

Explanation:

Sharing aggregated results and communicating a practical action plan demonstrates that employee feedback has been considered and will inform organizational action. Providing managers with opportunities to discuss the themes and gather additional constructive input can help clarify concerns and support local follow-through. Identifying individual respondents, withholding all findings, or treating the survey as a one-time event would reduce confidence in the process.

QUESTION NO: 17

Which of the following are the main purposes of a total compensation system? (Select TWO options.)

- A. To eliminate turnover for employees
- B. To have a tool for disciplinary action
- C. To lead the market in pay and benefits
- D. To retain strong performing employees
- E. To align employees' pay with organizational goals

ANSWER: D E

Explanation:

"To retain strong performing employees" is correct because a well-designed total compensation system helps an organization keep employees whose skills, performance, and contribution are valuable. Total compensation encompasses both direct financial rewards, such as base pay and incentives, and indirect rewards, such as benefits and other programs. When these rewards are competitive, equitable, and meaningful to employees, they support retention and reduce avoidable departures among high performers. "To align employees' pay with organizational goals" is also correct because compensation is a strategic human resources tool. Pay structures, performance incentives, recognition, and benefits can be designed to reinforce the behaviors, results, skills, and priorities that advance the organization's strategy. For example,

variable-pay plans may reward achievement of measurable business, team, or individual goals, creating a clear connection between employee contribution and organizational outcomes. Total rewards frameworks emphasize aligning reward programs with business strategy while supporting the attraction, motivation, engagement, and retention of employees. These two purposes therefore reflect the retention and strategic-alignment functions of an effective compensation system. See the [WorldatWork Total Rewards Model](#) and the [SHRM employee compensation resources](#).

QUESTION NO: 18

Which of the following is a key benefit of HR policies and procedures?

- A. Giving employees a complete list of all rules
- B. Helping managers to reduce absenteeism
- C. Making it easier for HR to punish wrongdoers
- D. Helping managers resolve employee relations issues

ANSWER: D

Explanation:

Helping managers resolve employee relations issues is a key benefit of HR policies and procedures because well-designed policies establish consistent expectations for workplace conduct, attendance, performance management, complaints, discipline, and grievance handling. Procedures translate those principles into practical steps, helping managers respond promptly and consistently when concerns arise. This structure supports fair treatment, gives employees clarity about how issues can be raised and addressed, and helps managers make decisions that align with organizational standards and applicable employment requirements. Clear policies also encourage documentation and appropriate escalation, which can make resolution more transparent and reliable. The focus is not simply on imposing rules; it is on providing a framework that enables respectful, equitable, and effective management of workplace relationships. The U.S. Equal Employment Opportunity Commission notes the value of clear anti-harassment policies and complaint processes as part of prevention and response efforts. Likewise, Acas emphasizes that written workplace procedures can help employers handle disciplinary and grievance matters fairly and consistently. See the [EEOC's workplace harassment guidance](#) and [Acas guidance on disciplinary procedures](#).

QUESTION NO: 19

An experienced employee has reached the highest available level in a relatively flat organizational structure and is concerned about limited promotion opportunities. Which of the following actions are most appropriate to support the employee's continued development? (Select TWO options.)

- A. Provide a cross-functional assignment
- B. Promise promotion at the next available opportunity
- C. Develop a specialist career path
- D. Reduce performance expectations
- E. Offer a one-time payment instead of development

ANSWER: A C

Explanation:

A cross-functional assignment can broaden the employee's organizational knowledge, relationships, and capabilities without requiring a vertical promotion. Developing a specialist career path provides meaningful growth through deeper expertise, expanded scope, and recognition of technical contribution. Promising a promotion that may not exist creates unrealistic expectations, while reducing performance expectations or offering a one-time payment does not address the employee's long-term development needs.

QUESTION NO: 20

The main goal of a training program is:

- A. An increase in employee effectiveness
- B. Adherence to statutory requirements.
- C. A decrease in an organization's attrition rate.

ANSWER: A

Explanation:

"An increase in employee effectiveness" is correct because training is a planned learning activity intended to build the knowledge, skills, abilities, and behaviors employees need to perform their current or future work successfully. The central test of a training program is therefore whether learners can apply what they learned and perform more effectively in their roles. At an organizational level, stronger employee performance supports operational quality, productivity, service delivery, and achievement of business objectives.

Training should begin with a needs analysis that identifies a gap between the performance required for a role and the employee's present capability. Learning objectives, content, practice opportunities, and evaluation measures are then designed to close that gap. Evaluation appropriately considers changes in learning, on-the-job behavior, and results, because these demonstrate that training has improved work effectiveness rather than merely been completed. This performance-focused approach is consistent with HR professional practice: learning and development is used to develop the capabilities required by people and organizations. See the [CIPD Learning and Development factsheet](#) and the [SHRM resources on developing employees](#).