The questions that follow are similar to the ones you will see on the actual aPHR exam. There is an example from each of the six functional areas that are covered on the exam.

**FUNCTIONAL AREA 01: HR OPERATIONS (38% of exam)**

The information needed to calculate turnover includes the number of employees who are:

A. terminated.
B. on leave.
C. hired.
D. suspended.

The correct answer is **A**. The generally accepted method of calculating turnover is to divide the number of employees who left the organization in a given month by the average number of individuals on payroll during that month. Options B, C and D all describe employees who remain employed; however, terminated employees are those who have been separated from the organization.

**FUNCTIONAL AREA 02: RECRUITMENT AND SELECTION (15% of exam)**

Which document fulfills all requirements when completing an I-9 form?

A. Birth certificate
B. Social Security card
C. U.S. passport
D. Driver’s license

The correct answer is **C**. Form I-9 requires that an employer verify both a new hire’s identity and legal right to work in the U.S. Options A and D can both only be used to verify identity and option B can only be used to verify eligibility for employment. Option C is the only document that can be used alone to verify both.
FUNCTIONAL AREA 03: COMPENSATION AND BENEFITS (14% of exam)

An employee works from 12:00 midnight to 8:00 AM and is paid a higher rate. This is an example of what type of pay?

A. On-call  
B. Hazard  
C. Overtime  
D. Shift

The correct answer is D. All of these options reflect additional compensation that is paid to employees as an incentive to work under special circumstances, usually considered to be less desirable. The hours from 12:00 midnight to 8:00 AM are known as “third shift.” Because these are the hours that the majority of people are at home sleeping, organizations frequently offer additional pay (known as a “shift differential”) to attract employees to work these non-standard hours.

FUNCTIONAL AREA 04: HUMAN RESOURCE DEVELOPMENT AND RETENTION (12% of exam)

An example of the glass-ceiling effect in an organization is:

A. women being denied a promotion.  
B. immigrants being refused employment.  
C. managers who make inappropriate comments.  
D. individuals who are disabled being rejected as applicants.

The correct answer is A. The “glass ceiling” refers to an invisible barrier which appears to limit the growth of women above a certain level within an organization. The phrase resulted from the proportionally small number of senior leadership positions held by women. Efforts to address this effect are sometimes termed “glass ceiling initiatives.”
FUNCTIONAL AREA 05: EMPLOYEE RELATIONS (16% of exam)

Concerted employee activity in a nonunion workplace is protected by the:

C. National Labor Relations Board (NLRB).
D. Occupational Safety and Health Administration (OSHA).

The correct answer is C. “Protected concerted activity” occurs when two or more employees act together to improve their terms and conditions of employment. Section 7 of the National Labor Relations Act (NLRA) gives employees the right to advocate in this manner even when there is no labor union involved. The National Labor Relations Board (NLRB) enforces this Act.

FUNCTIONAL AREA 06: HEALTH, SAFETY, AND SECURITY (5% of exam)

What is the responsibility of Human Resources in a safety management program?

A. Monitoring the employees’ daily activities
B. Providing accident investigation expertise
C. Treating injured employees
D. Designing ergonomic solutions

The correct answer is B. The other options call for expertise that falls outside of the HR function: Option A is the role of the supervisor, Option C is the role of a medical provider and Option D requires specialized expertise that is not typically found within the HR department. On the other hand, HR is frequently called upon to conduct investigations into all sorts of situations that arise in the workplace.