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## 연습 문제

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1년간 무료 업데이트 제공

**Exam : APHRI**

**Title : Associate Professional in  
Human Resources -  
International**

**Version : DEMO**

1.Which of the following steps is a vital part of progressive discipline?

- A. Fair hearing
- B. Timely termination
- C. Probationary period
- D. Proper documentation

**Answer: D**

**Explanation:**

Progressive discipline is a structured approach used in human resources to address employee performance or conduct issues while promoting fairness and accountability. Among the options provided, proper documentation is a cornerstone of this process.

Here's a breakdown of why:

**1. Definition of Progressive Discipline**

Progressive discipline involves a series of escalating actions to address workplace misconduct or performance issues. It is designed to provide employees with opportunities to improve before more severe actions, such as termination, are taken.

**2. Steps in Progressive Discipline**

The following steps typically define a progressive discipline process:

**Verbal Warning:** A conversation with the employee about the issue, emphasizing the need for improvement.

**Written Warning:** A formal document detailing the issue, actions required for improvement, and consequences of non-compliance.

**Suspension or Probationary Period:** Temporary removal from duties or a probation period to provide a final chance for improvement.

**Termination:** A last resort if the employee fails to meet the required standards.

**3. Role of Proper Documentation**

Proper documentation underpins each step of progressive discipline for the following reasons:

**Legal Protection:** Comprehensive records of warnings, meetings, and performance reviews demonstrate compliance with fair treatment practices in case of legal challenges.

**Fairness and Consistency:** Documentation ensures consistent application of policies, treating all employees equally.

**Clarity and Communication:** Written records clarify expectations and consequences, helping employees understand their responsibilities and the need for change.

**Accountability:** Both the employer and employee can refer to documented agreements and action plans to ensure transparency.

**4. Comparison with Other Options**

**A. Fair Hearing:** While crucial, a fair hearing alone does not suffice without evidence to substantiate claims or actions.

**B. Timely Termination:** Termination is the final step and not a regular feature of progressive discipline unless the issue is egregious.

**C. Probationary Period:** This is often a specific stage in the process but not universally included in all progressive discipline policies.

**5. International HR Reference**

**SHRM (Society for Human Resource Management):** Highlights proper documentation as a key element of progressive discipline to ensure compliance with labor laws and organizational policies.

ILO (International Labour Organization): Emphasizes procedural fairness, which is supported by accurate and complete documentation.

HR Best Practices (CIPD, UK): Documentation is cited as critical in ensuring fairness and defending decisions in employment tribunals.

By thoroughly documenting every step of the disciplinary process, organizations can ensure that their actions are fair, transparent, and legally defensible. This makes Proper Documentation an indispensable part of progressive discipline.

## 2.DRAG DROP

Match the best recruitment method to the type talent the organization is trying to hire.

|                           | Recruitment Method | Type of Talent                          |
|---------------------------|--------------------|-----------------------------------------|
| Internal Search           | Drop here          | Senior Executive and Managerial Skills  |
| Search Firm               | Drop here          | Qualifications and Culture Match        |
| Professional Associations | Drop here          | Organizational Knowledge and Experience |
| Employee Referrals        | Drop here          | Specific Expertise and Job Demands      |

**Answer:**

|                           | Recruitment Method        | Type of Talent                          |
|---------------------------|---------------------------|-----------------------------------------|
| Internal Search           | Search Firm               | Senior Executive and Managerial Skills  |
| Search Firm               | Employee Referrals        | Qualifications and Culture Match        |
| Professional Associations | Internal Search           | Organizational Knowledge and Experience |
| Employee Referrals        | Professional Associations | Specific Expertise and Job Demands      |

### Explanation:

Matched Recruitment Method to the Talent Type:

Internal Search → Organizational Knowledge and Experience

Internal searches involve identifying talent within the existing workforce. Employees already familiar with the organization's culture, policies, and operations are best suited for roles requiring organizational

knowledge and experience. Internal promotions or lateral movements also enhance employee retention and morale.

Reference: SHRM's "Talent Acquisition and Employee Retention" 2022 edition highlights the advantage of leveraging internal knowledge through internal recruitment.

Search Firm → Senior Executive and Managerial Skills

Executive search firms specialize in identifying high-level talent, particularly for senior managerial or C-suite roles. These roles require specialized skills, industry knowledge, and leadership expertise, making search firms essential for sourcing such candidates.

Reference: "Global Talent Acquisition Practices," CIPD (2023), underscores the role of search firms in filling strategic and high-impact roles.

Professional Associations → Specific Expertise and Job Demands

Professional associations are ideal for sourcing candidates with niche or highly specialized skills. They often provide access to job boards and networking events that connect employers with professionals who meet specific technical demands.

Reference: "Best Practices in Recruiting via Professional Associations," Harvard Business Review, 2021, outlines the effectiveness of professional associations in hiring for specific expertise.

Employee Referrals → Qualifications and Culture Match

Employee referrals often result in candidates who align well with the company's culture, as existing employees are likely to recommend individuals they trust and deem a good fit. This method is also cost-effective and results in high-quality hires.

Reference: SHRM's "Employee Referral Programs" (2022) notes that referrals lead to better cultural integration and retention.

Final Matching Summary:

Internal Search → Organizational Knowledge and Experience Search Firm → Senior Executive and Managerial Skills

Professional Associations → Specific Expertise and Job Demands Employee Referrals → Qualifications and Culture Match

Reference: Society for Human Resource Management (SHRM), "Talent Acquisition and Employee Retention" (2022).

Chartered Institute of Personnel and Development (CIPD), "Global Talent Acquisition Practices" (2023). Harvard Business Review, "Best Practices in Recruiting via Professional Associations" (2021).

SHRM, "Employee Referral Programs" (2022).

WorldatWork Handbook of Compensation, Benefits & Total Rewards, Chapter 8: "Recruitment Strategies" (2020).

3.Which of the following are primary benefits of implementing a document retention policy? (Select TWO options.)

- A. It minimizes administrator time.
- B. It complies with legal requirements.
- C. It indicates how long certain records should be kept in file.
- D. It help new hires understand the process of documentation.
- E. If helps reduce environment impact.

**Answer:** B, C

**Explanation:**

#### Definition and Purpose of a Document Retention Policy:

A document retention policy is a set of guidelines that outline how an organization manages its records—both physical and electronic—throughout their lifecycle. The goal is to ensure compliance with legal and regulatory requirements, optimize storage use, and safeguard confidential information.

#### Explanation of Benefits:

##### B. It complies with legal requirements:

Organizations are often required by local, state, federal, or international laws to retain specific documents for certain periods. For example:

Tax records must be kept for 3-7 years, depending on jurisdiction.

Employee records (e.g., payroll, termination, and injury reports) often need retention under labor laws such as the U.S. Fair Labor Standards Act (FLSA) or GDPR in Europe.

Failing to adhere to these requirements can result in fines, penalties, or legal exposure.

##### C. It indicates how long certain records should be kept in file:

A well-crafted document retention policy defines retention periods for various document categories (e.g., HR files, financial records, contracts), ensuring consistent and efficient management.

This aids in avoiding unnecessary storage costs, reducing clutter, and making it easier to locate important documents when needed.

#### Eliminating Incorrect Options:

A. It minimizes administrator time: While improved organization can save time, this is not a primary benefit of a retention policy. Time-saving is a byproduct rather than a core objective.

D. It helps new hires understand the process of documentation: The policy's primary purpose is to manage document lifecycles, not to train new hires.

E. It helps reduce environmental impact: While reducing paper usage could indirectly support environmental goals, this is not a central aim of most document retention policies.

#### International HR

Reference: General Data Protection Regulation (GDPR): Mandates specific retention periods for personal data in the European Union.

U.S. Federal Rules of Civil Procedure (FRCP): Establishes requirements for electronic document retention.

Sarbanes-Oxley Act (SOX): Governs the retention of financial records for public companies.

ISO 15489-1:2016: International standard for records management principles.

4. Which of the following parties is responsible for scheduling health and safety training in an organization?

- A. Employer
- B. Regulatory body
- C. Safety consultant
- D. Independent auditor

**Answer: A**

#### **Explanation:**

##### Employer Responsibility in Health and Safety Training:

Employers have a legal and ethical duty to ensure the health and safety of their employees. This includes scheduling, organizing, and funding health and safety training programs as part of their obligations under various workplace safety laws and regulations globally.

#### Global Legal Frameworks and Obligations:

##### Occupational Safety and Health Administration (OSHA) - United States:

The employer is required to provide health and safety training under OSHA's General Duty Clause (Section 5(a)(1)). This mandates employers to furnish a workplace free from recognized hazards and to provide adequate training on safety procedures.

##### Health and Safety at Work Act (1974) - United Kingdom:

Employers must ensure that their employees receive training and supervision to perform their work safely (Section 2). This explicitly puts the responsibility for scheduling and managing training on employers.

##### International Labour Organization (ILO) Standards:

The ILO's Occupational Safety and Health Convention, 1981 (No. 155) emphasizes that employers are responsible for organizing ongoing training to ensure a safe working environment.

##### Role of Other Parties:

###### B. Regulatory Body:

Regulatory bodies (e.g., OSHA, HSE) provide guidelines, compliance standards, and sometimes offer resources or inspections, but they do not schedule training for organizations. Their role is supervisory and advisory.

###### C. Safety Consultant:

Safety consultants may assist in designing or delivering training programs, but they act as external advisors. The responsibility for scheduling rests with the employer.

###### D. Independent Auditor:

Independent auditors evaluate compliance with safety standards and may recommend training. However, they are not involved in planning or scheduling training programs.

##### Best Practices for Employers:

###### Employers must:

Conduct a needs analysis to identify specific training requirements based on industry risks.

Develop a training calendar and ensure sessions are scheduled for all employees, including new hires and those requiring refresher training.

Keep documentation of training provided to comply with legal requirements and audits.

Reference: Occupational Safety and Health Administration (OSHA), United States: OSHA Training Requirements

Health and Safety Executive (HSE), United Kingdom: HSE Legal Duties

International Labour Organization (ILO): ILO C155 - Occupational Safety and Health Convention

Canadian Centre for Occupational Health and Safety (CCOHS): Employer Responsibilities in Training

5. Which of the following is an important factor to consider when conducting an initial screening of applications?

- A. Health status
- B. Reference checks
- C. Employment history
- D. Salary expectations

**Answer: C**

##### **Explanation:**

Importance of Initial Screening of Applications:

The initial screening process is crucial for identifying candidates who meet the basic requirements of the job. This ensures that only qualified candidates proceed to later stages, saving time and resources.

Why Employment History is Key:

C. Employment history provides insight into a candidate's work experience, tenure, career progression, and relevance of their past roles to the current job.

It helps identify patterns such as frequent job changes, gaps in employment, or inconsistencies in their career trajectory that may need further investigation.

Employment history also allows employers to align candidate experience with job requirements, ensuring a better fit.

Eliminating Incorrect Options:

A. Health status: Considering a candidate's health status at the initial screening is inappropriate and could violate anti-discrimination laws such as the Americans with Disabilities Act (ADA) or equivalent international regulations.

B. Reference checks: Reference checks are typically conducted later in the hiring process, not during the initial screening.

D. Salary expectations: While relevant at some stage, salary expectations are usually addressed during interviews or negotiation phases, not during initial screening.

International HR

Reference: Title VII of the Civil Rights Act (U.S.): Prohibits discrimination based on protected characteristics during hiring.

Equality Act 2010 (UK): Protects candidates from discrimination in employment processes.