

HRPA

CHRP-KE

Questions & Answers

CHRP Knowledge Exam

(Demo Version - Limited Content)

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Question: 1

What are 3 ways to modify a total rewards structure to respond to financial challenges facing an organization?

A. Replace fixed pay with variable pay, conduct a market analysis, and replace pay raises with bonuses

B. Create a 2-tiered pay system, conduct a market analysis, and replace pay raises with bonuses

C. Create a 2-tiered pay system, replace fixed pay with variable pay, and replace pay raises with bonuses

D. Enact a hiring freeze, create a 2-tiered pay system, and replace fixed pay with variable pay

Answer: C

Explanation:

According to the HRPA Human Resources Competency Framework (Functional Domain: Total Rewards) and the CHRP Knowledge Exam Blueprint, certified HR professionals must demonstrate the ability to design, assess, and modify total rewards programs to align with organizational strategy, financial realities, and workforce needs.

When an organization faces financial challenges, HR professionals are expected to implement cost-effective compensation strategies while maintaining internal equity, engagement, and performance alignment. The three modifications listed in option C directly reflect these principles:

Create a Two-Tiered Pay System

This approach introduces separate pay or benefit structures for new versus existing employees. It allows the organization to manage long-term costs while maintaining fairness and compliance.

Extract from HRPA Competency Framework – Total Rewards:

“HR professionals analyze and adapt compensation systems to ensure sustainability, equity, and responsiveness to business conditions.”

(Key Competency: Design and Adapt Total Rewards Systems – CHRP Level)

Replace Fixed Pay with Variable Pay

Shifting from fixed salary increases to performance-based or results-based pay links employee rewards to measurable performance outcomes and organizational success. This introduces flexibility during budget constraints.

Extract from HRPA Competency Framework – Total Rewards:

“Implements performance-linked reward mechanisms that align employee contributions with business outcomes and financial capacity.”

(Behavioural Indicator: Implements Variable Compensation Models Tied to Business Performance – CHRP Level)

Replace Pay Raises with Bonuses

Bonuses are temporary and do not increase base salary, helping the organization manage payroll expenses. This maintains motivation without committing to permanent cost increases.

Extract from HRPA Competency Framework – Total Rewards:

“Applies compensation strategies that optimize cost management and engagement through contingent or one-time payments.”

(Knowledge Area: Compensation Strategy and Cost Management – Total Rewards Domain)

Together, these strategies reflect an HR professional’s ability to maintain organizational competitiveness and fiscal responsibility, consistent with the CHRP-level behavioural indicators within HRPA’s Total Rewards domain.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework – Functional Domain: Total Rewards

CHRP Knowledge Exam Blueprint (HRPA, Ontario)

HRPA Exam Preparation Guide – Total Rewards Section

HRPA Professional Competency Descriptions – CHRP Level, Total Rewards

Question: 2

Which of the following development opportunities enhances the knowledge and skills of employees to perform future job responsibilities?

A. Apprenticeship

B. Stretch assignments

C. Job instruction training

D. Performance aids

Answer: B

Explanation:

According to the HRPA Human Resources Competency Framework (Functional Domain: Learning and Development) and the CHRP Knowledge Exam Blueprint, the goal of Learning and Development (L&D) is to enhance individual and organizational capability by equipping employees with the knowledge, skills, and abilities (KSAs) required for both current and future organizational needs.

The distinction between training and development is essential:

Training focuses on improving performance in current roles.

Development prepares employees for future responsibilities and broader organizational contributions.

Among the options provided:

Apprenticeship

Apprenticeships combine classroom instruction with on-the-job training for a specific trade or technical skill.

While effective for current job skill development, they are not primarily intended for preparing employees for future or higher-level responsibilities.

Stretch Assignments

Stretch assignments involve giving employees challenging tasks or projects beyond their current job scope to build readiness for more complex roles.

They are a key tool for career development and succession planning, helping employees acquire skills necessary for future responsibilities.

Extract from HRPA Competency Framework – Learning and Development:

“Facilitates developmental opportunities such as coaching, mentoring, and stretch assignments to prepare employees for future organizational roles.”

(Key Competency: Design and Implement Development Strategies – CHRP Level)

Therefore, stretch assignments directly enhance employee capability for future job responsibilities.

Job Instruction Training (JIT)

A structured method that teaches employees the step-by-step process of performing their current job tasks efficiently and safely.

Extract:

“Implements structured instructional methods to enhance current role performance.”

(Knowledge Area: Training Delivery and Facilitation – HRPA Framework)

Focus: current job performance, not future development.

Performance Aids

Tools or resources (e.g., checklists, reference guides) used to assist employees while performing current tasks.

These support on-the-job performance rather than developmental learning.

Thus, based on HRPA’s competencies and behavioural indicators under Learning and Development, stretch assignments (Option B) are the correct response, as they directly address development for future roles and responsibilities.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework – Functional Domain: Learning and Development

CHRP Knowledge Exam Blueprint (HRPA, Ontario)

HRPA Exam Preparation Guide – Learning and Development Section

HRPA Professional Competency Descriptions – CHRP Level, Learning and Development Domain

Question: 3

Which method establishes pay equity when no comparator male job class exists by extrapolating a hypothetical male comparator job class based on other male job classes?

A. Permissible differences

B. Job-to-job

C. Proportional value

D. Proxy comparison

Answer: C

Explanation:

Under the HRPA Human Resources Competency Framework (Functional Domain: Total Rewards) and in alignment with Ontario's Pay Equity Act, HR professionals must understand and apply legislated pay equity methods to ensure equitable compensation between female and male job classes performing work of equal or comparable value.

The Pay Equity Act (Ontario) defines three methods for establishing pay equity:

Job-to-Job Comparison

Used when both male and female job classes exist.

Female job classes are compared directly to male job classes of equal value to identify pay gaps.

Extract:

"Job-to-job comparisons directly match female and male job classes performing work of equal value."

(HRPA Total Rewards Knowledge Area: Compensation Equity and Compliance)

Proportional Value Comparison

Used when there are insufficient or no direct male comparator job classes.

This method extrapolates a hypothetical male comparator by analyzing the relationship between job value and pay rates among existing male job classes, then applying that relationship to female job classes.

Extract:

"The proportional value method establishes pay equity when a direct male comparator does not exist by extrapolating a male reference rate using existing male job data."

(HRPA Competency Framework – Total Rewards, Pay Equity and Compensation Analysis, CHRP Level)

Proxy Comparison

Applies only to the public sector, where there are no male job classes at all.

Uses job data from a comparable organization with male job classes to establish equity.

Permissible Differences

Refers to legally acceptable pay differences (e.g., seniority, merit, skill shortages) that do not constitute pay equity violations.

Therefore, the correct answer is C. Proportional value, as it specifically applies when no direct male comparator job class exists within the organization and relies on extrapolated data from other male job classes.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework – Functional Domain: Total Rewards

CHRP Knowledge Exam Blueprint (HRPA, Ontario)

Pay Equity Act (Ontario) – Sections 5–6, Methods of Comparison

HRPA Exam Preparation Guide – Pay Equity and Compensation Compliance

Question: 4

Which of the following statements about HR Information System architecture is correct?

A. Three-tier architecture separates the user interface, application processing, and data storage into distinct layers

B. Cloud computing requires significant upfront capital investment for hardware and software purchases

C. Single-tier architecture decentralizes application processing across multiple servers

D. Client-server (2-tier) architecture allows all HR functions to be processed on personal computers

Answer: A

Explanation:

The HRPA Human Resources Competency Framework (Functional Domain: Reporting and Financial Management) includes knowledge of HR technology infrastructure and data systems that support HR decision-making and compliance. Understanding system architecture is essential for HR professionals involved in selecting or managing HR Information Systems (HRIS).

Key architectural models include:

Single-Tier Architecture

All functions (user interface, application logic, and data storage) are contained in a single system (often a standalone personal computer).

Not scalable or efficient for enterprise HR operations.

Client-Server (Two-Tier) Architecture

Divides processing between client (user interface) and server (database management).

Some business logic may exist on the client side, limiting performance scalability.

Extract:

“Two-tier client-server architectures distribute processing between client and server but maintain application logic on the client side.”

(HRPA Framework – Reporting and Financial Management, Technology and Data Management Knowledge Area)

Three-Tier Architecture

Separates the system into three layers:

Presentation layer – user interface

Application layer – business logic or processing

Data layer – database or storage

This design enhances scalability, security, and performance, and is foundational to modern HRIS systems.

Extract:

“Three-tier architecture separates user interface, business logic, and data storage layers, enabling efficient and secure HR information management.”

(HRPA Competency Framework – Reporting and Financial Management, CHRP Level)

Cloud Computing

Involves delivering HR applications over the internet (Software-as-a-Service), reducing upfront infrastructure costs.

Extract:

“Cloud-based HRIS solutions minimize capital investment and allow scalable, on-demand access.”

(HRPA Framework – HR Technology and Analytics Knowledge Area)

Therefore, A. Three-tier architecture separates the user interface, application processing, and data storage into distinct layers is the correct and technically accurate answer per HRPA's competency framework and study guidance.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework – Functional Domain: Reporting and Financial Management

CHRP Knowledge Exam Blueprint (HRPA, Ontario)

HRPA Exam Preparation Guide – HR Information Systems Section

HRPA Professional Competency Descriptions – CHRP Level, Technology and Analytics

Question: 5

Which of the following tactics are workers using when they are at work but perform only to the minimum standard required and slow down work during a labour dispute?

A. Right to work

B. Essential services agreement

C. Wildcat strike

D. Work to rule

Answer: D

Explanation:

Within the HRPA Human Resources Competency Framework (Functional Domain: Labour and

Employee Relations) and the CHRP Knowledge Exam Blueprint, HR professionals must demonstrate knowledge of labour relations principles, including types of work stoppages, dispute resolution mechanisms, and employee tactics during collective bargaining conflicts.

Work-to-rule is a form of job action or labour disruption tactic used by unionized employees when negotiations have broken down but before or instead of a full strike.

Key definitions and distinctions:

Work-to-Rule

Employees perform only the minimum requirements of their job descriptions and strictly adhere to workplace rules, deliberately reducing productivity.

The goal is to exert pressure on management while remaining within the letter of the employment contract.

Extract:

“A work-to-rule campaign involves employees performing tasks strictly according to job descriptions and policies, resulting in reduced output without a formal work stoppage.”

(HRPA Competency Framework – Labour and Employee Relations, Knowledge Area: Labour Legislation and Collective Bargaining Practices)

Wildcat Strike

An illegal strike that occurs without union authorization or in violation of a collective agreement.

Right to Work

Refers to laws (primarily in the U.S.) that prohibit mandatory union membership or dues as a condition of employment; not a Canadian labour relations concept.

Essential Services Agreement

A prearranged agreement ensuring that critical public services continue during a strike or lockout.

Therefore, D. Work to rule correctly describes employees' actions during a labour dispute when they intentionally reduce productivity by adhering strictly to rules.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework – Functional Domain: Labour and Employee Relations

CHRP Knowledge Exam Blueprint (HRPA, Ontario)

HRPA Exam Preparation Guide – Labour Relations and Collective Bargaining Section

Ontario Labour Relations Act, 1995 (Context Reference for Strike and Job Action Definitions)

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