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QUESTION 1

How should learning opportunities to enhance a current job best be determined?

- A. By each employee's pay grade
- B. By what is available on the annual development schedule
- C. By what is appropriate for the business and the job
- D. By what the manager thinks the employee should have

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

When using a market pricing approach to build a base pay structure, what percentage of job content should typically be similar for a job match to be considered good for benchmarking purposes?

- A. 10% or more
- B. 30% or more
- C. 50% or more
- D. 70% or more.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

What does a total rewards strategy identify?

- A. The organization's reason for existence
- B. The optimal mix of reward elements

- C. The organization's primary competitors
- D. The organization's ability to pay for performance.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

How should appraisers address performance deficiencies on performance appraisals?

- A. Avoid discussing them
- B. Focus the entire appraisal on the areas that need attention
- C. Balance every deficiency with a compliment, even if the compliments are for minor accomplishments
- D. Provide specific information about deficiencies that affect performance.

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

Section: (none)

QUESTION 5

Which method of job evaluation uses a "whole -job" approach to determine the importance of each job to the company?

- A. Job component
- B. Ranking
- C. Benchmark
- D. Point factor.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

Which of the following best describes midpoint-to-midpoint differentials?

- A. The ordering of jobs from highest to lowest
- B. The market wage for a particular job compared to a specific company's wage for the job
- C. The adjustments to midpoints based on geographic differentials
- D. The difference in wage rates paid at the midpoint of two adjacent grades.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

When would an employee most likely receive a differential in addition to the regular hourly rate?

- A. When working in more than one department
- B. When working less time than his or her normal schedule
- C. When working in locations other than the corporate office
- D. When working a holiday or weekend.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

An employee and his manager have decided that he will type reports with no more than one error per five pages. Which type of performance standard are they using?

- A. Quality
- B. Time

C. Process

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Section: (none)

QUESTION 9

What is a shared leave program?

- A. A contribution of money to a nonprofit entity where a company employee volunteers
- B. A donation of vacation time to others facing emergency situations
- C. An arrangement to ensure adequate coverage of service during employees' vacations
- D. An executive loan to worthy organizations for a period of time.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 10

A medical benefits plan provision ensuring that the correct plan is paying expenses when the member is covered under more than one plan is known as what?

- A. Deductible
- B. Coinsurance
- C. Coordination of benefits
- D. Out-of-pocket expenses.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

What is a primary objective of profit-sharing and performance-sharing variable pay plans?

- A. To achieve organizational cost savings through base pay reductions
- B. To increase employee identification with the organization's success
- C. To defer compensation expenses to future reporting periods
- D. To reward individual employees for some significant contribution.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

Which is the most accurate description of the work-life element of total rewards?

- A. Cash provided by an employer to an employee for his or her efforts and results toward completion of goals
- B. Organizational practices, policies and programs to help employees achieve success within and outside of the workplace
- C. Alignment of organizational, team and individual efforts toward success
- D. Learning experiences designed to enhance employees' skills and competencies.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

What are usual, customary and reasonable charges (UCR)?

- A. The charges that an insurance carrier determines are normal for a particular medical procedure within a specific geographical area
- B. The charges that are published annually in the Global Insurers' Medical Cost Comparison Guide
- C. The charges that are allowable for any given medical procedure with no pre-treatment authorization
- D. The charges that are typically paid up front by a plan participant for services rendered.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

What guides the design of all total rewards programs?

- A. The human resources strategy
- B. The business strategy
- C. The business vision
- D. The total rewards strategy.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 15

How far do broad banded pay ranges stretch from minimum to maximum?

- A. 10% to 30%
- B. 30% to 50%
- C. 50% to 100%
- D. 100% to 300%.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16

How is the performance review related to pay?

- A. It isn't. The performance review should not be related to pay decisions.
- B. It is related to the extent that it affects variable pay awards. Base pay is based solely on tenure, prior experience and job skills.
- C. It helps managers meet salary budgets by allowing them to adjust review results to align with available salary increase funds.
- D. It provides managers a measure that can be used along with salary planning guidelines.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

Which statement is most accurate regarding organizational performance?

- A. Individual performance is unrelated to organizational performance.
- B. The poor performance of just one individual will disrupt the performance of the entire organization.
- C. Performance at every level should be aligned towards achievement of organizational goals.
- D. Performance can only be accurately measured at the organizational level.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

Who is generally responsible for articulating the HR strategy?

- A. Human resources leadership
- B. Outside consultants
- C. Senior management
- D. Board of directors.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 19

Which statement is most accurate regarding the effect of taxation on the benefits that employers offer?

- A. Taxation has no effect on employee benefits; employers offer benefits for competitive reasons only.
- B. Taxation is the primary reason that employers offer benefits; in the absence of tax incentives, employers would be unlikely to offer them.
- C. Taxation affects the level of benefits offered, the source of benefits and the employer/employee cost-sharing basis.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20

The number of pay structures in an organization is most likely to be influenced by which of the following?

- A. The diversity of jobs
- B. The demographics of the workforce
- C. The organization's financial condition
- D. The organizations policies regarding centralized pay administration.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

Which of the following leads to the specific performance objectives for an organization?

- A. Performance standards

- B. Human resources strategy
- C. Performance measures
- D. Business strategy.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22

Why is greater flexibility an advantage of a total rewards approach?

- A. Because programs can be added and/or withdrawn with little employee resistance
- B. Because incentive plans can be designed by work group or unit as well as separately for each employee
- C. Because the mix of rewards offered can be tailored according to the organization's specific challenges.

Correct Answer: C

Section: (none)

Explanation



Explanation/Reference:

QUESTION 23

Which of the following is the best example of an advancement opportunity?

- A. Attendance at technology training
- B. Association membership
- C. Career ladder and pathway
- D. Compliance training.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24

Which of the following best describes a factor that has influenced the growth and change in benefits?

- A. There is a decreasing number of females in the workforce.
- B. Employees are expressing a greater desire for choice in their benefits.
- C. Employees have longer career expectations.
- D. Decreasing costs are causing growth in the numbers of benefits employers offer..

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 25

Which of the following formal recognition approaches is designed to specifically help bring new employees into the organization?

- A. Gift certificates
- B. Recruitment bonus
- C. Paid travel
- D. Paid time off.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

Which of the following are the two primary elements of benefits?

- A. Mental health coverage and health care coverage
- B. Pay for time not worked and income protection programs
- C. Unemployment and disability

D. Defined contribution and defined benefits plans

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

Which statement is most accurate regarding the performance management process?

- A. It is a one-time event.
- B. Managers and supervisors should plan and measure performance without input or involvement from subordinates.
- C. Performance standards should be loosely defined, allowing great latitude in measurement.
- D. Mutual respect and trust should be the foundation of the relationship between managers and employees.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 28

What type of pay increase is given when an organization finds that its compensation program is behind competitive market rates?

- A. General
- B. Cost of living
- C. Automatic
- D. Merit.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

What is a primary purpose of pay grades or bands?

- A. To identify a compensation range in which to group multiple jobs with similar value
- B. To meet legal and regulatory requirements for classifying jobs according to market value
- C. To provide documentation that supports termination decisions
- D. To justify paying some employees less than market based on internal administrative limitations

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

Cash compensation is a reward intended to provide what type of motivation?

- A. Intrinsic
- B. Extrinsic



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

If the beginning wage needed to recruit quality candidates for given job is higher than that of incumbents who have been with a company for some time, what type of pay adjustment should be used to correct this discrepancy?

- A. Cost-of-living
- B. Tenure
- C. Automatic
- D. Market.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32

Performance can be measured most objectively through which of the following methods?

- A. Making direct observations
- B. Documenting examples of performance
- C. Quantifying performance data
- D. Using management judgment.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 33

Which of the following combines traditionally segregated time off and leave programs into one policy covering a single block of time?

- A. Personal leave
- B. Sabbatical
- C. Severance allowances
- D. Paid time off (PTO) bank.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 34

Which type of base pay is typically based on an individual employee's rate of production?

- A. Hourly rate
- B. Salary
- C. Piece rate
- D. Production rate.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

What is the best example of a coaching or mentoring opportunity?

- A. Sabbatical
- B. On-line self-directed training
- C. Participating in a major project
- D. Exposure to internal experts.



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 36

What guides the design of all human resources programs?

- A. The corporate mission
- B. The human resources strategy
- C. Program design and administration
- D. The business strategy.

Correct Answer: B

Section: (none)