



[Exemplars] Activities from aPHR

Course 3 - Compensation & Benefits

This document serves as a guide for learners in the Merit America HR track, offering sample responses (exemplars) to the various activities included in the aPHR training materials. These exemplars are designed to illustrate one possible approach to addressing the prompts and demonstrate the application of HR concepts.

Think of these exemplars as a learning tool to inspire and guide you, but remember that your own critical thinking and application of the course concepts are key to your success in the program.

Important notes:

- These exemplars are just one way to approach the activities; there are certainly others! Rely on your own unique experiences, insights, and understanding of the material to craft your responses.
- Please note that AI was used to generate these exemplars. While every effort has been made to ensure their accuracy and completeness, they may contain imperfections or require further elaboration.
- It's imperative that you use only your own words and ideas when completing your project submissions. Do not copy or plagiarize any part of these exemplars or rely on AI to generate your work.

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Week 2 Exercise: [Self-Review Activity: Determining Base Salary](#)

Activity Instructions

For this activity, you will determine a base salary for a potential new employee at Connective.

As a reminder, Connective is a modern communication organization that helps businesses stay connected. They specialize in helping distributed workforces collaborate with a suite of software tools like video conferencing and cloud-based phone systems.

[Supporting Material] Role Overview & Employee Profile

Role Information

Customer Service Representative:

- Other Customer Service Representatives at Connective are making between \$45,000 and \$65,000 a year
- Most representatives are hired at the lower end of this range and can earn more as they grow with Connective
- This pay range aligns with industry standards and is competitive for a fully-remote customer service position
- This role is exempt from FLSA

Employee Profile



- Tyler has some experience in customer service- they have worked in a call center for a company in a different field for two years
- Tyler has a bachelor's degree in Biology
- Tyler has no previous leadership experience

Exemplar (Possible Answer)

What base salary did you determine to offer Tyler? Why is this a fair and competitive salary for this role and new hire?

Base Salary Offer: \$48,000 per year

Reasoning:

- **Entry-Level Position:** Although Tyler has some customer service experience, it's in a different field. This role would require learning new products and systems, placing them closer to the entry-level for this position.
- **Industry Standards:** The current salary range for Customer Service Representatives at Connective aligns with industry standards, making it a fair and competitive offer.
- **Growth Potential:** Starting Tyler at the lower end of the range allows for future salary increases based on performance and experience, incentivizing their growth within the company.
- **Degree Relevance:** While Tyler's degree in Biology is not directly related to the role, it demonstrates a commitment to education and problem-solving skills, which could be valuable in customer service.

What reservation price did you determine if the new hire makes a counter-offer? What are the determining factors for this price?



Reservation Price (Highest Possible Offer): \$52,000 per year

Reasoning:

- **Experience:** Tyler's two years of call center experience, even in a different field, still provides transferable skills like communication and problem-solving.
- **Motivation:** Offering slightly above the entry-level demonstrates Connective's interest in securing Tyler's talent and recognizes their existing experience.
- **Market Competition:** If the market for customer service representatives is particularly competitive, a slightly higher offer might be necessary to attract and retain qualified candidates.

Week 3 Exercise: [Self-Review Activity:](#) [Family-oriented Benefits](#)

Activity Instructions

For this activity, you will define the benefits package (aside from healthcare and retirement benefits) for Connective.

As a reminder, Connective is a modern communication organization that helps businesses stay connected. They specialize in helping distributed workforces collaborate with a suite of software tools like video conferencing and cloud-based phone systems.

[Supporting Material] Company Benefits, Benefit Budget, and Benefits Cost/Mo.

Company Demographics

- Age
 - Less than 30: 20%
 - 30-45: 55%
 - More than 45: 25%
- Gender



- Female: 43%
 - Male: 56%
 - Undisclosed: 1%
- Other important information
 - There are many employees with families
 - All employees are remote, though some meet at shared workspaces
 - The management team at Connective encourages employees to continue learning

Available Benefits Budget

- Connective has allotted \$200 a month per employee for additional benefits

Available Benefits and Cost per Month

- Childcare reimbursement: \$100/month
- Gym membership: \$25/month
- Home internet stipend: \$50/month
- Coffee and snack stipend: \$25/month
- Student loan payment assistance: \$50/month
- Yoga and/or exercise class subscription: \$50/month
- Mental health benefits: \$75/month
- Pet insurance: \$25/month
- E-learning service subscription: \$50/month
- Commuter reimbursement: \$25/month

Exemplar (Possible Answer)

What benefits did you select to offer Connective employees based on their demographics and the values of the company?

1. **Childcare Reimbursement (\$100/month):** Given that there are many employees with families at Connective, this benefit directly addresses a significant financial burden for parents. It aligns with their family-oriented values and supports work-life balance for employees with children.



2. **Home Internet Stipend (\$50/month):** With a fully remote workforce, reliable internet is crucial for employees to perform their jobs effectively. This stipend recognizes the essential role of connectivity in their work and shows Connective's commitment to providing the necessary tools for success.
3. **E-Learning Service Subscription (\$50/month):** Connective's management team encourages continuous learning, making this benefit a perfect fit. It supports professional development and aligns with the company's culture of growth and improvement.

Total Cost: \$200/month per employee

What factors influenced your selection of benefits? Why did you choose the options you did?

The primary factor influencing the benefit selection was the alignment with Connective's demographics, values, and remote work model.

- **Family-Oriented:** The childcare reimbursement directly supports employees with families, acknowledging their needs and promoting work-life balance.
- **Remote Work:** The home internet stipend is essential for remote employees, ensuring they have the necessary tools to perform their jobs effectively.
- **Continuous Learning:** The e-learning service subscription fosters a culture of learning and development, aligning with the company's values and encouraging employees to enhance their skills.

Other considerations include:

- **Cost-Effectiveness:** The chosen benefits fit within the allocated budget of \$200 per employee per month.
- **Relevance:** The benefits directly address the needs and priorities of Connective's workforce, making them more likely to be utilized and appreciated.
- **Attracting & Retaining Talent:** Offering these benefits can help Connective attract and retain top talent, particularly in a competitive market for remote workers.

While other benefits like gym memberships or mental health benefits could be valuable, the chosen options provide the most direct and impactful support for Connective's employees based on the given information. The company could consider adding more benefits or increasing the budget in the future as it grows and evolves.



Week 4 Exercise: [Self-Review Activity: Claims Processing](#)

Activity Instructions

For this activity, you will decide what questions to ask regarding an injured employee at Connective. As a reminder, Connective is a modern communication organization that helps businesses stay connected. They specialize in helping distributed workforces collaborate with a suite of software tools like video conferencing and cloud-based phone systems.

[Supporting Material] Incident Information

Azar is an IT Operations Manager at Connective. The injury occurred while they were upgrading a server in the Connective server room. While standing on a ladder to install the server, they slipped, fell, and broke their arm. Luckily, Azar was able to get help quickly and is expected to make a swift recovery.

Exemplar (Possible Answer)

What questions do you need to ask Azar to gather all the information you need to complete a workers' compensation claim?

Basic Information:

- Can you describe the incident in detail, including the date, time, and exact location where it occurred?
- What were you doing at the time of the incident? (e.g., installing the server, climbing the ladder)
- How did the injury happen? (e.g., slip, fall, ladder malfunction)



- What part of your body was injured? (In this case, we know it's a broken arm, but it's good to confirm and ask about any other potential injuries.)
- Did you receive any medical attention? If so, where and when?
- What is the name and contact information of the medical professional who treated you?
- Were there any witnesses to the incident? If so, can you provide their names and contact information?
- Do you have any pre-existing medical conditions that might have contributed to the injury or could be aggravated by it?

Work-Related Factors:

- Was the ladder provided by Connective, or was it your personal equipment?
- Had you received any training on ladder safety or server installation procedures?
- Were there any safety precautions in place in the server room at the time of the incident?
- Had you reported any concerns about the ladder or the working conditions in the server room prior to the incident?

Impact of the Injury:

- Has your doctor provided you with any work restrictions or limitations?
- When do you expect to be able to return to work?
- Are you experiencing any financial difficulties as a result of the injury?

Do you need to ask questions of anyone else involved? If so, what questions do you need to ask them?

Witnesses (if any):

- Can you describe what you saw happen during the incident?
- Did you notice anything unusual about the ladder or the working environment?
- Had you observed Azar performing similar tasks before? If so, did they follow the same procedures as during the incident?

Azar's Supervisor/Manager:

- Was Azar performing their assigned duties at the time of the incident?
- Had Azar received appropriate training for the task they were performing?
- Are there any safety protocols or procedures in place for server room maintenance and upgrades? Were these followed in this instance?



- Are there any other relevant details about the incident or Azar's work history that you can provide?

Medical Professional (with Azar's consent):

- What is the extent of Azar's injury and the expected recovery time?
- Are there any work restrictions or limitations that should be in place upon their return to work?
- Is there any information about pre-existing conditions that might impact their recovery or ability to work?