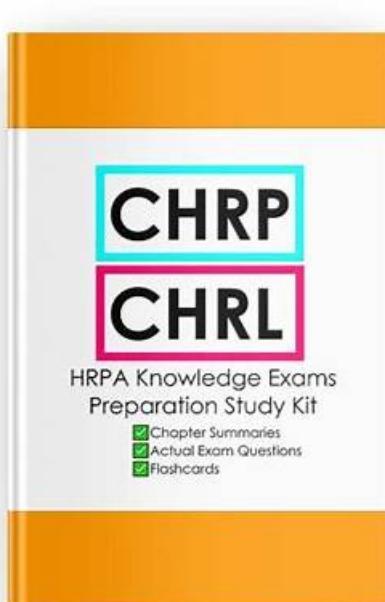


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## **HRPA CHRP Knowledge Exam Sample Questions (Q87-Q92):**

### NEW QUESTION # 87

Which of the following is a compensation cost indicator?

- A. Voluntary and involuntary turnover rates.
- B. **Average employee earnings as a percentage of revenue.**
- C. Number of errors relative to on-time delivery.
- D. Number of days absent from work.

**Answer: B**

Explanation:

Within HRPA's Reporting and Financial Management competencies, HR is expected to track and report cost-focused metrics that link people expenses to organizational results. Average employee earnings as a percentage of revenue is a classic compensation cost indicator (also referred to as compensation-to-revenue or payroll-to-revenue ratio). By contrast, turnover (B) is a talent/retention indicator, absenteeism (C) is an attendance/health metric, and errors/on-time delivery (D) are operational quality/timeliness indicators. Relevant Framework Reference: HRPA Professional Competency Framework - Reporting & Financial Management (develop and interpret cost metrics, including compensation cost ratios); HRPA Study Guide - HR Metrics and Analytics (cost efficiency indicators such as payroll-to-revenue).

### NEW QUESTION # 88

Which of the following is an example of formal learning?

- A. Searching for expert knowledge on the Internet
- B. **Structured on-the-job programs**
- C. Ad hoc problem-solving
- D. Asking co-workers for help with an ongoing daily task

**Answer: B**

Explanation:

The HRPA Learning and Development taxonomy distinguishes formal learning (planned objectives, structured content, defined roles, and assessment) from informal learning (spontaneous, self-directed, social). Structured on-the-job programs (e.g., planned rotations, apprenticeships, or SOP-based training with coaching and evaluation) meet formal criteria. Ad hoc problem-solving, internet searching, and casual peer assistance (A, B, D) are informal.

Reference (HRPA): Professional Competency Framework-Learning and Development (design and delivery of formal learning, on-the-job training structures); HRPA Study Guide-formal vs. informal learning definitions and examples.

### NEW QUESTION # 89

To fill a vacancy, HR posts a job opening that includes the job description and a list of the most desirable characteristics of employees. Potential candidates who do not have the desired characteristics do not apply for the job. What does this represent?

- A. Selection ratio of zero
- B. False positive error
- C. False negative error
- D. **Self-selecting out**

**Answer: D**

Explanation:

According to the HRPA Human Resources Competency Framework (Functional Domain: Workforce Planning and Talent Management), effective recruitment involves both attracting qualified candidates and allowing unqualified individuals to self-select out of the process.

Self-selection occurs when potential applicants decide not to apply because they perceive that they do not meet the required qualifications or personal characteristics for the role.

Extract:

"HR professionals design recruitment communication that both attracts qualified candidates and enables others to self-select out, ensuring an efficient and targeted applicant pool." (HRPA Competency Framework - Workforce Planning and Talent Management, CHRP Level, Key Competency: Design and Implement Recruitment Strategies) A (Selection ratio of zero): Refers to the proportion of hires to applicants, not candidate behaviour.

C (False positive error): Occurs when an unqualified candidate is incorrectly selected.

D (False negative error): Occurs when a qualified candidate is incorrectly rejected.

Therefore, B. Self-selecting out accurately describes the situation.

Verified Reference Summary:

HRPA Human Resources Competency Framework - Functional Domain: Workforce Planning and Talent Management CHRP

Knowledge Exam Blueprint (HRPA, Ontario) HRPA Exam Preparation Guide - Recruitment and Selection

### NEW QUESTION # 90

A performance appraisal may include which of the following as part of the overall process to most effectively encourage and enhance employee learning and development?

- A. Guidance for the manager and employee to discuss the employee's career goals, including aspirations for advancement, with a subsequent action plan
- B. Feedback from the employee's manager, peers, direct reports, and/or internal or external customers or clients
- C. Evaluations of the employee's behaviours and skills from a selection of their subordinates
- D. **Guidance for the manager and employee to discuss the employee's career and learning goals with a subsequent action plan**

**Answer: D**

Explanation:

The HRPA Human Resources Competency Framework (Functional Domain: Organizational Effectiveness) defines performance management as a continuous process designed to align individual performance with organizational goals while supporting employee learning and development.

A key part of an effective performance appraisal process is a development-focused discussion that includes career and learning goals followed by a concrete action plan.

Extract:

"Performance management systems support learning and development by guiding discussions on employee goals and identifying developmental actions to enhance performance." (HRPA Competency Framework - Organizational Effectiveness, CHRP Level, Key Competency: Manage Performance and Development Processes) Option Analysis:

A: Limited to subordinate feedback, not comprehensive.

B: Describes a 360-degree feedback process, which is one input, not the full developmental component.

C: Correct - explicitly integrates career and learning goals into performance discussions.

D: Focuses only on advancement aspirations, not overall learning.

Therefore, C. Guidance for the manager and employee to discuss the employee's career and learning goals with a subsequent action plan is correct.

Verified Reference Summary:

HRPA Human Resources Competency Framework - Organizational Effectiveness CHRP Knowledge Exam Blueprint -

Performance Management and Development HRPA Exam Preparation Guide - Coaching and Performance Appraisal

### NEW QUESTION # 91

Which form of dispute resolution can save time and money when management and unions voluntarily agree to use it to resolve grievances?

- A. Grievance procedure
- B. **Grievance mediation**
- C. Grievance arbitration
- D. Expedited arbitration

**Answer: B**

Explanation:

HRPA's labour relations content describes grievance mediation as a voluntary, interest-based process in which a neutral facilitates settlement before arbitration. Mediation is specifically noted for saving time and cost by resolving disputes informally and quickly. While expedited arbitration can shorten timelines, it remains a formal, adjudicative process with associated costs; grievance arbitration is the standard, more time-consuming process; and the grievance procedure is the contractual step framework, not a standalone ADR method.

## NEW QUESTION # 92

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