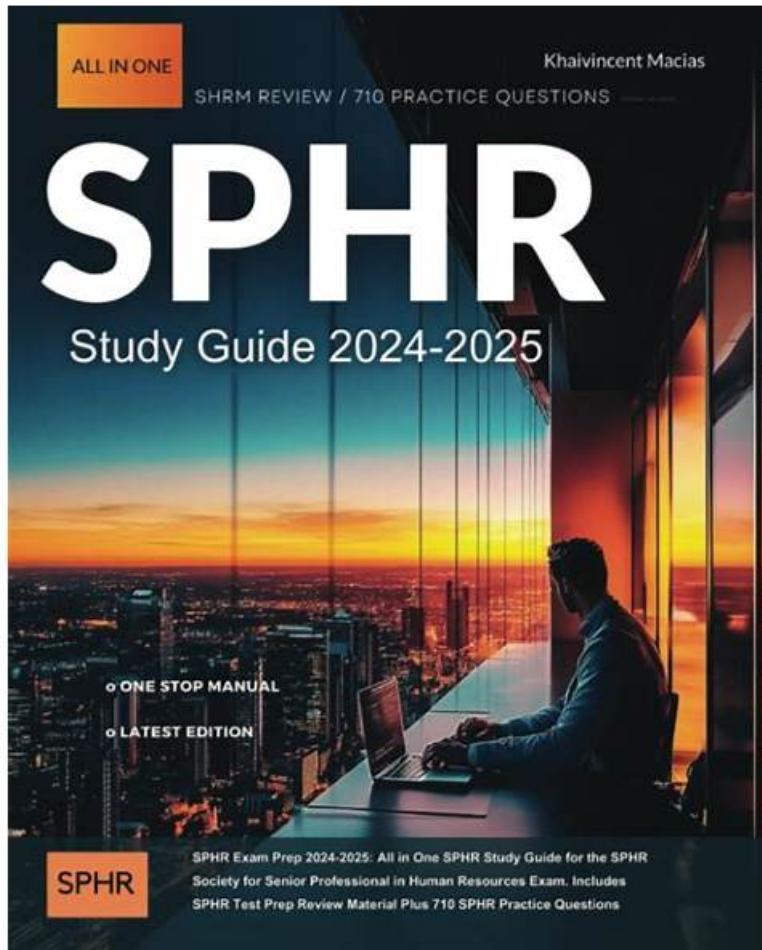


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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q38-Q43):

NEW QUESTION # 38

Which one of the following best describes Progressive discipline?

- A. Series of documents of employee's incompetence or insubordination that precedes an employee's termination.
- **B. Discussion of substandard performance, verbal warning, written warning, and final written warning.**
- C. Series of documents of employee's substandard performance prior to each step of discipline or termination.
- D. Discussion of substandard performance, written warning, final written warning, termination.

Answer: B

Explanation:

Explanation/Reference:

Answer option A is correct.

Progressive discipline usually follows a series of steps of discipline, where each step is slightly more serious than the previous step.

The most common steps are: Discussion of substandard performance, verbal warning, written warning, and final written warning.

Answer options B, C, and D are incorrect. These are not valid descriptions of progressive discipline.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Seven: Employee and Labor Relations.

Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-

586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Human Resource Development

Objective: Talent Management

NEW QUESTION # 39

There are seven stages of internal consulting that an HR Professional must be familiar with. Consider this scenario: Frances has developed an HR training plan for her organization. The plan is comprehensive, aggressive, and will provide organizational development for all levels of employees in the company. Frances is presenting her plan to her organization's management. What level of internal consulting is Fran participating in?

- A. Exploring the situation
- **B. Gaining agreement to the project plan**
- C. Presenting the findings and recommendations
- D. Reviewing, transitioning, and evaluating the project

Answer: B

Explanation:

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Three: Strategic Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

NEW QUESTION # 40

During an interview test John scored highly as being an individual who possesses empathy for others. John has been awarded the job

and is now performing in the organization. Evidence since John's hiring has shown that John is indeed someone who is empathetic to others. This is an example of what type of validity?

- A. Predictive validity
- B. Criterion-related validity
- C. Content validity
- D. Construct-related validity

Answer: A

Explanation:

Section: Volume C

Explanation/Reference:

Answer option A is correct.

Predictive-validity is a confirmation of characteristics, the candidate is tested for during the interview process, hold true in the actual performance of the candidate once they've been hired. John was tested to be someone who is empathetic to others and his job performance has validated this belief.

Answer option D is incorrect. Content validity is an evidence that the candidate can perform key aspects of the job in the interview process, such as conversing in English and then in Spanish if these were the requirements of the job.

Answer option C is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs so applicants must be able to use the particular software program to qualify for the position.

Answer option B is incorrect. Construct-related validity measures certain psychological tests to determine if the applicant possesses the desired characteristics to operate successfully in the position.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

NEW QUESTION # 41

As an HR Professional, you should be familiar with OSHA rules, standards, and regulations. Should an organization violate an OSHA standard, there are often penalties that the employer must pay. What is the maximum fine an employer may face for a deliberate and intentional violation of an OSHA standard?

- A. \$100,000
- B. **\$70,000**
- C. \$10,000
- D. \$50,000

Answer: B

Explanation:

Explanation/Reference:

Answer option A is correct.

OSHA can fine an employer up to \$70,000 for a willful violation. In addition, incarceration is possible for the violation.

Answer options C, B, and D are incorrect. These are not the maximum amount for the violation.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management.

Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

NEW QUESTION # 42

When applying equity theory in designing a compensation strategy, an employer needs to ensure that:

- A. Employees choose the behavior that leads to the greatest reward
- B. Rewards follow directly after behaviors to reinforce them
- C. Pay is tightly linked to organizational objectives

- D. Employees perceive that pay is equal to effort

Answer: D

Explanation:

Equity Theory suggests employees evaluate fairness by comparing their inputs (effort) to their outputs (pay, recognition) relative to others. If they perceive inequity, it can lead to disengagement or turnover.

Extract from HRCI-aligned HR knowledge (Total Rewards):

SPHR-level compensation design includes psychological models like "Adams' Equity Theory," which explains that perceived fairness in effort-reward balance is essential to motivation and retention.

NEW QUESTION # 43

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