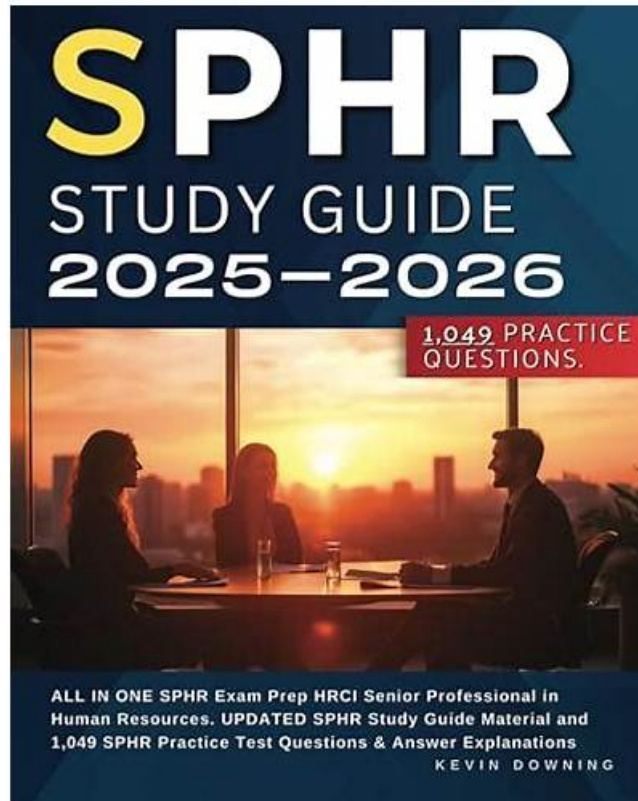


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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q265-Q270):

NEW QUESTION # 265

Part of organizational development is a commitment to quality. What quality control tool is also known as a fishbone diagram?

- A. Histogram chart
- **B. Ishikawa chart**
- C. Control chart
- D. Pareto chart

Answer: B

Explanation:

Section: Volume C

Explanation/Reference:

Answer option C is correct.

An Ishikawa chart is also known as a fishbone diagram or a cause-and-effect chart.

The Ishikawa diagram (or fishbone diagram or also cause-and-effect diagram) is a diagram that shows the causes of a certain event. A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and root causes.

It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

Answer option B is incorrect. A histogram is simply a bar chart and isn't ordered from largest to smallest.

Answer option D is incorrect. A Pareto chart is a special histogram in that it shows categories of failures from the largest failure to the smallest failure.

Answer option A is incorrect. A control chart shows trend analysis by tracking the results of measurements over time.

"Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter 5: Human Resource Development. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge."

Chapter: Human Resource Development

Objective: Organization Development

NEW QUESTION # 266

What provides the framework for collecting information about factors that are relevant to the planning process?

- A. An internal assessment
- B. A PEST analysis
- **C. An environmental scan**
- D. A SWOT analysis

Answer: C

Explanation:

Answer option D is correct. An environmental scan is used to gather the information used to forecast future business conditions.

SWOT (B) and PEST (C) analyses are tools used during an environmental scan. An internal assessment (A) is another tool used during strategic planning. See Chapters 2 and 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals Objective: Environmental Scanning Concepts

NEW QUESTION # 267

HR can best support the decision to hire additional staff by:

- **A. performing a skill gap assessment.**
- B. analyzing attrition rates.
- C. creating new competency profiles.

Answer: A

Explanation:

HR best supports the decision to hire additional staff by performing a skill gap assessment, as it directly evaluates whether existing workforce capabilities align with current and future organizational needs. At the SPHR level, staffing decisions must be data-driven, strategic, and aligned with business demand, rather than based on assumptions or isolated metrics.

A skill gap assessment systematically identifies discrepancies between the skills required to achieve organizational objectives and the skills currently available within the workforce. This analysis allows HR to determine whether performance gaps can be addressed through training, reskilling, redeployment, or process redesign-or whether additional headcount is genuinely required. As such, it supports sound workforce planning and cost control.

Analyzing attrition rates (A) provides useful historical insight but does not, on its own, justify hiring additional staff. High attrition may reflect engagement, leadership, or compensation issues rather than true workforce demand. Creating new competency profiles (B) supports role clarity and development but does not assess current capacity or workload sufficiency.

SPHR exam content emphasizes that effective talent planning requires diagnostic analysis, not reactive hiring. Skill gap assessments connect staffing decisions to strategy, productivity, and future readiness- making them the strongest tool for supporting headcount expansion decisions.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Talent Planning and Acquisition (workforce planning; gap analysis; strategic staffing).

* HRCI SPHR Study Guide - Use of skill gap analysis in headcount and capability planning.

NEW QUESTION # 268

As an HR Professional you must be familiar with several acts of congress, laws, and regulations that address risks in the workplace. Which of the following laws was the first to establish consistent safety standards for workers?

- A. USA Patriot Act
- B. Homeland Security Act
- **C. Occupational Safety and Health Act**
- D. Mine Safety and Health Act

Answer: C

Explanation:

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 # 269

An HR director has been hired by a high-technology business that has been growing at a rapid rate.

There are 300 professional employees in manufacturing and 80 in clerical and laboratory support.

There has been no formal human resource function in the past, with each department head controlling the hiring, salary adjustments, and other details. The president wants the new director to identify the key areas of importance. Which of the following is the new director's first obligation?

- **A. Identify the highest-priority human resource issues that support the organization's strategy**
- B. Conduct an attitude survey to gauge employee perceptions
- C. Conduct an internal salary equity study to ensure fairness
- D. Determine the highest-priority human resource issues and write policies to cover them

Answer: A

Explanation:

In an emerging HR function, the first strategic priority is to align HR practices with the organization's overall goals and growth trajectory. Rather than jumping into tactical fixes (e.g., surveys, pay studies), SPHR-level professionals start with strategic assessment: What HR issues most directly impact the company's ability to scale, compete, and deliver?

Extract from HRCI-aligned HR knowledge (Leadership and Strategy domain):

SPHR-level HR leaders must "analyze business strategy and align HR programs accordingly." The key to success in newly formed or growing organizations is to identify HR priorities that support the business plan

, such as talent gaps, leadership development, compliance infrastructure, or scalable compensation systems.

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