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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q34-Q39):

NEW QUESTION # 34

Which of the following HR strategies would be most useful in dealing with a workforce that lacks accountability?

- A. Conduct a skills assessment to determine performance deficiencies.
- B. Identify training needs through an assessment.
- C. Begin to gather employee feedback through surveys and exit interviews.
- D. Follow the progressive disciplinary process.

Answer: C

Explanation:

Answer option C is correct. Employee-engagement activities center around the function of gathering meaningful feedback. Surveys, interviews, and focus groups are just some of the examples of formal feedback systems that can be used to improve organizational outcomes. From this feedback, solutions such as training (A) and targeted performance improvement plans (B, D) can be assessed. See Chapter 7 for more information. Chapter: Employee and Labor Relations Objective: Union Organization

NEW QUESTION # 35

When does double breasting occur?

- A. An employer has two businesses, one union and one nonunion, that do substantially the same work but have different management, equipment, and customers.
- B. A neutral employer performs work that is normally done by striking employees.
- C. An employer has two companies that are substantially identical.
- D. Two businesses perform operations that are part of the same product.

Answer: A

Explanation:

Section: Volume G

Explanation/Reference:

Answer option D is correct.

Double breasting occurs when an employer has two companies that are separate and distinct from each other but do the same type of work, and one company is union while the other is nonunion. This occurs most often in the construction industry when contractors have two different crews for bidding on union and nonunion jobs. An alter ego employer has two substantially identical businesses (B). The ally doctrine describes work that is done by a neutral employer while another business is shut down by a strike (A). A straight-line operation is one in which two businesses perform operations that complement each other's operations (C). If one business is struck, the other may be as well because they are engaged in a single economic enterprise.

Chapter: Employee and Labor Relations

Objective: Review Questions

NEW QUESTION # 36

Which of the following is the most compelling reason to use noncash rewards?

- A. Cash bonuses can come to be viewed by employees as an entitlement.
- B. Cash is not always seen by employees as the most powerful motivator.
- C. The process for giving noncash rewards is easier.
- D. Other types of incentives are often more cost-effective.

Answer: B

Explanation:

The most compelling reason to use noncash rewards is that cash is not always perceived by employees as the most powerful motivator (C). At the SPHR level, reward effectiveness is driven by meaning, recognition, and emotional impact, not just monetary value.

Noncash rewards-such as recognition programs, experiences, development opportunities, and symbolic awards-can be more memorable and personally meaningful than cash. They reinforce desired behaviors, strengthen emotional connection to the organization, and support intrinsic motivation.

While cash bonuses becoming entitlements (D) is a valid concern, it is a secondary consideration. Ease of administration (A) and cost-effectiveness (B) are not primary motivators for using noncash rewards.

SPHR exam content emphasizes that total rewards strategies should be holistic, leveraging both financial and nonfinancial incentives to drive engagement and performance.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Total Rewards (reward strategy; motivation).

* HRCI SPHR Study Guide - Noncash rewards and employee motivation.

NEW QUESTION # 37

Jennifer is the HR Professional for her organization. Her supervisor, Dan, has asked Jennifer to find the Compa-ratio for Sam. Sam earns \$40,000 as a mechanic, but the midpoint for a mechanic is actually \$50,000. What is the Compa-ratio for Sam?

- A. 125 percent
- B. \$10,000
- C. -\$10,000
- D. 80 percent

Answer: D

Explanation:

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

Chapter: Compensation and Benefits

Objective: Compensation

NEW QUESTION # 38

Lucas has asked his manager to take time off from work because of a holiday his religion celebrates. Fran agrees but tells Lucas that he will be inspecting his project work to ensure that the work is accurate and not suffering because of the requested time off. This is an example of what?

- A. Perpetuating past discrimination
- B. Religious persecution in the workforce
- C. Quality control
- D. Disparate treatment

Answer: D

Explanation:

Section: Volume A

Explanation/Reference:

Answer option C is correct.

Fran should not inspect Lucas' work just because he has asked for time off based on a religious holiday.

Answer option A is incorrect. There's no evidence of past historical discrimination in this example.

Answer option B is incorrect. This isn't a valid answer for the question as any discrimination based on religion falls into disparate discrimination.

Answer option D is incorrect. Quality control does inspect the quality of the work, but it's equal for all project deliverables, not just the deliverables tied to Lucas and his request for time off for the religious holiday.

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: Risk Management

Objective: Risk Assessment

NEW QUESTION # 39

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