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HRCI SPHR Exam Syllabus Topics:

Section	Weight	Objectives
Workforce Planning and Talent Acquisition	17%	- Workforce Planning 1. Analyze organizational needs and workforce gaps 2. Forecast talent supply and demand 3. Develop workforce planning strategies - Talent Acquisition 1. Develop selection and hiring processes 2. Evaluate effectiveness of talent acquisition programs 3. Design and evaluate recruiting strategies
Total Rewards	17%	- Compensation 1. Design and evaluate compensation strategies 2. Evaluate market competitiveness and equity 3. Develop base pay and incentive programs - Benefits 1. Develop health, retirement, and wellness programs 2. Evaluate effectiveness of total rewards programs 3. Design and evaluate benefits programs

HR Information Management, Safety, and Security	10%	- HR Information Management 1. Manage HR information systems and data privacy 2. Analyze workforce metrics (turnover, cost per hire, retention rates) 3. Design and evaluate HR data indicators to inform strategic actions - Workplace Safety and Security 1. Manage compliance with OSHA, HIPAA, emergency response plans 2. Address building access and data security/privacy 3. Evaluate employee safety and security strategies
Talent Management	23%	- Employee Development 1. Develop training programs and initiatives 2. Identify and implement leadership development strategies 3. Design and evaluate learning and development strategies - Career Development 1. Assess talent and develop career paths 2. Develop employee career and growth opportunities 3. Design policies for return of employees - Performance Management 1. Align team and individual performance goals to organizational measures 2. Evaluate strategies for employee satisfaction and retention 3. Design and evaluate strategies for performance management
Leadership and Strategy	33%	- Leading the HR Function 1. Evaluate credibility and relevance of external information 2. Monitor organizational risk 3. Influence people management practices 4. Develop HR strategic plans - Developing HR Strategy 1. Evaluate organizational design and structure 2. Design and manage effective change strategies 3. Contribute to organizational strategy and planning 4. Develop and manage workplace practices aligned with vision, values, and ethics

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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q75-Q80):

NEW QUESTION # 75

Roberta's company routinely tests all employees for illegal drug usage. Juan is refusing to participate in the drug test because he is an employee with a physical impairment that substantially limits his major life activities. Juan insists that the drug testing is a violation of the ADA's restrictions on medical examinations. Does the ADA prohibit illegal drug testing?

- A. Yes. All medical examinations are prohibited from employees that an employer has deemed a participant of the ADA program.
- B. No. The ADA does not restrict medical examinations as part of the law.
- **C. No. The ADA does restrict medical examinations related to the disability, but not for tests for illegal drugs.**
- D. Yes. All medical examinations are prohibited from employees covered by the ADA.

Answer: C

Explanation:

Section: Volume F

Explanation/Reference:

Answer option B is correct.

Drug and alcohol abuse tests are not subject to the ADA's restrictions on medical examinations. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option A is incorrect. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option D is incorrect. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option C is incorrect. This answer is tempting, but all employees may be subject to testing for illegal drug and alcohol abuse.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5.

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

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

NEW QUESTION # 76

Which of the following presents the greatest difficulty in using a profit-sharing plan as a means of rewarding employees?

- **A. Employees may feel disconnected from factors that contribute to organizational success.**
- B. Rewards for financial success are most effective for executive-level employees.
- C. Compensation managers may have difficulty determining criteria for the plan.
- D. Payout levels can be supported effectively only at large organizations.

Answer: A

Explanation:

The greatest challenge in using a profit-sharing plan is that employees may feel disconnected from the factors that contribute to organizational success (B). Profit-sharing rewards are typically based on overall organizational performance, which individual employees often perceive as outside their direct control or influence.

SPHR-level compensation principles emphasize that rewards are most effective when employees clearly understand the line of sight between their efforts and the outcomes being rewarded. In profit-sharing plans, organizational profitability is affected by numerous variables-market conditions, leadership decisions, capital investments, and economic trends-many of which are unrelated to individual or team performance.

This disconnect can reduce the motivational impact of the reward.

Option A is incorrect because profit-sharing plans can be implemented in organizations of various sizes.

Option C is not the primary difficulty; eligibility and payout criteria are well-established in standard profit-sharing designs. Option D reflects a misconception-while executives may have greater influence over profitability, profit-sharing plans are specifically designed to extend financial rewards to a broader employee population.

From an SPHR perspective, profit-sharing plans are best used as long-term, organization-wide incentives, not as primary drivers of day-to-day performance. To increase effectiveness, organizations often pair profit-sharing with gainsharing, individual incentives, or performance-based pay systems that provide clearer performance linkage.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Total Rewards (incentive plans; motivation and reward effectiveness).

* HRCI SPHR Study Guide - Advantages and limitations of profit-sharing programs.

NEW QUESTION # 77

Task identity, task significance, and feedback are all examples of what?

- A. Job enrichment
- B. Job enlargement
- C. Key productivity indicators
- D. Performance appraisal criteria

Answer: A

Explanation:

Answer option B is correct. Job design is made up of several factors related to how the work gets done, broken into two categories: job enrichment and job enlargement (A). Task identity, task significance and feedback are examples of job-enrichment activities that can significantly influence job satisfaction through design. KPI's (D, C) can be used as performance appraisal criteria, but are not directly related to job enrichment activities. Chapter: Human Resource Development Objective: Review Questions

NEW QUESTION # 78

Ned is an HR professional for his organization and he's analyzing how employees complete certain tasks on the assembly line. There have been some complaints and claims over the past few months of repetitive stress injuries and cumulative trauma injuries to employees on the assembly line. Ned is examining how the work is completed and looking for unnatural body movements by the workers. What is Ned actually studying?

- A. Mitigation
- B. OSHA compliance
- C. Ergonomics
- D. Job shadowing

Answer: C

Explanation:

Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0470-43096-5. 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: Risk Management

Objective: Risk Assessment

NEW QUESTION # 79

What is the purpose of an HR budget?

- A. To evaluate the effectiveness of HR strategy
- B. To hold departments accountable for outcomes
- C. To determine how much cash is required to achieve a goal
- D. To ensure that the outcomes match the strategic plan

Answer: C

Explanation:

Answer option B is correct. An HR budget reflects how many and what types of resources are necessary to accomplish a goal. The addition of employees, costs to train, and the purchase of new equipment are all examples of items that require cash to achieve strategic goals. Chapter: Business Management and Strategy Objective: Review Questions

NEW QUESTION # 80

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