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## HRPA CHRP Knowledge Exam Sample Questions (Q34-Q39):

#### **NEW QUESTION #34**

Which of the following is sometimes included on replacement charts but could lead to charges of discrimination?

• A. Photos of the potential job successors

- B. Current performance ratings of the potential job successors
- C. An assessment of each potential job successor's readiness for the position.
- D. Rank ordering of the potential job successors.

#### Answer: A

#### Explanation:

HRPA guidance on succession and replacement planning warns that including photos on replacement charts can expose the organization to discrimination claims because visual information may reveal protected characteristics (e.g., age, race, sex), potentially influencing decisions or creating the appearance of bias.

Readiness assessments (B), rank orders (C), and performance ratings (D) are acceptable when based on job-related, validated criteria and consistently documented; they support defensible decision-making.

Relevant HRPA references (no external links):

HRPA Study Guide - Succession Planning and Replacement Charts: documentation practices and human rights compliance. HRPA Competency Framework - Workforce Planning & Talent Management: apply fair, objective, and legally compliant assessment information.

#### **NEW QUESTION #35**

Which of the following describes the informal, unstructured network in which communication flows among employees?

- A. Grapevine
- B. Social networking
- C. Groupthink
- · D. Instant messaging

#### Answer: A

#### Explanation:

The HRPA Study Guide identifies the grapevine as the informal, unstructured communication network that operates alongside formal channels, transmitting information rapidly through employee connections. Groupthink is a decision-making pitfall, social networking is a broader concept/platform use, and instant messaging is a tool rather than a network type.

Relevant HRPA references (no external links):

HRPA Study Guide - Communication in Organizations: formal vs. informal channels; the grapevine.

HRPA Competency Framework - Organizational Effectiveness: facilitating effective communication systems.

#### **NEW QUESTION #36**

Which stage of the grievance process promotes proactive communication between the manager and the employee to resolve a complaint?

- A. Informal stage
- B. Third-party assistance stage
- · C. Mediation stage
- D. Formal stage

#### Answer: A

#### Explanation:

The HRPA Labour and Employee Relations competencies require HR to design and administer fair and effective dispute-resolution processes, emphasizing early, direct problem solving. In the grievance continuum, the informal stage is intended to resolve issues promptly through open dialogue between the employee and the supervisor before formal written steps or third-party processes are triggered. This stage promotes proactive communication, preserves relationships, and reduces escalation. Mediation or third-party involvement and formal written stages occur later if informal resolution is unsuccessful.

#### **NEW QUESTION #37**

Which of the following is a tangible resource managed by the HR department?

- A. Employer brand
- B. Health and wellness programs

- C. Innovation capacity
- D. Managerial skills

#### Answer: B

#### Explanation:

According to the HRPA Human Resources Competency Framework (Functional Domain: Strategy), resources managed by HR can be categorized as:

Tangible resources: Physical or measurable assets (e.g., compensation programs, health benefits, HR systems).

Intangible resources: Cultural and capability-based assets (e.g., leadership skills, innovation, reputation).

Extract:

"HR professionals manage both tangible assets, such as benefits and wellness programs, and intangible assets, such as leadership capability and organizational culture." (HRPA Competency Framework - Strategy, CHRP Level, Key Competency: Align Human Capital Resources with Organizational Goals) A, C, and D are intangible resources.

B. Health and wellness programs are tangible HR-managed resources with measurable financial and operational impact. Thus, B. Health and wellness programs is the correct answer.

Verified Reference Summary:

HRPA Human Resources Competency Framework - Functional Domain: Strategy CHRP Knowledge Exam Blueprint - Strategic Resource Management HRPA Exam Preparation Guide - HR's Strategic Role in Resource Alignment

#### **NEW QUESTION #38**

What are 3 ways to modify a total rewards structure to respond to financial challenges facing an organization?

- A. Enact a hiring freeze, create a 2-tiered pay system, and replace fixed pay with variable pay
- B. Replace fixed pay with variable pay, conduct a market analysis, and replace pay raises with bonuses
- C. Create a 2-tiered pay system, conduct a market analysis, and replace pay raises with bonuses
- D. Create a 2-tiered pay system, replace fixed pay with variable pay, and replace pay raises with bonuses

#### Answer: D

#### Explanation:

According to the HRPA Human Resources Competency Framework (Functional Domain: Total Rewards) and the CHRP Knowledge Exam Blueprint, certified HR professionals must demonstrate the ability to design, assess, and modify total rewards programs to align with organizational strategy, financial realities, and workforce needs.

When an organization faces financial challenges, HR professionals are expected to implement cost-effective compensation strategies while maintaining internal equity, engagement, and performance alignment. The three modifications listed in option C directly reflect these principles:

Create a Two-Tiered Pay System

This approach introduces separate pay or benefit structures for new versus existing employees. It allows the organization to manage long-term costs while maintaining fairness and compliance.

Extract from HRPA Competency Framework - Total Rewards:

"HR professionals analyze and adapt compensation systems to ensure sustainability, equity, and responsiveness to business conditions." (Key Competency: Design and Adapt Total Rewards Systems - CHRP Level) Replace Fixed Pay with Variable Pay Shifting from fixed salary increases to performance-based or results-based pay links employee rewards to measurable performance outcomes and organizational success. This introduces flexibility during budget constraints.

Extract from HRPA Competency Framework - Total Rewards:

"Implements performance-linked reward mechanisms that align employee contributions with business outcomes and financial capacity." (Behavioural Indicator: Implements Variable Compensation Models Tied to Business Performance - CHRP Level) Replace Pay Raises with Bonuses Bonuses are temporary and do not increase base salary, helping the organization manage payroll expenses. This maintains motivation without committing to permanent cost increases.

Extract from HRPA Competency Framework - Total Rewards:

"Applies compensation strategies that optimize cost management and engagement through contingent or one-time payments." (Knowledge Area: Compensation Strategy and Cost Management - Total Rewards Domain) Together, these strategies reflect an HR professional's ability to maintain organizational competitiveness and fiscal responsibility, consistent with the CHRP-level behavioural indicators within HRPA's Total Rewards domain.

Verified Reference Summary (HRPA Frameworks and Study Materials):

HRPA Human Resources Competency Framework - Functional Domain: Total Rewards CHRP Knowledge Exam Blueprint (HRPA, Ontario) HRPA Exam Preparation Guide - Total Rewards Section HRPA Professional Competency Descriptions - CHRP Level, Total Rewards

#### **NEW QUESTION #39**

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