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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q261-Q266):

NEW QUESTION # 261

In which of the following types of interview does the interviewer ask broad questions and allow the candidate to guide the conversation?

- A. Panel interview
- B. Stress interview
- C. **Nondirective interview**
- D. Structured interview

Answer: C

Explanation:

Explanation/Reference:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

NEW QUESTION # 262

Kelly would like to conduct the Delphi Technique with her employees to find out what issues and concerns the team has collectively. What is the Delphi Technique?

- A. It's a survey that allows participants to provide essay answers on problems within the organization
- B. It's a one-on-one interview with an employee and a neutral moderator.
- C. It's a series of anonymous surveys to build consensus about issues, risks, or concerns.
- D. It's a series of interviews with neutral moderators to uncover core issues and concerns about management, issues, or risks.

Answer: C

Explanation:

Section: Volume D

Explanation/Reference:

Answer option C is correct.

The Delphi Technique uses rounds of anonymous surveys to build consensus on issues, risks, and concerns within the company, about a project, or other objectives.

Answer options A and B are incorrect. These aren't valid descriptions of the Delphi Technique.

Answer option D is incorrect. This is a definition of an open-ended survey, not the Delphi Technique.

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

7: Employee and Labor Relations. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN:

978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

NEW QUESTION # 263

According to the WARN Act, an employer with 200 employees is required to provide 60 days' notice of a mass layoff when which of the following is true?

- A. A major client unexpectedly selects a new vendor for the company's products, and the company lays off 75 employees.
- B. The employer lays off 5 employees a week for 3 months.
- C. A flood requires that one of the plants be shut down for repairs, and 55 employees are laid off.
- D. The employer is seeking additional funding and will lay off 70 employees if the funding falls through.

Answer: B

Explanation:

Section: Volume D

Explanation/Reference:

Answer option C is correct.

The WARN Act requires employers to provide 60 days' notice when 500 employees or 33 percent of the workforce are laid off, and it requires the number to be counted over a period of 90 days. Five employees a week for 3 months is a total of 65 employees (5 employees times 13 weeks), which is 33 percent of the workforce. The three exceptions are the "faltering company exception" (A) when knowledge of a layoff will negatively impact the company's ability to obtain additional funding, the "unforeseeable business circumstance" (B) when unexpected circumstances occur, and the "natural disaster" (D) exception. See Chapter for more information.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

NEW QUESTION # 264

Which of the following strategies is used to connect executive performance to organizational objectives?

- A. Signing bonuses
- B. Customized benefits
- C. Golden parachute

- D. Stock options

Answer: D

Explanation:

Stock options (A) are a primary strategy used to connect executive performance to organizational objectives, particularly long-term financial performance and shareholder value. At the SPHR level, executive compensation is designed to align leaders' decisions with sustainable organizational success.

Stock options reward executives based on the organization's market performance over time, thereby encouraging strategic decision-making that supports growth, profitability, and competitiveness. Because the value of stock options increases only if the organization performs well, executives share in both risk and reward-creating strong alignment with organizational outcomes.

Signing bonuses (B) are short-term attraction tools and do not reinforce ongoing performance. Golden parachutes (C) provide severance protection and are unrelated to performance alignment. Customized benefits (D) may support retention but do not directly link executive behavior to organizational results.

SPHR exam content emphasizes pay-for-performance alignment, especially at senior leadership levels, where compensation structures influence strategic behavior. Long-term incentives such as stock options are central to executive rewards strategies because they reinforce accountability for sustained organizational success.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Total Rewards (executive compensation; incentive alignment).

* HRCI SPHR Study Guide - Long-term incentive plans and executive performance linkage.

NEW QUESTION # 265

A reduced FMLA leave schedule means which of the following?

Accurate records of time off are maintained.

The employee is absent from work multiple times for the same illness or injury.

The employee works fewer hours each day or week.

The employee's leave schedule is disruptive to the work schedule.

- A. The employee works fewer hours each day or week.
- B. Accurate records of time off are maintained.
- C. The employee is absent from work multiple times for the same illness or injury.
- D. The employee's leave schedule is disruptive to the work schedule.

Answer: A

Explanation:

Answer option C is correct. A reduced FMLA leave is one in which the employee's regular work schedule is reduced by some number of hours per day or days per week. An intermittent FMLA leave (B) is one in which an employee is absent from work multiple times for the same illness or injury. Disruption to the work schedule (D) is not a factor in the type of FMLA leave. Although accurate records of time off (A) should be maintained for all FMLA leaves, they are most critical for intermittent leaves. Chapter:

Compensation and Benefits Objective: Review Questions Top of Form

Bottom of Form

NEW QUESTION # 266

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