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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q204-Q209):

NEW QUESTION # 204

What plan captures and projects how human resources will contribute to achieving the organization's strategic plan?

- A. Change management plan
- **B. Human capital management plan**
- C. HR Staffing Plan
- D. Resource Development Plan

Answer: B

Explanation:

Section: Volume A

Explanation/Reference:

Answer option A is correct.

The human capital management plan is a plan created by HR to define how the HR department and staff will help the organization achieve its strategic goals.

Answer option B is incorrect. The HR Staffing Plan is not a valid plan for this question.

Answer option C is incorrect. The Resource Development Plan is an HR plan that describes the competency and skills improvement for the human capital in the organization.

Answer option D is incorrect. A change management plan describes the change and how the company may best overcome the challenges and risks the change presents.

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

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

Chapter: Business Management and Strategy

Objective: Strategy

NEW QUESTION # 205

Which of the following Supreme Court cases found that an employer can be held liable for the sexual harassment of its employees?

- A. Meritor Savings Bank v. Vinson
- **B. Burlington Industries v. Ellerth**
- C. Harris v. Forklift Systems
- D. Payne v. The Western & Atlantic Railroad Company

Answer: B

Explanation:

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: Employee and Labor Relations

Objective: Federal Employment Legislation

NEW QUESTION # 206

Your organization likes to use mediation rather than lawsuits to find amicable resolutions to issues and disputes. When mediation is required, there are several steps to the process. What step of the mediation process identifies alternative solutions to the problem?

- **A. Options**
- B. Structure
- C. Fact-finding
- D. Negotiating

Answer: A

Explanation:

Explanation/Reference:

Answer option A is correct.

There are six stages of mediation: structure, introductions, fact-finding, options, negotiating, and writing the agreement. The options stage identifies all possible alternative solutions to the problem.

Answer option B is incorrect. Fact-finding allows both sides to present their case and for the mediator to identify the facts.

Answer option C is incorrect. Negotiating helps the parties come to an agreement based on the identified options.

Answer option D is incorrect. Structure describes how and when the mediation process will occur.

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: Employee and Labor Relations

Objective: Dispute Resolution

NEW QUESTION # 207

The first step in implementing a pay-for-performance system is to:

- A. Determine the amounts to be paid for achievement
- B. Negotiate the annual appraisal plan
- C. Establish mutually accepted standards
- **D. Establish the expected results**

Answer: D

Explanation:

Implementing a pay-for-performance system begins by clearly establishing expected results. This includes defining performance outcomes that are tied to organizational goals. Without clear targets, it's impossible to fairly measure or reward performance.

Extract from HRCI-aligned HR knowledge: Within the Total Rewards domain, SPHR guidance includes

"aligning pay with strategic objectives" and starting with the identification of business-critical outcomes before deciding payout levels.

Clear performance criteria ensure transparency, fairness, and accountability in compensation design.

NEW QUESTION # 208

OSHA has identified six standards that apply to almost all general industry employers. All of the following are standards as defined by OSHA that apply to employers except for which one?

- A. Exit routes standard
- **B. Equity pay standard**
- C. Fire safety standard
- D. Emergency action plan standard

Answer: B

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: Compensation and Benefits

Objective: Compensation

NEW QUESTION # 209

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