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## HRPA CHRP Knowledge Exam Sample Questions (Q122-Q127):

### NEW QUESTION # 122

Which of the following describes a mechanism to increase employee engagement by sharing the organization's earnings at the end of the year?

- A. Gain-sharing plan
- B. Production bonuses
- C. Stock option plan
- **D. Profit-sharing plan**

**Answer: D**

Explanation:

HRPA's Total Rewards guidance differentiates shared-success plans by what is being shared. Profit-sharing distributes a portion of the organization's profits/earnings, often on an annual basis, to employees—explicitly connecting employee contribution to year-end organizational results and thereby supporting engagement.

Production bonuses reward output levels, not earnings.

Stock options provide a right to purchase shares and are tied to market value appreciation, not necessarily current-year earnings distribution.

Gain-sharing shares productivity or cost-saving gains (unit/department level), not overall profits.

Reference (HRPA):

Professional Competency Framework - Total Rewards: distinguishing profit-sharing from gain-sharing and output bonuses.

HRPA Study Guide - Variable Pay: definitions and purposes of profit-sharing versus gain-sharing.

### NEW QUESTION # 123

According to the Harvard (also known as humanistic) Model of strategic HR management, which of the following key outcomes is emphasized to ensure the long-term success and well-being of employees?

- A. Conformity
- B. Cost-efficiency
- **C. Commitment**
- D. Competition

**Answer: C**

Explanation:

The Harvard Model of Strategic HR Management, also referred to as the humanistic model, is a foundational framework emphasizing the mutual relationship between employees and the organization. It promotes HR policies that balance organizational effectiveness with employee well-being.

According to the HRPA Human Resources Competency Framework (Functional Domain: Strategy), the model's primary HR outcomes include:

Commitment - developing employee loyalty and engagement

Competence - enhancing skills and capabilities

Congruence - ensuring alignment of goals between employees and management  
Cost-effectiveness - maintaining financial sustainability  
Among these, commitment is the most emphasized outcome to achieve both long-term organizational success and employee satisfaction.

Extract:

"The Harvard Model highlights employee commitment as central to sustainable performance, focusing on mutual gains for both the organization and its people." (HRPA Competency Framework - Strategy, CHRP Level, Key Competency: Align Human Capital Policies with Strategic Objectives) Option Analysis:

A: Cost-efficiency is an organizational goal but not the core humanistic outcome.

B: Correct - emphasizes employee engagement and loyalty.

C: Conformity contradicts the model's participative approach.

D: Competition relates to external market dynamics, not internal well-being.

Therefore, B. Commitment is the correct answer.

Verified Reference Summary:

HRPA Human Resources Competency Framework - Strategy

CHRP Knowledge Exam Blueprint - Strategic HR Models and Approaches

HRPA Exam Preparation Guide - Humanistic and Strategic HR Theories

#### NEW QUESTION # 124

Which of the following workplace accommodations involves assigning light duties and increasing job demands slowly until the employee is performing the full requirements of the pre-injury job?

- A. Support and sheltered work
- B. Light-duty work
- C. Gradual work exposure
- D. Work trials

**Answer: C**

Explanation:

HRPA's health and safety/return-to-work guidance describes gradual work exposure (graded/gradual return to work) as a structured accommodation in which an injured or ill employee is provided temporary light or modified duties and progressively increased hours or demands until the worker can meet the full pre-injury job requirements.

Light-duty work (C) is typically static modified work without the planned, step-up progression to full duties.

Work trials (A) test suitability/ability, not necessarily a graduated build to full demands.

Support and sheltered work (D) refers to specially supported roles that may remain permanently modified.

Reference (HRPA Framework/Study Guide):

HRPA Professional Competency Framework - Health, Wellness, and Safe Workplace (accommodation and return-to-work planning).

HRPA Study Guide - Disability Management/Return-to-Work (modified duties and graduated return-to-work plans).

#### NEW QUESTION # 125

An organization hires 100 sales employees, with an employee requirement ratio of 20 (i.e., \$20,000 per employee). The organization predicts that the total dollar value of sales will not change this year. If the organization wants to increase its employee requirement ratio to 25 (i.e., \$25,000 per employee), how many sales employees should be laid off?

- A. 0
- B. 1
- C. 2
- D. 3

**Answer: C**

Explanation:

HR planning uses productivity or "employee requirement" ratios (e.g., revenue per employee) to set staffing levels aligned with output targets. With sales held constant, the required headcount is calculated as:

Total sales ÷ Target dollars per employee.

Current total sales = 100 employees × \$20,000 = \$2,000,000.

Required employees at \$25,000 per employee = \$2,000,000 ÷ \$25,000 = 80.

Layoffs needed = 100 – 80 = 20.

This application reflects HRPA guidance on quantitative staffing techniques and ratio analysis to right-size headcount while maintaining output.

Reference (HRPA): Professional Competency Framework-Workforce Planning and Talent Management (use of forecasting techniques and ratio analysis); HRPA Study Guide-quantitative workforce planning (productivity ratios and headcount calculations).

#### NEW QUESTION # 126

What should a supervisor do after spotting a potentially hazardous substance in the workplace?

- A. Ensure workers comply with occupational health and safety regulations

- **B. Take reasonable precautions to ensure the protection of the workers**
- C. Instruct workers to continue working until the hazard is confirmed
- D. Provide workers with written instructions about safety precautions

**Answer: B**

Explanation:

Within the HRP Human Resources Competency Framework (Functional Domain: Health, Wellness, and Safe Workplace), HR professionals must ensure that supervisors fulfill their legal obligations under Ontario's Occupational Health and Safety Act (OHSA). Under Section 27 of the OHSA, supervisors have a statutory duty to take every reasonable precaution in the circumstances for the protection of workers. This responsibility applies immediately when a potential hazard-such as an unidentified or hazardous substance-is detected in the workplace.

Extract:

"Supervisors shall take every precaution reasonable in the circumstances for the protection of a worker." (Ontario Occupational Health and Safety Act, Section 27(2)(c)) Additionally, the HRP Competency Framework reinforces that HR professionals must ensure organizational compliance with health and safety legislation and promote a proactive safety culture:

"HR professionals ensure supervisors act promptly to identify, assess, and control hazards, upholding legislative responsibilities for worker protection." (HRP Competency Framework - Health, Wellness, and Safe Workplace, CHRP Level, Key Competency: Promote Compliance with Health and Safety Legislation) Analysis of Options:

A . Take reasonable precautions to ensure the protection of the workers:

Correct - this reflects the supervisor's legal duty under the OHSA.

B . Provide workers with written instructions:

Important, but secondary to immediate hazard mitigation.

C . Instruct workers to continue working until the hazard is confirmed:

Incorrect - contradicts the "precautionary principle" required by law.

D . Ensure workers comply with OHSA:

A general supervisory duty, but does not address the immediate hazard response.

Therefore, the correct answer is A. Take reasonable precautions to ensure the protection of the workers, as this fulfills the supervisor's immediate legal obligation under Ontario's OHSA and aligns with HRP's health and safety competency standards.

Verified Reference Summary:

HRP Human Resources Competency Framework - Functional Domain: Health, Wellness, and Safe Workplace CHRP

Knowledge Exam Blueprint (HRP, Ontario) Ontario Occupational Health and Safety Act, R.S.O. 1990, c. O.1, Section 27(2)(c)

HRP Exam Preparation Guide - Health and Safety Compliance and Supervisor Responsibilities

## NEW QUESTION # 127

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