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## **HRCI The Professional in Human Resources (SPHR) Sample Questions (Q129-Q134):**

### **NEW QUESTION # 129**

What is the primary challenge HR leaders will continue to face as new technologies emerge?

- A. Limited customization of cloud solutions
- B. Recruiting costs and engagement
- **C. Data security and management**

**Answer: C**

Explanation:

As HR technologies grow in complexity (e.g., HRIS, AI, analytics), the risks tied to data privacy, cybersecurity, and regulatory compliance grow as well. This requires HR to manage confidentiality, consent, and ethical data use.

Extract from HRCI-aligned HR knowledge (Leadership and Strategy):

SPHR professionals must "align HR technology strategies with organizational needs, while mitigating data governance risks." Data privacy laws (like GDPR, HIPAA, and state regulations) are growing concerns in digital HR ecosystems.

### **NEW QUESTION # 130**

Which of the following acts requires federal contractors or subcontractors with contracts of \$25,000 or more to list all non-senior management job openings with state employment agencies?

- A. The Rehabilitation Act of 1973
- B. Executive Order 11375
- C. Executive Order 11246
- **D. The Vietnam Era Veterans' Readjustment Assistance Act of 1974**

**Answer: D**

Explanation:

Section: Volume F

Explanation/Reference:

Answer option B is correct.

State employment agencies are required under VEVRAA to give priority to Vietnam-era veterans when providing referrals to job openings. The act further requires that contractors and subcontractors meeting certain criteria list all job openings with these same state agencies. The Rehabilitation Act of 1973 prohibits discrimination against veterans of the US armed services, and the executive orders prohibit discrimination in employment by federal contractors, sub-contractors and the government.

Chapter: Workforce Planning and Employment

Objective: Review Questions

### **NEW QUESTION # 131**

There are four factors that contribute to an engaged workforce. Which of the following is NOT one of the four factors that will contribute to an engaged workforce?

- A. Identify the best fit for the employee.
- B. Clearly establish desired results.
- **C. Look for key performance metrics when hiring new talent.**
- D. Concentrate on individual employee strengths.

**Answer: C**

Explanation:

Explanation/Reference:

Answer option A is correct.

The four factors that will contribute to an engaged workforce does not include looking for key performance metrics when hiring new

talent. The correct fourth aspect of an engaged workforce is to look for talent as well as knowledge, skills, and abilities, when selecting employees.

Answer options B, C, and D are incorrect. Each of these is one of the four factors that contribute to an engaged workforce.

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: Organizations

#### NEW QUESTION # 132

Which of the following organizational structures is characterized by networks instead of traditional hierarchies?

- A. Seamless organization
- B. Matrix organization
- C. Flat organization
- D. Geographic organization

**Answer: A**

Explanation:

Answer option A is correct. A seamless organization replaces traditional hierarchies with networks designed to enhance communication and creativity. These networks are made possible by advanced technology that allows employees to connect from anywhere in the world. See Chapters 2 and 3 for more information. Chapter: Core Knowledge Requirements for HR Professionals  
Objective: Organizational Structures

#### NEW QUESTION # 133

An employee has come forward with an allegation of quid pro quo harassment by her supervisor. As the HR manager, you are responsible for investigating the complaint. The supervisor in question is someone with whom you have become quite friendly. In this case, who is the best person to conduct the investigation?

- A. The direct manager of the accused supervisor
- B. A third-party investigator
- C. You
- D. The corporate attorney

**Answer: B**

Explanation:

Explanation/Reference:

Answer option D is correct.

In this case, the organization will be best served by a third-party investigator. The most important consideration in an investigation of sexual harassment is that the investigator is seen as credible and impartial. Because you have become friendly with the accused, it will be difficult to maintain impartiality during an investigation. While the corporate attorney (B) may be selected to conduct investigations, this solution can lead to conflict-of-interest issues. The direct manager of the accused supervisor (C) may not be viewed as impartial by the accuser or by regulatory agencies. See Chapters 2 and 8 for more information.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

#### NEW QUESTION # 134

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