



HRCI SPHR Practice Questions

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Question 1

Question Type: MultipleChoice

The most important reason for HR to support social responsibility activities is to:

Options:

- A- Identify organizational philanthropic endeavors
- B- Create a positive organizational brand
- C- Influence legislation
- D- Ensure governmental compliance

Answer:

B

Explanation:

A strategic CSR program improves the organization's reputation as an ethical employer, strengthens brand equity, and attracts values-aligned talent. This is especially impactful in competitive labor markets.

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

SPHR-level guidance includes "integrating CSR with employer branding and talent strategy." CSR builds employer reputation, aligns with stakeholder values, and is a competitive advantage in global talent acquisition.

Question 2

Question Type: MultipleChoice

The most effective talent management strategy in the growth phase of an organization's lifecycle is to:

Options:

- A- Attract candidates with critical skill sets
- B- Resolve employee complaints

- C- Strengthen total rewards offerings
- D- Encourage employee advancement

Answer:

A

Explanation:

In the growth phase, talent management is focused on quickly scaling up. This means securing the hard-to-find skills that will enable innovation, product development, or market expansion.

Extract from HRCI-aligned HR knowledge (Talent Planning and Acquisition):

SPHR professionals are taught to "align talent strategies with the organization's life cycle stage." During growth, HR must prioritize recruitment of specialized skills and talent acquisition speed over long-term development.

Question 3

Question Type: MultipleChoice

Which is the best starting point for identifying risk management needs?

Options:

- A- Conduct employee surveys to assess organizational culture.
- B- Complete an audit to assess current compliance status.
- C- Review OSHA Form 300 to obtain required quality standards.
- D- Survey competitors to learn their responses to similar challenges.

Answer:

B

Explanation:

The best starting point for identifying risk management needs is to complete an audit to assess current compliance status (B). At the SPHR level, risk management begins with understanding where the organization is exposed to legal, regulatory, operational, and financial risk.

A compliance audit provides a structured, objective review of policies, practices, and controls against applicable laws and regulations. It helps identify gaps, noncompliance issues, and areas of heightened risk that require immediate attention. Without this baseline, risk management efforts lack focus and prioritization.

Employee surveys (A) may reveal cultural or engagement risks but are not sufficient as a starting point. Reviewing OSHA Form 300 (C) is too narrow and limited to safety incidents. Surveying competitors (D) may provide benchmarking insight but does not assess the organization's actual risk exposure.

SPHR exam content stresses that effective risk management is proactive and systematic, beginning with internal assessment rather than external comparison. HR plays a key role by identifying people-related risks and ensuring compliance processes are in place before issues escalate.

HRCI SPHR Exam Content Outline --- Functional Area: Leadership and Strategy (risk management; compliance assessment).

HRCI SPHR Study Guide --- Risk identification and audit practices.

Question 4

Question Type: MultipleChoice

(Corrected Question for Clarity and SPHR Alignment)

When using employment or skills tests, HR should:

Options:

- A- Use the test for skills assessments.
- B- Avoid using the test for all positions.
- C- Use the test for performance reviews.
- D- Avoid using the test for leadership positions.

Answer:

B

Explanation:

HR should avoid using the test for all positions (B) because employment tests must be job-related and consistent with business necessity. At the SPHR level, improper or overly broad test

usage increases legal risk and undermines selection validity.

Best practice---and SPHR exam guidance---requires that tests be used only for positions where they are demonstrably relevant to essential job functions. Universal application without validation may result in adverse impact or noncompliance with equal employment opportunity principles.

Using tests for performance reviews (C) is inappropriate because most employment tests are designed to predict future performance, not evaluate past results. Avoiding tests for leadership positions (D) is incorrect; leadership assessments are commonly used when properly validated. Using tests for skills assessments (A) may be appropriate, but only when job-related.

This question reinforces SPHR principles of selection validity, fairness, and defensibility in staffing practices.

HRCI SPHR Exam Content Outline --- Functional Area: Talent Planning and Acquisition (selection methods; assessment validity).

HRCI SPHR Study Guide --- Guidelines for lawful and effective employment testing.

Question 5

Question Type: MultipleChoice

Which is the best way to reduce the turnover of high-potential employees?

Options:

- A- Analyze potential career paths
- B- Implement development programs
- C- Develop mentorship opportunities
- D- Evaluate exit interview responses

Answer:

B

Explanation:

Comprehensive and Detailed Explanation:

High-potential employees leave if they don't see growth. Development programs (leadership training, stretch assignments) provide purpose and progress, keeping them invested in the

company.

SPHR-level retention planning focuses on accelerated development paths for top talent to prevent disengagement and flight risk.

Question 6

Question Type: MultipleChoice

An organization with a collective bargaining unit is proposing changes in the way that supplemental unemployment benefits are administered. Which of the following is a main participant in the discussions on the proposed changes?

Options:

- A- Department of Labor (DOL)
- B- Union official
- C- Corporate counsel
- D- Federal lawmakers

Answer:

B

Explanation:

When an organization has a collective bargaining unit, any proposed changes to terms or conditions of employment that affect represented employees must be negotiated with the employees' exclusive bargaining representative. In this scenario, supplemental unemployment benefits are a form of compensation and benefits and are therefore a mandatory subject of bargaining. As a result, the union official (B) is the primary participant in discussions regarding the proposed changes.

SPHR-level HR knowledge emphasizes that employers may not unilaterally modify mandatory bargaining subjects without negotiating in good faith with the union. Supplemental unemployment benefits directly impact employees' economic security and are typically addressed within the collective bargaining agreement (CBA). Union officials represent employees' interests and have legal standing to negotiate, accept, or reject proposed changes.

While corporate counsel (C) may advise management behind the scenes on legal risk, strategy, and compliance, they are not the primary bargaining participant. The Department of Labor (A) does not participate in collective bargaining discussions unless there is a regulatory or enforcement issue. Federal lawmakers (D) play no role in individual employer--union

negotiations.

This question reinforces a core SPHR concept: the duty to bargain in good faith. HR leaders must clearly understand who has authority at the bargaining table and ensure that negotiations are conducted through appropriate channels to avoid unfair labor practice charges.

HRCI SPHR Exam Content Outline --- Functional Area: Employee Relations and Engagement (collective bargaining; mandatory subjects of bargaining; duty to bargain).

HRCI SPHR Study Guide --- Roles and responsibilities in union--management negotiations.

Question 7

Question Type: MultipleChoice

Data to be benchmarked must:

Options:

- A- reflect a clear values statement.
- B- be measurable and realistic.
- C- include indicators of past performance.
- D- identify feasible alternatives.

Answer:

B

Explanation:

Benchmarking data must be measurable and realistic (B) to be meaningful and actionable. At the SPHR level, benchmarking is a decision-support tool used to compare organizational performance, practices, or outcomes against relevant peers or standards. If data cannot be consistently measured or is not grounded in operational reality, comparisons become misleading and undermine credibility.

Measurable data ensures that benchmarks are based on objective, quantifiable indicators rather than perceptions or aspirational statements. Realistic data reflects comparable organizations, industries, sizes, and labor markets, allowing leaders to draw valid conclusions and make informed decisions.

Values statements (A) guide culture but are not benchmarking inputs. Past performance indicators (C) may be included, but benchmarking often focuses on current or target-state

comparisons. Identifying feasible alternatives (D) is an outcome of benchmarking, not a requirement of the data itself.

SPHR exam content emphasizes that effective benchmarking depends on data integrity, comparability, and relevance. HR credibility is strengthened when benchmark data supports sound analysis and defensible recommendations.

HRCI SPHR Exam Content Outline --- Functional Area: Leadership and Strategy (benchmarking; analytics).

HRCI SPHR Study Guide --- Data standards for effective benchmarking.

Question 8

Question Type: MultipleChoice

HR can best help an organization increase its competitive edge by:

Options:

- A- Locating a more diverse candidate pool
- B- Assessing the value of training programs
- C- Promoting the importance of intangible assets

Answer:

C

Explanation:

Intangible assets like culture, leadership, brand, and intellectual capital are often overlooked but are central to differentiation and long-term success.

SPHR professionals contribute by "elevating the visibility and valuation of organizational culture, innovation capacity, and leadership pipeline" as strategic assets.

Question 9

Question Type: MultipleChoice

Following an incident of workplace violence, an HR manager's best response is to:

Options:

- A- draft a statement for public release.
- B- report to shareholders and answer questions.
- C- express concern and reassure the workforce.

Answer:

C

Explanation:

Following an incident of workplace violence, the HR manager's best immediate response is to express concern and reassure the workforce (C). At the SPHR level, crisis response prioritizes employee safety, emotional well-being, and trust.

Employees affected by workplace violence may experience fear, anxiety, and uncertainty. Prompt communication that acknowledges the incident, expresses empathy, and reassures employees that their safety is a priority helps stabilize the organization and reduce misinformation.

Drafting public statements (A) and reporting to shareholders (B) may be necessary later, but they are not the HR manager's first responsibility. HR's primary role is internal---supporting employees, coordinating with leadership, and reinforcing safety measures.

SPHR exam content stresses that effective crisis response begins with human-centered leadership, transparent communication, and visible concern for employees before external messaging or financial considerations.

HRCI SPHR Exam Content Outline --- Functional Area: Employee Relations and Engagement (workplace safety; crisis response).

HRCI SPHR Study Guide --- HR response to workplace violence and critical incidents.

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