

# Senior Professional in Human Resources (SPHR) Certification Practice Exam (Sample)

## Study Guide



**Everything you need from our exam experts!**

**Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.**

**ALL RIGHTS RESERVED.**

**No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.**

**Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.**

**SAMPLE**

# Table of Contents

<b>Copyright</b> .....	<b>1</b>
<b>Table of Contents</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>3</b>
<b>How to Use This Guide</b> .....	<b>4</b>
<b>Questions</b> .....	<b>5</b>
<b>Answers</b> .....	<b>8</b>
<b>Explanations</b> .....	<b>10</b>
<b>Next Steps</b> .....	<b>16</b>

# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

- 1. What is the term for the delineation of various responsibilities within a department?**
  - A. A. Span of control**
  - B. B. Division of labor**
  - C. C. Job sharing**
  - D. D. Team structure**
- 2. Which HR tool is the first step in predicting success in a job role?**
  - A. Job analysis**
  - B. Job specifications**
  - C. Job descriptions**
  - D. Job evaluation**
- 3. What is the purpose of including a disclaimer in an employee handbook stating it is not a contract?**
  - A. Employee rights**
  - B. Employer rights**
  - C. Employment at will**
  - D. The public policy exception**
- 4. A cost-of-living pay adjustment exemplifies which type of compensation strategy?**
  - A. Quartile**
  - B. Entitlement**
  - C. Performance**
  - D. Equity**
- 5. Which two job characteristics foster a sense of ownership in employees?**
  - A. Task significance and autonomy**
  - B. Autonomy and feedback**
  - C. Skill variety and task identity**
  - D. Task significance and feedback**

- 6. What is the purpose of laws that forbid employers from asking about applicants' prior salary history?**
- A. To uphold anti-harassment standards**
  - B. To ensure compliance with wage laws**
  - C. To promote pay equity**
  - D. To establish anti-discrimination measures**
- 7. Which should be avoided when addressing attendance issues with an employee?**
- A. Data analysis of attendance**
  - B. Engaging in one-on-one discussions**
  - C. Procuring documentation**
  - D. Proceeding directly to disciplinary measures**
- 8. Why are employers shifting to health insurance captives?**
- A. It can control costs of health insurance.**
  - B. It allows employers to purchase stop-loss insurance for larger claims.**
  - C. Claims data is more controlled and thus utilized to make decisions about benefits.**
  - D. All of the above**
- 9. What aspect do return-to-work programs primarily focus on for injured workers?**
- A. Legal compliance**
  - B. Employee empowerment**
  - C. Cost reduction**
  - D. Job reallocation**
- 10. Employee behavior is influenced by which perception of their wages?**
- A. If they are paid fairly compared to others**
  - B. If they can live comfortably on their wage**
  - C. If they earn more than in previous jobs**
  - D. If they can negotiate future pay increases**



## **Answers**

SAMPLE

1. B
2. A
3. C
4. B
5. B
6. C
7. D
8. D
9. B
10. D

SAMPLE

## **Explanations**

SAMPLE

**1. What is the term for the delineation of various responsibilities within a department?**

**A. A. Span of control**

**B. B. Division of labor**

**C. C. Job sharing**

**D. D. Team structure**

The term that refers to the delineation of various responsibilities within a department is known as the division of labor. This concept involves assigning specific tasks and responsibilities to individuals or teams to ensure efficiency and clarity in operations. By clearly defining who is responsible for what within a department, organizations can enhance productivity, avoid confusion, and ensure that all necessary functions are fulfilled by the appropriate personnel. In contrast, the other concepts mentioned have different meanings. Span of control refers to the number of subordinates that a manager can effectively oversee, which is more about leadership structure rather than task assignment. Job sharing involves two or more employees sharing a single job role, which can lead to flexibility but not necessarily a clear delineation of responsibilities across a department. Team structure refers to how a team is organized and how team members interact, which can be broader than the specific allocation of tasks typical in a division of labor scenario. Thus, the division of labor is the most accurate term in this context.

**2. Which HR tool is the first step in predicting success in a job role?**

**A. Job analysis**

**B. Job specifications**

**C. Job descriptions**

**D. Job evaluation**

The first step in predicting success in a job role is job analysis. This process involves systematically gathering and analyzing information about the tasks, responsibilities, and skills required for a specific job. It serves as the foundation for various HR functions, including recruitment, selection, performance evaluation, and training. When conducting a job analysis, HR professionals gather data through various methods such as interviews, surveys, and observation. The insights gained from a thorough job analysis allow organizations to develop accurate job descriptions and specifications, which in turn help in identifying the necessary qualifications and experience required for the role. Effective job analysis leads to a better understanding of what makes a candidate successful in that particular position, ultimately aiding in establishing predictive criteria for hiring and performance evaluations. Other options like job specifications and job descriptions build upon the foundation established by job analysis. Job specifications outline the qualifications and skills necessary to perform specific tasks, while job descriptions provide a summary of the job role itself. Job evaluation, on the other hand, is a process used to assess the relative worth of jobs within an organization for compensation purposes but does not directly predict success in a job role. Thus, job analysis is critical in laying the groundwork for understanding job success factors.

**3. What is the purpose of including a disclaimer in an employee handbook stating it is not a contract?**

- A. Employee rights
- B. Employer rights
- C. Employment at will**
- D. The public policy exception

Including a disclaimer in an employee handbook stating that it is not a contract serves to clarify that the employment relationship is based on the doctrine of employment at will. This means that both the employer and the employee have the right to terminate the employment at any time, for any lawful reason, or even for no reason at all, without prior notice. By specifying that the handbook does not constitute a binding contract, the disclaimer ensures that employees understand their employment status is not guaranteed and that the terms outlined in the handbook do not create enforceable rights or obligations. This provides flexibility to the employer to modify policies and procedures as needed without being constrained by contractual obligations that could arise from the handbook's provisions. This understanding is critical for both parties, as it reinforces the employer's ability to manage employment relationships dynamically and maintains clarity on the expectations and rights associated with employment.

**4. A cost-of-living pay adjustment exemplifies which type of compensation strategy?**

- A. Quartile
- B. Entitlement**
- C. Performance
- D. Equity

A cost-of-living pay adjustment is a strategy that ensures employee salaries keep pace with inflation and the increasing cost of living. This approach is often viewed as an entitlement because it is a guaranteed increase designed to maintain employees' purchasing power, independent of individual performance metrics. When a cost-of-living adjustment is enacted, it typically applies across the board to all eligible employees, recognizing that their basic financial needs may shift due to external economic factors. This principle aligns with the entitlement strategy, where compensation increases are based on factors such as tenure or cost of living, rather than performance or productivity. In contrast, other strategies like performance-based compensation focus on rewarding individual or team achievements and contributions, whereas equity strategies pertain to ensuring fair pay among employees performing similar work. Quartile strategies relate to how salaries are positioned relative to market pay ranges. Therefore, understanding these distinctions illustrates why a cost-of-living adjustment aligns with entitlement rather than with performance, equity, or quartile strategies.

**5. Which two job characteristics foster a sense of ownership in employees?**

- A. Task significance and autonomy**
- B. Autonomy and feedback**
- C. Skill variety and task identity**
- D. Task significance and feedback**

The correct response is based on the understanding that autonomy and feedback are pivotal in fostering a sense of ownership among employees. Autonomy refers to the degree of freedom, independence, and discretion an employee has in carrying out their job. When employees have the liberty to make choices and take decisions regarding their work processes and methods, they feel more invested in their tasks, which leads to a stronger sense of ownership. Feedback, on the other hand, involves receiving information about performance. Constructive feedback helps employees understand how their contributions impact the organization and leads to growth and improvement. When employees regularly receive feedback, they can gauge their performance and recognize their value within the team, enhancing their commitment and connection to their work. Together, autonomy and feedback empower employees, making them feel responsible for their outputs and affirming their role within the organization, thereby nurturing a profound sense of ownership.

**6. What is the purpose of laws that forbid employers from asking about applicants' prior salary history?**

- A. To uphold anti-harassment standards**
- B. To ensure compliance with wage laws**
- C. To promote pay equity**
- D. To establish anti-discrimination measures**

The primary purpose of laws that prohibit employers from inquiring about an applicant's prior salary history is to promote pay equity. This legislative approach seeks to address and reduce wage disparities that often exist based on gender, race, or other factors. By eliminating the consideration of prior salary in hiring decisions, the intent is to encourage employers to establish salaries based on the value of the position and the candidate's qualifications rather than their previous earnings, which may have been influenced by discriminatory practices. Promoting pay equity is a proactive measure aimed at ensuring that all individuals are compensated fairly for their work without being penalized by historical salary inequities. It helps create a more level playing field, affording all applicants, regardless of background, an opportunity to negotiate salaries based on their skills and experience instead of their past compensation. This not only enhances fairness but can also contribute to broader efforts in advancing equality in the workplace.

**7. Which should be avoided when addressing attendance issues with an employee?**

- A. Data analysis of attendance**
- B. Engaging in one-on-one discussions**
- C. Procuring documentation**
- D. Proceeding directly to disciplinary measures**

When addressing attendance issues with an employee, it is essential to approach the situation thoughtfully and methodically. Proceeding directly to disciplinary measures should be avoided because it may escalate the situation without giving the employee a chance to explain their circumstances or address any underlying issues affecting their attendance. Taking immediate disciplinary action can create a negative atmosphere and may not allow for an open dialogue. Instead, it is crucial to engage in discussions with the employee to understand their situation better. This approach promotes a more constructive resolution and can help to identify any support the organization can provide to improve attendance. Moreover, before considering disciplinary action, it is beneficial to analyze attendance data and procure necessary documentation to ensure that any decisions made are fair and justified. This allows for a fact-based understanding of the employee's patterns and behaviors, fostering a more effective discussion and potential solutions. Ultimately, addressing attendance issues should involve a process that prioritizes communication and understanding rather than jumping straight to penalties.

**8. Why are employers shifting to health insurance captives?**

- A. It can control costs of health insurance.**
- B. It allows employers to purchase stop-loss insurance for larger claims.**
- C. Claims data is more controlled and thus utilized to make decisions about benefits.**
- D. All of the above**

Employers are increasingly shifting to health insurance captives due to several interrelated benefits that captives provide. A primary reason is the ability to control costs of health insurance. By pooling resources with other employers within a captive, organizations can share risk and leverage collective purchasing power, which often leads to reduced premium costs over time. Moreover, captives allow employers to purchase stop-loss insurance for larger claims, meaning that if a single employee's claims exceed a certain threshold, the captive can protect the employer from excessive financial loss. This aspect of captives helps manage the financial risk associated with high-cost healthcare claims, making it a more sustainable option for employers. Additionally, having a captive insurance arrangement means that employers have more control over claims data. This access allows them to analyze this data more effectively and use it to make informed decisions about benefits and health management strategies tailored to their workforce. This data-driven approach enables employers to identify trends and implement programs aimed at improving employee health and reducing overall costs. Thus, the combination of cost control, risk management through stop-loss insurance, and better utilization of claims data highlights why captives have become an attractive option for employers looking to enhance their health insurance offerings and manage their healthcare expenditures more effectively.

**9. What aspect do return-to-work programs primarily focus on for injured workers?**

- A. Legal compliance**
- B. Employee empowerment**
- C. Cost reduction**
- D. Job reallocation**

Return-to-work programs primarily focus on employee empowerment for injured workers. These programs are designed to facilitate a smooth transition back to the workplace after an injury, helping employees regain their confidence and skills while also ensuring they feel supported during their recovery. By empowering injured workers, these programs promote a sense of control over their rehabilitation process and reintegration into the workplace. This empowerment can enhance their motivation and commitment, leading to better outcomes not only for the employees themselves but also for the organization, as it fosters a supportive workplace culture. While other aspects like legal compliance, cost reduction, and job reallocation may play roles in return-to-work programs, the core mission is to prioritize the employee's needs and facilitate their recovery journey, which strongly aligns with the principle of empowerment.

**10. Employee behavior is influenced by which perception of their wages?**

- A. If they are paid fairly compared to others**
- B. If they can live comfortably on their wage**
- C. If they earn more than in previous jobs**
- D. If they can negotiate future pay increases**

The correct answer focuses on how employees perceive their wages in the context of their ability to negotiate future pay increases. This perception significantly influences employee behavior because it relates to their sense of control and empowerment within the organization. When employees believe they have the capability to negotiate their pay effectively, it can lead to increased job satisfaction, motivation, and engagement. This sense of agency not only affects their attitude toward their current role but also fosters a proactive approach to their career advancement. Perceptions about negotiating future pay increases can also impact how employees view their current wage in relation to their overall worth in the market. If they feel confident in their ability to negotiate, they may evaluate their current compensation more favorably, leading to greater loyalty to the organization and reduced turnover. This option contrasts with other perceptions, such as fairness compared to others, living comfortably on their wage, or earnings relative to previous jobs. While these perceptions are indeed important, they are more static evaluations of wage satisfaction rather than dynamic perceptions that can lead to active changes in behavior, such as seeking promotions or improved performance to leverage for future negotiations. Hence, the ability to negotiate future pay increases is a crucial factor in shaping an employee's behavior and engagement within the workplace.



## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://sphr.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**