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SHRM Senior Certified Professional (SHRM-SCP) Sample Questions (Q180-Q185):

NEW QUESTION # 180

A newly hired chief human resource officer (CHRO) discovers a flaw in the time-keeping policy that allows senior executives to receive full salaries and benefits without working the expected full-time hours. The CHRO reviews corporate data and identifies three senior executives in the sales department who regularly worked half the expected full-time hours for the past two years. The CHRO also discovers that the sales department has the lowest levels of employee engagement and morale across the corporation. However, the CHRO knows these three senior executives have been with the corporation for over a decade and have established strong alliances with the CEO. The CHRO presents the issue to the CEO and learns the CEO was unaware of the flaw in the policy. The CHRO and CEO agree to discuss the issue during the next executive team meeting.

During the executive team meeting, the sales department senior executives make allegations about the CHRO's professional qualifications that the CHRO knows are false. Which action should the CHRO take?

- A. State that the allegations made by the sales department senior executives are not true.
- B. Invite the sales department senior executives to meet with the CHRO after the executive team meeting to discuss the allegations.
- C. Request that the sales department senior executives provide tangible evidence that supports the allegations.
- D. Advise the sales department senior executives to behave in a professional manner.

Answer: A

Explanation:
* Addressing Allegations:
* Professional Response: Calmly and clearly state that the allegations are not true to maintain professionalism.
* Clarity: This approach helps to refocus the discussion on the real issue - the time-keeping policy flaw.

NEW QUESTION # 181

After you provide the stand-up desk to the CSR, another employee complains about unfair treatment. He/she would like a stand-up desk as well, not for disability reasons, but for health and wellness. There may be budget to purchase two to three more stand-up desks but not for all five CSRs. How would you handle this request?

- A. Purchase the stand-up desk If anyone else asks for one, provide it as well until the budget isexhausted. Work to obtain more budget the following year to provide the desks to all five CSRs.
- B. Offer to help set it up if he/she purchases the equipment using his/her own money.
- C. Set up a program in which the highest-performing CSR of the quarter is awarded with a stand-up desk until the budget is exhausted.
- D. Explain that the reason the other CSR was given a stand-up desk was for a disability, and this was an accommodation under the Americans with Disabilities Act. For that reason, he/she will not be given one unless he/she too has a doctor,s note.

Answer: D

Explanation:
Employers should never divulge another employee's personal health information, even to justify the reason for an accommodation. Although the performance-based program is creative, an employee's comfort should not be dependent on how well he/she performs on the job. The best course of action in this case is to work to obtain a budget to eventually offer stand-up desks to all employees who sit for extended periods of time. This can be treated as a perk of the job and may end up preventing future health issues for employees.

NEW QUESTION # 182

A large retail company opens a distribution center directly across the street from a small competing firm's distribution center and posts a sign advertising open entry-level positions. The plant manager of the small firm notices that the sign indicates the advertised salary is higher than what the firm pays its entry-level employees.

The plant manager is concerned employees will leave the firm to seek work at the competing company. The plant manager notifies the HR manager of the pay differences and requests immediate pay matching for all entry-level employees. The HR manager sets up a meeting with the plant manager, compensation manager, and HR business partner to discuss the issue. They decide to increase base pay to match the competitor's base pay but only for a subset of entry-level roles identified as critical. They also decide to put the pay increase into effect immediately, and the HR manager agrees to monitor the situation over the next three months.

How should the HR manager analyze the impact of the pay increase on entry-level employees over the three-month period?

- A. Track online reviews about the company by employees and candidates.
- B. Administer a job satisfaction survey to compare responses of employees who satisfy their pay and those who did not.

- C. Set up interviews with entry-level employees to identify factors responsible for the retention of current employees.
- D. Track whether conversion rates from applicant to employee increase for entry-level positions.

Answer: B

Explanation:
* Administer a Job Satisfaction Survey:
* Purpose: To gather data directly from employees about their satisfaction levels with the new pay increase.
* Survey Design: Develop a survey with questions focused on job satisfaction, including specific items about pay satisfaction, motivation, and intention to stay with the company.
* Comparison: Compare the responses of employees who received the pay increase with those who did not to determine the impact of the pay increase on their overall job satisfaction.

NEW QUESTION # 183
The president of a large company is planning to retire soon. The president has been with the company for 40 years, the longest tenure of any employee in the company, and has been president for the last 10 years. In addition to replacing its top leader, the company is also in the midst of conducting strategic planning for the next three years. The HR director has been placed in charge of overseeing the selection and transition process for the new president and has organized a search committee consisting of external board members. The search committee has identified three internal candidates for the position and must move forward with the process of selecting one to be president.
The candidates for the position are all engineers with limited experience in business management. What is the best indicator that the candidates will be able to succeed in the position despite a lack of business background?

- A. Commitment to pursue an executive master's of business administration soon after assuming the position
- B. Consistently high ratings by colleagues on interpersonal skills
- C. Demonstrated success in making sound business decisions in recent positions
- D. Scoring highly on a competency-based managerial assessment of business skills

Answer: C

Explanation:
* Demonstrated Business Acumen:
* Importance: Successful business decision-making indicates that the candidates possess practical business acumen, which is crucial for the role of president.
* Evidence of Capability: Past success in business decisions reflects their ability to navigate complex business challenges and contribute to strategic goals.

NEW QUESTION # 184
A nonprofit health care facility conducts an engagement and culture survey, and the results indicate that employees throughout the organization believe leadership engages in favoritism by providing unequal opportunities for staff. General perceptions of the company's culture are poor, and many employees report intentions to leave their jobs. Several additional concerning findings are isolated to the philanthropic department, which is responsible for acquiring donors and securing charitable partnerships. Employees from this department report poor working relationships among staff, including gossiping and bullying among co-workers. Although the leadership team is aware of the poor working relationships in the philanthropic department, they have not asked the department director to address the issues because of the department's outstanding performance in recent years. However, after considering the recent survey results the leadership team decides to initiate a project to address the culture issues at the facility overall and within the philanthropy department specifically. The operations VP will oversee the project and ask an HR business partner (HRBP) to lead the project. The VP of operations requests that the HRBP collect additional survey data and conduct focus groups during the first phase of the project.
The philanthropy department director confides in the HRBP that behavioral issues with specific employees have not been addressed because the director prefers to avoid interpersonal confrontation. Which action should the HRBP take?

- A. Counsel the director on strategies for establishing effective interpersonal interactions with employees.
- B. Suggest that the director deliver the feedback in a written format.
- C. Ask the operations VP to approve a leadership development program for the leadership team.
- D. Gather peer feedback anonymously to help the director identity the causes of poor working relationships among employees.

Answer: A

Explanation:
Addressing interpersonal conflicts directly is crucial for improving workplace relationships and overall department performance. Here's the rationale:
* Skill Development: Counseling the director on effective interpersonal strategies can equip them with the necessary skills to address and manage conflicts, leading to a healthier work environment.
* Leadership Growth: This approach supports the director's growth as a leader by improving their ability to handle interpersonal issues proactively and constructively.
* Long-Term Solutions: By addressing the root causes of poor working relationships, this strategy can lead to long-term improvements in department culture and performance.
* Support and Guidance: Providing this support shows that the organization is invested in the director's development, which can enhance their engagement and effectiveness as a leader.
References:
* SHRM-SCP Exam Content Outline
* SHRM guidelines on leadership development and conflict resolution

NEW QUESTION # 185

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