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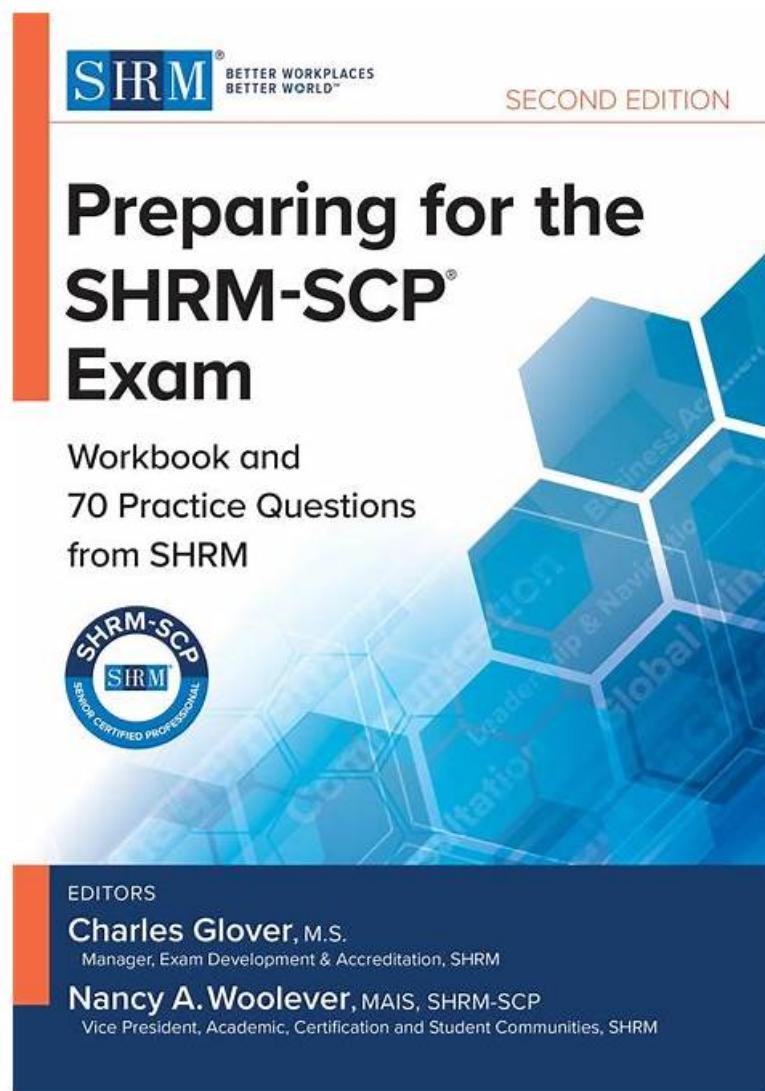
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SHRM Senior Certified Professional (SHRM-SCP) Sample Questions (Q231-Q236):

NEW QUESTION # 231
In a meeting with the executive team, the CEO lays out the revised second phase of the change initiative aligning their day-to-day business operations with the company's vision of becoming a leader in corporate sustainability. The CEO asks each department head how they will support the upcoming changes. What contribution can the CHRO make?

- A. Build a candidate pool focusing on candidates with experience in corporate sustainability.
- B. Implement changes within the HR team before they are rolled out to the rest of the company.
- C. Review the change proposal to streamline processes and remove any redundancies,
- D. Analyze the effects of the change initiative on employees and departments.

Answer: B

Explanation:
The CHRO displays the consultation competency by showing awareness how the HR team can best contribute to the successful implementation of the proposed changes. One responsibility of the HR department in managing change is to keep a pulse on the workforce and analyze the effects that the changes have on employees and departments. This allows the HR department to identify if there are additional training needs and to determine if there is effective communication to and from employees.

NEW QUESTION # 232
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.
What should the HR director do in order to decrease the likelihood of candidates not selected for the job becoming upset and leaving the company?

- A. Develop a career path and development plan for all candidates to ensure they have a reason to stay.
- B. Suggest that the board of directors restructure the organization in such a way that all candidates will get a new position.
- C. Suggest that the board of directors provide raises for all candidates regardless of whether they get the position.
- D. Meet with each candidate periodically to ensure they understand and are satisfied with the steps in the selection process.

Answer: A

Explanation:
* Career Development: Developing a career path and development plan for each candidate demonstrates the organization's commitment to their professional growth, reducing the likelihood of them leaving if not selected.
* Employee Retention: This approach helps retain talent by providing clear opportunities for advancement and personal development within the company, addressing potential feelings of disappointment or resentment.
* Transparency and Fairness: Clearly communicating development opportunities and career paths ensures transparency and fairness in the selection process, which can help mitigate negative reactions.
* Future Opportunities: By focusing on the long-term career growth of all candidates, the organization shows that it values their contributions and sees potential for their future roles, fostering a positive and supportive work environment.
References:
* SHRM, "Talent Management Strategies for Employee Retention," available at SHRM.org.
* SHRM, "Creating Effective Career Development Plans," available at SHRM.org.

NEW QUESTION # 233
The assistant manager has four trainees directly reporting to him. His trainees attend quarterly training seminars at the corporate of the and are asked to prepare for the next one by setting a professional goal. The assistant manager meets with each of them before the training to review the goals that they set. Which of the employees should the assistant manager encourage to change their goal?

- A. Employee B: My goal is to increase my add-on sales by 10% over the next three months,
- B. Employee A: My goal is to successfully complete the training program by September.
- C. Employee D: My goal is to double the store,s prof itability over the next six months.
- D. Employee C: My goal is to submit three employee referrals to talent acquisition before theend of the year.

Answer: C

Explanation:
According to the goal-setting motivation theory, goals need to be precise, clear, measurable, challenging, and attainable. The goals of employees A, B and C fit this criterion. Employee D's goal is not likely to be attainable by a trainee, and therefore the assistant manager should encourage him to rephrase the objective.

NEW QUESTION # 234
Another employee on the team has poor attendance. He/she always seems to be having one personal crisis after another, from personal medical conditions to taking care of family members to a sick dog. He/she is not private about any of these details and will share these ailments with anyone who will listen. How would you guide the supervisor to handle this employee?

- A. Facilitate a 360-degree performance evaluation for the entire team in hopes that feedbackfrom others on the team will help give the employee some self-awareness.
- B. Try your best to avoid discussing any personal issues in the workplace. Change the subjectwhen the employee begins to over share about his/her personal life and stick to talk aboutwork
- C. Meet with the employee privately and hear him/her out. Understand the issues he/she isfacing, and remain empathetic.
- D. Focus on the attendance issue. Hold the employee accountable for being late, and request adoctor,s note the next time he/she calls in sick

Answer: D

Explanation:
Although this employee may be going through a series of personal crises, its important to focus on his/her work performance and attendance issues. If the attendance issues are not addressed, they can have a negative impact on the others on the team.

NEW QUESTION # 235
An HR department at a midsize company hosts regular manager meetings to provide updates regarding company structure practices, and policies. During the recent meeting, the HR director notified all managers of the company's new code of conduct policy and plans for an upcoming training about the policy. The policy explicitly states that managers must not form personal relationships with their direct reports. The HR director explains that the policy was created because concerns about fairness related to promotions and rumors about favoritism were beginning to cause conflict within some departments. Some of the managers express that training is not necessary, but they all agree to attend it. A few days after the training, the HR director receives a complaint from an HR employee who claims to have seen a manager and one of the manager's direct reports at a restaurant. The HR director was already concerned about this manager's judgment because the manager approved a promotion for the same direct report even though the direct report has documented performance-related issues. The HR director discusses the issue with the manager. In response, the manager criticizes the new policy and insists the relationship did not impact the direct report's promotion recommendation. The manager also states that the training was unclear and that other managers have the same opinion.
Several employees heard of the manager's personal relationship with the direct report. They approach the HR director with concerns that the direct report may have been unfairly promoted. How should the HR director respond to these concerns?

- A. Tell the direct reports that the HR director will share their concerns with the leadership team.
  D Request that the direct reports stop spreading rumors about the promotion
- B. State that HR cannot disclose any information on the reasons for promotion at this time.
- C. Ask the direct reports to provide any evidence they may have that supports their suspicions.

Answer: A

Explanation:
* Acknowledge Concerns: The HR director should acknowledge the employees' concerns to show that their feedback is taken seriously. This helps in maintaining trust and transparency within the organization.
* Escalation to Leadership: By sharing the concerns with the leadership team, the HR director ensures that the issue is addressed at the highest level, which can help in making a fair and unbiased decision regarding the promotion.
* Policy Adherence: Addressing the concerns formally aligns with the company's code of conduct policy and demonstrates that the

HR department is committed to upholding ethical standards and fairness.
* Investigation and Action: Informing leadership allows for a thorough investigation into the matter, ensuring that any necessary actions are taken to rectify potential favoritism and maintain integrity in the promotion process.
References:
* SHRM, "Managing Workplace Investigations," available at SHRM.org.
* SHRM, "Promoting Fairness and Transparency in Promotion Processes," available at SHRM.org.

NEW QUESTION # 236

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