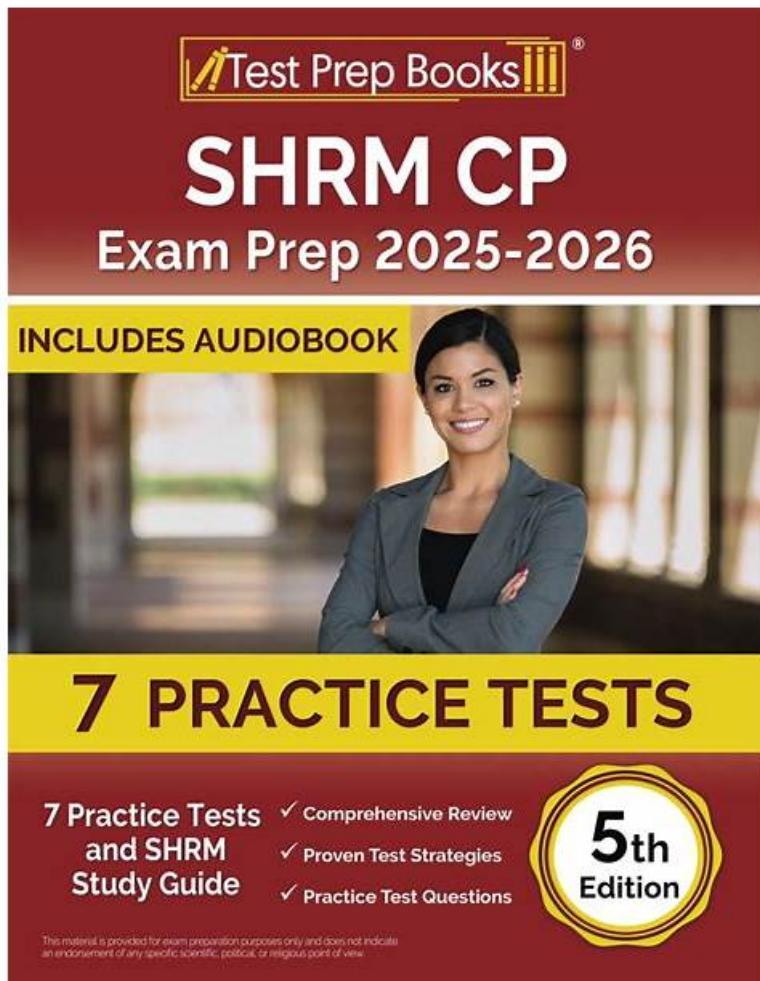


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## **SHRM Society for Human Resource Management Certified Professional Sample Questions (Q408-Q413):**

### **NEW QUESTION # 408**

During succession planning, a human resources professional may categorize employees as all of the following except:

- A. Employees who fulfill all of the requirements of the position
- B. Employees who are expected to or will be required to leave the position soon
- C. Employees who are ready for a new position on the company
- D. **No employee is necessary because the position is now obsolete**
- E. Employees who show indications that he or she is ready for a promotion

### **Answer: D**

Explanation:

Explanation: The process of succession planning requires that a human resources professional consider employees within their current positions. As a result, answer choice B falls outside the focus on employees within the positions and instead focuses on the position itself. This is not a part of succession planning. Answer choices A, C, D, and E all belong to the process of categorizing employees who are currently in positions within an organization.

### **NEW QUESTION # 409**

According to Edward E.

Lawler, the four elements of a highinvolvement organization are

- A. selection, maintenance, evaluation, and forecasting
- B. **power, information, knowledge, and rewards.**
- C. knowledge, communication, incentives, and evaluation.
- D. planning, execution, evaluation, and control.

### **Answer: B**

Explanation:

Explanation: According to Edward E.

Lawler, the four elements of a highinvolvement organization are power, information, knowledge and rewards. A highinvolvement organization is one in which employees are given the opportunity to arrange their work schedules and processes. In other words, employees have the power to determine their own daytoday activities. Of course, they are also responsible for results. In Lawler's system, a highinvolvement organization makes a wealth of information available to all employees, so that it can factor into their decisionmaking process. Similarly, a highinvolvement organization continuously tries to improve the employee knowledge base. Finally, in a highinvolvement organization, employees are paid based on their performance rather than seniority.

### **NEW QUESTION # 410**

The Immigration Reform and Control Act of 1986 was intended to accomplish four major purposes. Which of the following is not one of these purposes?

- A. **Require employers to weight hiring in favor of candidates who were already American citizens**
- B. Provide amnesty for agricultural workers who have worked in the United States for many years
- C. Make employers responsible for providing documentation to prove the legal immigration status of their employees
- D. Provide amnesty for all illegal immigrants that had been in the United States for at least four years

### **Answer: A**

Explanation:

Explanation: This answer choice is correct by virtue of being wrong: the Immigration Reform and Control Act does not require employees to favor American citizens in hiring. (In fact, this is more likely to be illegal, since the Title VII of the Civil Rights Act of 1964 makes it illegal to discriminate against someone based on national origin. That is a broad definition, but this particular activity could certainly fall within the category of Title VII prohibitions.) The Immigration Reform and Control Act does, however, afford the following: provide amnesty for all illegal immigrants that had been in the United States for at least four years, make employers responsible for providing documentation to prove the legal immigration status of their employees, and provide amnesty for agricultural workers who have worked in the United States for many years.

**NEW QUESTION # 411**

Which of the following is NOT an eligibility requirement for Trade Adjustment Assistance?

- A. Increased imports must have caused job loss.
- B. The employer's sales must have declined.
- **C. The employer's production must have increased.**
- D. Workers must have been laid off or had their hours and pay cut by at least 1/5.

**Answer: C**

Explanation:

Explanation: Increased production by the employer is not an eligibility requirement for Trade Adjustment Assistance. This program was established in 2002 to help those adversely affected by the rise in imported goods. If three or more workers from the same business meet the eligibility requirements, they may receive retraining and employment advice at federal centers.

**NEW QUESTION # 412**

Which metric compares the number of new employees to the total number of employees?

- A. succession rate
- B. turnover rate
- C. replacement rate
- **D. accession rate**

**Answer: D**

Explanation:

Explanation: The accession rate compares the number of new employees to the total number of employees. This metric indicates whether an organization is experiencing too much or too little turnover. Human resources departments use the accession rate to identify focus areas for their recruiting and retention efforts.

**NEW QUESTION # 413**

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## Objectives