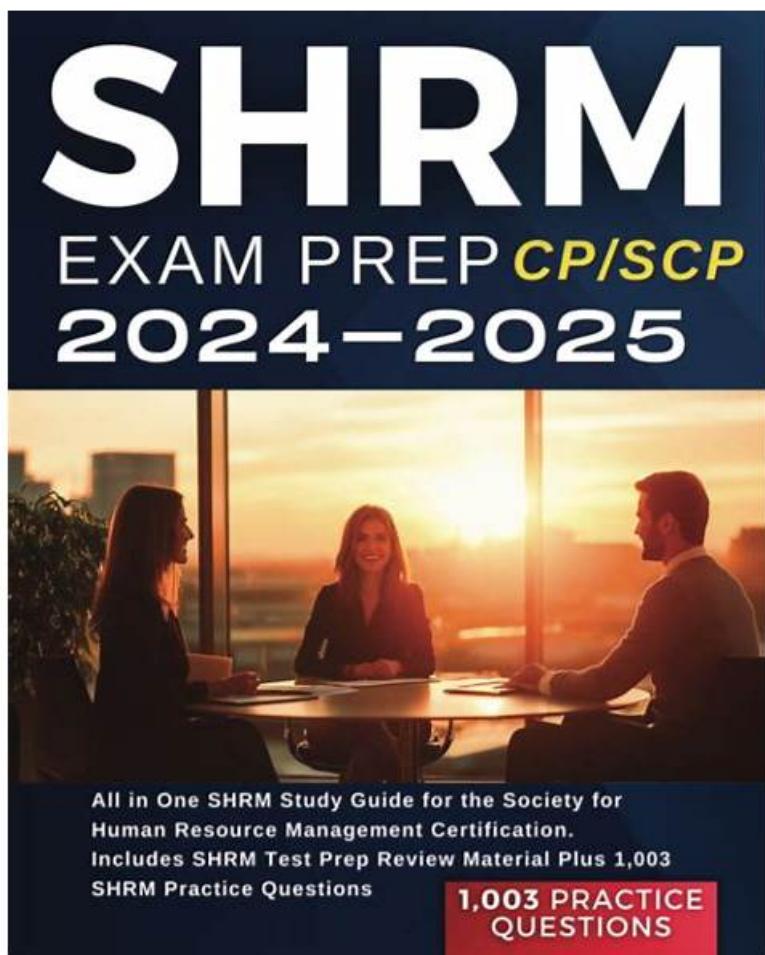


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SHRM Senior Certified Professional (SHRM-SCP) Sample Questions (Q21-Q26):

NEW QUESTION # 21

Reviewing the performance management reports has revealed managers selecting candidates for promotions based on personal similarities instead of on actual performance outcomes. Which of the following tools would be most helpful for tackling performance assessment criteria?

- A. Job analysis
- B. Workplace observations
- C. Employee survey
- D. Job evaluation

Answer: D

Explanation:

A job evaluation is used for assessing each position's relative worth to organizational outcomes. Job evaluations are critical tools to define what roles and responsibilities are of highest value to the organization. This data can then be utilized to design performance management processes and outcomes that are based on quality of work rather than personal similarities. Job analysis tools (A) can be useful for more accurately defining what a job actually does and how it functions within a team or organization but do not necessarily get to the root of responsibility value within the context of performance management. Workplace observations (B) and employee surveys (D) can be useful tools to better understand performance review priorities but are typically used within the job evaluation process rather than on their own as standalone tools.

NEW QUESTION # 22

How would you handle this situation?

A new father, who has not exhausted his Family and Medical Leave Act (FMLA) leave for the year, has requested the next 12 Fridays off to care for his new baby. He cites

"baby bonding time" under the FMLA law and feels that this intermittent leave qualifies. His supervisor has expressed the challenge this will present his department as they usually have a time-sensitive report to submit each Friday.

- A. Require that the employee uses vacation time or paid time off as this would not qualify for FMLA
- B. Decline the employee's request as this would clearly present a hardship on his department.
- C. Speak with the supervisor to see if other employees in the department would be able to work overtime on Fridays to cover the absence of this employee. If so, allow the request.
- D. Approve the employee's request as he still has Family and Medical Leave Act (FMLA) leave available.

Answer: B

Explanation:

Intermittent Family and Medical Leave Act (FMLA) leave is not mandated for baby bonding time; however, an employer may allow it. In this particular instance, it would present a hardship on the department, and asking others to work extra hours to fill in for this employee would likely be perceived as unfair.

NEW QUESTION # 23

What is the biggest disadvantage of having a remote workforce?

- A. Lack of communication between coworkers and employees and managers
- B. Possible safety and risk concerns for employees to hurt themselves away from the office
- C. Home-based employees being likely to encounter too many distractions and not being as efficient
- D. The possibility for employees to misrepresent their work time

Answer: C

Explanation:

Although the other options could be potential downsides of having a remote workforce, the biggest disadvantage is the impact on

communication and work relationships. Employees and managers must be more proactive in communication efforts with remote workers-a simple face- to-face chat is not an option.

NEW QUESTION # 24

A small organization recently hired a new CEO with a strong marketing background. The CEO establishes a new sales approach focused on expanding business opportunities through the creation of new products, which will be marketed and sold by the sales force. The CEO believes her effectiveness is impaired by having too many direct reports. The CEO meets with the CFO and HR director. They decide to reduce the CEO's number of direct reports to those most relevant to the CEO's vision for the organization. The remaining employees are reassigned to the CFO who already oversees a team of three. This change allows the CEO to more effectively focus on the vision HR releases a memo informing employees of the change in reporting structure.

The CFO proposes a plan to improve process efficiency within the organization and asks the HR director to implement it. Some employees dislike the plan and refuse to follow it. What should the HR director do?

- A. Focus on telling the employees about the benefits of implementing the plan.
- B. Conduct interviews with the employees who are refusing to follow the plan.
- **C. Hold a meeting with employees and listen to their concerns about the plan.**
- D. Invite the CFO to reinforce the need for employees to follow the plan.

Answer: C

Explanation:

* Employee Engagement: Holding a meeting allows the HR director to engage with employees directly, showing that their opinions and concerns are valued. This aligns with SHRM best practices for employee engagement and fostering an inclusive workplace culture.

* Understanding Concerns: By listening to employees' concerns, the HR director can better understand the reasons behind the resistance and identify any legitimate issues with the proposed plan.

* Building Trust: This approach helps build trust between employees and management, as it demonstrates a willingness to consider their feedback and work collaboratively towards a solution.

* Effective Communication: Effective two-way communication is crucial in implementing organizational changes successfully. It ensures that employees feel heard and involved in the process, increasing their buy-in and commitment to the new plan.

References:

* SHRM, "Employee Relations: Strategies for Improving Employee Engagement," available at SHRM.org.

* SHRM, "Managing Organizational Change," available at SHRM.org.

NEW QUESTION # 25

According to Ulrich, what is the primary intent of the business partner model?

- **A. Business processes integration and alignment of daily work with business outcomes**
- B. Transformation of the business unit to better align with HR directives
- C. Management of all HR processes for a business unit
- D. Creation of shared services between business units to reduce HR administrative burden

Answer: A

Explanation:

* Ulrich's Business Partner Model:

* Core Objective: The business partner model aims to align HR activities closely with the strategic goals and operational needs of the business.

* Integration: It focuses on integrating HR functions into the business processes to ensure that HR activities support and drive business outcomes.

NEW QUESTION # 26

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