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SHRM Senior Certified Professional (SHRM-SCP) SHRM-SCP Prüfungsfragen mit Lösungen (Q357-Q362):

357. Frage

A new HR director is hired into the HR department of one at a midsize, engineering company. The HR director immediately notices that, unlike all other major departments, HR is never invited to any important meetings, or involved in strategic discussions. The president of the company sees the sole use of an HR department as meeting legal requirements and the core duties of the HR director are to onboard new employees, help them complete their paperwork and address employee complaints. The HR director sees several areas where HR can add value to the company such as improving employee engagement, automating various HR systems, and introducing a performance review process. The HR director recognizes that the company needs one to two additional HR employees to truly be able to implement these important initiatives.

When the HR director asks the president about the possibility of hiring two new HR employees, the president laughs and replies that one HR employee is costing the company more than enough.

A recently hired female engineer submits an HR complaint saying that she is not given the most visible opportunities despite her being one of the most experienced engineers at the company. After confirming that this is happening what should the HR director do in response?

- A. Develop an equal opportunity statement and email it to all employees.
- **B. Meet with the employee's manager to develop a career plan to provide more visible opportunities for the employee.**
- C. Make the engineer's manager aware of the bias and require diversity training for the team.
- D. Form a women's mentoring group within the company.

Antwort: B

Begründung:

* Individualized Approach: Developing a career plan with the employee's manager demonstrates a commitment to the employee's professional growth and addresses the specific issue of visibility in opportunities.

* Managerial Involvement: Involving the manager ensures that they are aware of the bias and can take proactive steps to support the employee, which is more effective than a general equal opportunity statement.

* Diversity and Inclusion: This approach aligns with SHRM's guidelines for promoting diversity and inclusion by addressing biases and creating opportunities for underrepresented groups.

References:

* SHRM, "Career Development Strategies in HR," available at SHRM.org

* SHRM, "Addressing Unconscious Bias in the Workplace," available at SHRM.org

358. Frage

What metric would you use to either verify the CFO's concerns or prove that the career fairs are worth the expense?

- A. Applicants per opening
- B. Cost per candidate by source
- C. Source of hire
- **D. Cost per hire**

Antwort: D

Begründung:

Cost per candidate by source is calculated by dividing the total cost of the source (in this case, the total cost of the career fairs) by number of candidates generated by the source. This metric can then be compared to the cost of alternate sources of generating candidates to prove its efficiency.

359. Frage

At a regional power company, managers are in charge of assigning training and development opportunities to their employees. These opportunities are sponsored by the company, and employees are entitled to their regular pay while attending training and development sessions. Recently, there has been a growing number of complaints that managers were engaging in favoritism by only assigning these training and development opportunities to their favorite employees. Favoritism violates company policy, which states that all employees must be given equal opportunities. The HR director aims to address this issue.

Some managers claim that they assign training and development opportunities to their high-performing employees as they believe it is an incentive to stay at the company. How should the HR director determine whether this has been effective as an objective?

- A. Survey high-performing employees on whether they feel training and development opportunities encourage them to stay at the company.
- B. Review employee turnover rates to determine whether there is actually a need to incentivize retention.
- C. Examine industry trends on the effectiveness of training and development on employee retention
- **C. Analyze the association between employee turnover rates and participation in training and development.**

Antwort: C

Begründung:

* Objective Measurement:

* Data Analysis: Analyzing the association between turnover rates and participation in training provides objective data on whether the training initiatives are influencing retention.

* Correlation: Identifying a correlation between training participation and lower turnover rates would suggest that the strategy is

effective in retaining high-performing employees.

360. Frage

A new HR director is hired into the HR department of one at a midsize, engineering company. The HR director immediately notices that, unlike all other major departments, HR is never invited to any important meetings, or involved in strategic discussions. The president of the company sees the sole use of an HR department as meeting legal requirements and the core duties of the HR director are to onboard new employees, help them complete their paperwork and address employee complaints. The HR director sees several areas where HR can add value to the company such as improving employee engagement, automating various HR systems, and introducing a performance review process. The HR director recognizes that the company needs one to two additional HR employees to truly be able to implement these important initiatives.

When the HR director asks the president about the possibility of hiring two new HR employees, the president laughs and replies that one HR employee is costing the company more than enough.

While developing the performance appraisal system, several employees explain to the HR director that they largely work independently, making it difficult to provide ratings for others. What approach should the HR director propose to meet the needs of the company?

- A. Design a new performance management system focused on the achievement of individual goals tied to organizational goals.
- B. Restructure employees' work so that they work more collaboratively.
- C. Introduce more concrete performance criteria including the number of projects completed and client satisfaction ratings.
- D. Ask managers to make ratings based on documentation and material provided by the individual employees.

Antwort: A

Begründung:

* Understanding Independent Work Structure:

* Challenge: Employees work independently, making it difficult to rate each other.

* Solution: Focus on individual performance rather than peer evaluations.

361. Frage

Given the information in the scenario, what proposed initiative or program would you include in your annual strategic human resources plan?

- A. An employee recognition program with cutting-edge technology as rewards
- B. An onsite health clinic for employees and their dependents
- C. Unlimited paid time off (PTO)
- D. A structured career path program with learning and development opportunities

Antwort: D

Begründung:

The software developers in this scenario are young and hardworking, so unlimited paid time off (PTO) may not resonate with them as much as other perks. Additionally, unlimited PTO has plenty of pitfalls and risks, so ultimately it may not be worth the potential issues. These employees also seem to have minimal interest in anything related to health care or insurance benefits.

Millennials typically have a strong desire to remain challenged and advance quickly in their careers—a career path program would allow them to constantly learn, evolve, and move to the next level when the time is right.

362. Frage

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