SHRM Senior Certified Professional

SHRM SHRM-SCP

Version Demo

Total Demo Questions: 15

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Topic Break Down

Topic	No. of Questions
Topic 1, People	66
Topic 2, Organization	70
Topic 3, Workplace	22
Total	158

QUESTION NO: 1

After witnessing an employee violation, a manager discusses the violation with HR and other managers before preparing a documented description. The manager informs the employee of the disciplinary action at a performance appraisal meeting. What is the mam problem with the manager's procedure?

A. The employee should be given the opportunity to respond.

B. There should be at least two witnesses to the violation.

C. The manager breached confidentiality by discussing it with other managers.

D. Feedback should be provided immediately after the violation.

ANSWER: D

Explanation:

Feedback should be provided immediately after the violation. is correct because effective performance management and corrective discipline depend on timely, specific communication. When a manager witnesses misconduct or a policy violation, the manager should promptly document the relevant facts, consult HR as appropriate, and meet with the employee to explain the concern, hear the employee's account, clarify expectations, and communicate any resulting action. Waiting until a later performance appraisal disconnects the feedback from the behavior. That delay can make facts harder to verify, deprive the employee of a meaningful opportunity to correct conduct promptly, and weaken the developmental purpose of discipline. Timely feedback also supports procedural consistency: employees understand the standard at issue and the consequences while the event is still clear to everyone involved. SHRM describes performance management as an ongoing process involving regular feedback and communication rather than an activity limited to an annual review. Prompt, fact-based discussion following a violation therefore is the sound HR practice and helps ensure the disciplinary process is fair, effective, and properly documented. See SHRM's guidance on managing employee performance and the U.S. Office of Personnel Management's performance management cycle.

QUESTION NO: 2

A CHRO presents quarterly workforce results to the executive team. The report shows that voluntary turnover has increased in one business unit, but the business-unit president asks the CHRO to remove the result from the report because the unit is preparing to seek additional investment. The president states that the turnover information will create an unfavorable impression and that the issue can be addressed after funding is approved.

Which action should the CHRO take?

A. Remove the turnover result until the business unit receives its investment decision.

B. Present the turnover information accurately, explain its implications, and recommend a response.

C. Provide the turnover result only to the business-unit president.

D. Replace the turnover result with employee-engagement survey findings.

ANSWER: B

Explanation:

Present the turnover information accurately, explain its business implications, and recommend an evidence-based response. The CHRO has a responsibility to provide decision makers with complete and reliable workforce information, particularly when the data may affect organizational performance, investment decisions, and retention risk. Omitting a material workforce issue would undermine informed governance and ethical HR practice.

The CHRO should communicate the finding professionally and avoid assigning blame. The report can include relevant context, such as turnover patterns, likely drivers, operational impact, and recommended actions. Delaying disclosure until after an investment decision would prevent leaders from considering an important organizational risk.

QUESTION NO: 3

Which is a strategic role of HR in merger & acquisition (M&A) due diligence?

A. Helping the company carry out the process faster.

B. Setting a timeline for the M&A project.

C. Analyzing the cultural aspects of the company to be acquired.

D. Communicating the steps of the process to employees.

ANSWER: C

Explanation:

Analyzing the cultural aspects of the company to be acquired is a strategic HR responsibility during M&A due diligence because culture directly affects whether the combined organization can realize the transaction's intended value. HR evaluates such factors as leadership and decision-making norms, organizational structure, communication practices, employee engagement, workforce demographics, talent retention risks, employment policies, labor relations, and the degree of alignment between each organization's values and ways of working. This assessment identifies potential integration barriers early, including risks that key talent may leave or that incompatible operating norms may disrupt collaboration and productivity after closing. HR can then inform deal valuation, integration planning, change-management priorities, and retention strategies with evidence rather than assumptions. SHRM emphasizes that cultural due diligence is essential to understanding workforce-related risks and preparing a successful post-merger integration approach. The Society for Human Resource Management discusses HR's central role in assessing culture and managing people-related M&A risks in its guidance on HR's role in mergers and acquisitions. For broader due-diligence context, see the U.S. Securities and Exchange Commission's investor bulletin on mergers.

QUESTION NO: 4

Which is a component of a total rewards system?

A. Company profitability

B. Organization reputation

C. Career development

D. Agile IT systems

ANSWER: C

Explanation:

Career development is a component of a total rewards system because total rewards encompasses the complete set of employer-provided offerings that attract, motivate, engage, and retain employees. Beyond direct and indirect compensation, an effective total rewards approach recognizes that employees place substantial value on opportunities to build skills, pursue meaningful career paths, take on new responsibilities, and advance within the organization. Career development can include training, mentoring, coaching, tuition assistance, stretch assignments, professional certifications, succession planning, and transparent internal mobility opportunities. These investments help employees see a future with the organization while strengthening the capabilities the business needs to meet its strategic objectives. SHRM describes total rewards as integrating compensation, benefits, work-life effectiveness, performance management, recognition, and talent development; career development fits directly within the talent-development dimension. A well-designed program also aligns development opportunities with workforce planning and performance conversations so that employees understand how they can grow and how their growth contributes to organizational success. For additional context, see SHRM's overview of employee compensation and total rewards and the WorldatWork Total Rewards Model.

QUESTION NO: 5

A small company in the energy industry has a policy that states that employees who work overtime hours will be compensated with leave rather than with cash. Due to the nature of the industry, overtime work is common for employees who work in departments within the company's core areas of operations. Employees throughout the company have been unhappy with this policy for many years, but have remained willing to work overtime hours when asked. However, managers are becoming increasingly reluctant to approve the leave that employees have earned because it leads to staffing shortages. As a result, more and more employees are refusing to work overtime hours. Senior leaders ask the company's HR business partner (HRBP) to investigate the problem further and to provide a solution. Senior leaders accept a recommendation from the HRBP to amend the current overtime policy to provide overtime pay to employees in the core areas of operations. Because they work so little overtime no change is recommended for employees in the administrative areas.

The administrative employees complain that the new policy is unfair. What should the HRBP do?

A. Tell the administrative employees that they should document their grievances in writing so that HR can formally present their complaints to the company's senior leaders

B. Meet with administrative employees to address their concerns and explain the rationale behind the business decision.

C. Invite administrative employees to discuss their concerns with HR.

D. Conduct a salary review for administrative staff to ensure they are being paid competitively.

ANSWER: B

Explanation:

Meet with administrative employees to address their concerns and explain the rationale behind the business decision. The HRBP should respond directly and respectfully to employees' perceptions of unfairness, using transparent communication to distinguish equitable treatment from identical treatment. The revised policy is based on a legitimate business need: overtime is routine in the organization's core operational functions, where staffing demands and the inability to use accrued leave have created an operational and employee-relations problem. Administrative roles have materially different overtime patterns, so the business justification for changing their compensation arrangement is not the same. A discussion allows the HRBP to acknowledge the concern, explain the job-related basis for the distinction, and reinforce how the decision supports operational continuity while addressing the recurring overtime burden in affected departments. This approach also gives employees an appropriate opportunity to raise questions and helps preserve trust during policy implementation. SHRM emphasizes that effective workplace communication includes explaining decisions clearly, listening to employee feedback, and maintaining transparency to support engagement and trust. The HRBP should also ensure that the policy is administered consistently within similarly situated employee groups and complies with applicable wage-and-hour requirements. See SHRM's resources on employee relations and the U.S. Department of Labor's guidance on overtime pay.

QUESTION NO: 6

A multinational company is installing a new HRIS. Working with the VP of IT, which is the first thing the VP of HR should consider when developing a data retention policy?

A. Regulations regarding privacy and data retention in the company's home country

B. Data protection requirements for all jurisdictions where the company transacts business

C. Restricting the collection of information to only items that are job-related

D. Developing an information security training program for all system users

ANSWER: B

Explanation:

Data protection requirements for all jurisdictions where the company transacts business is the correct starting point because an HRIS will hold employee and applicant data that may be collected, stored, accessed, or transferred across national borders. A defensible retention policy must first identify the legal requirements that apply to each relevant population and processing location, including statutory retention periods, deletion requirements, legal-hold obligations, cross-border transfer restrictions, and rules governing sensitive personal information. This jurisdictional assessment enables HR and IT to configure retention schedules, archival processes, access controls, and deletion workflows in a way that supports both compliance and operational needs. It also helps the organization apply a consistent governance framework while accounting for local variations in employment, tax, privacy, and records-management law. Data-minimization principles reinforce this approach: personal data should not be retained longer than necessary for the purpose for which it is processed. For example, the EU General Data Protection Regulation requires storage limitation and accountability, making documented retention decisions especially important for multinational employers. Beginning with the full set of applicable jurisdictional requirements gives the organization the foundation needed to design lawful, auditable HRIS data-lifecycle practices. See the GDPR storage-limitation principle in Regulation (EU) 2016/679, Article 5 and the SHRM employee data management toolkit.

QUESTION NO: 7

An organization discovers that several recently hired software engineers are paid more than longer-tenured engineers performing comparable work. The difference resulted from a sharp increase in external market rates. Some incumbent engineers have learned about the offers and are questioning whether pay decisions are fair. The CHRO has limited funds available for immediate adjustments.

Which action should the CHRO take first to develop a defensible response?

A. Explain to incumbent engineers that new-hire salaries reflect current market conditions.

B. Provide an immediate across-the-board increase to all incumbent engineers.

C. Conduct a structured pay-equity review using job-related factors and market data.

D. Require managers to keep all future candidate salary offers confidential from employees.

ANSWER: C

Explanation:

Conduct a structured pay-equity review using job-related factors such as role, level, relevant experience, performance, location, and market data. The organization needs to determine the scope and causes of the pay differences before deciding which adjustments are warranted and how to communicate them. This review distinguishes legitimate market-based differences from unexplained disparities that may create equity, retention, or legal risk.

Explaining market conditions to incumbents may be appropriate, but it should follow an evidence-based assessment. Providing broad increases without analysis may exhaust limited resources without addressing the most significant disparities, while disclosing individual employee pay would not be necessary to address the concern.

QUESTION NO: 8

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.

Although the leadership team initiated the project, a few members express concerns that the project is not a good use of the facility ' s funds. They are skeptical that the project will lead to any tangible benefits for the facility. Which action should the HRBP take to address the leadership team ' s opposition to the project?

A. Finish gathering data for the project before addressing the leaders ' concerns.

B. Compile case studies of real-world examples where poor company culture resulted in organizational failure.

C. Justify the investment in the project by highlighting the return on investment in relation to costs of turnover.

D. Provide examples of steps the facility may choose to take to improve company culture during later phases of the project.

ANSWER: C

Explanation:

Justify the investment in the project by highlighting the return on investment in relation to costs of turnover. This is the strongest action because the leaders' objection concerns whether the culture initiative will produce tangible value for the facility. The HRBP should frame the work as a business issue, connecting survey findings—especially employees' stated intentions to leave—to measurable financial and operational consequences. Turnover creates direct costs, such as recruiting, selection, onboarding, and training, as well as indirect costs including vacancies, lost productivity, disrupted team relationships, and loss of organizational knowledge. In a health care nonprofit, these effects can also impair service continuity and make it harder to sustain mission-critical donor and partnership activity.

An ROI-based business case gives leaders a practical decision framework: estimate the project's cost, establish baseline turnover and retention measures, identify realistic improvements to be achieved through the intervention, and compare anticipated savings with investment. The HRBP can also establish evaluation measures for engagement, psychological safety, internal mobility, and retention so benefits can be monitored over time. This approach aligns HR initiatives with organizational strategy and demonstrates responsible stewardship of limited nonprofit resources. SHRM emphasizes using people analytics and business acumen to link workforce initiatives to organizational outcomes; see SHRM's People Analytics resources. For evidence on the organizational importance of employee engagement and retention, see Gallup's workplace engagement research.

QUESTION NO: 9

An organization is considering using data from its health plan, leave records, and employee assistance program to identify departments with elevated stress and absence levels. The chief operating officer wants department managers to receive lists of employees who may be at risk so they can intervene directly. The HR director is concerned that the proposal could compromise employee privacy and reduce trust in the organization's wellbeing programs.

Which approach should the HR director recommend?

A. Provide managers with names of employees who have used health-related benefits frequently.

B. Provide leaders with aggregated, de-identified trend data and restrict identifiable information.

C. Require employees with high absence levels to meet with their managers each month.

D. Stop analyzing health and leave data because it cannot be used responsibly.

ANSWER: B

Explanation:

Provide leaders with aggregated, de-identified trend data and limit access to identifiable health-related information. The business objective is to identify organizational conditions that may be contributing to stress or absence, not to disclose sensitive individual information to managers. Aggregated analysis can identify patterns by department, location, workload, or job type while reducing privacy risks.

Managers can use the findings to address workload, staffing, scheduling, leadership practices, and access to support resources. Giving managers lists of employees based on health-plan, leave, or employee-assistance data would create substantial confidentiality concerns and could discourage employees from using available benefits.

QUESTION NO: 10

A manufacturing company invests in technical training for maintenance employees before installing new equipment. Post-training assessments show that employees understand the equipment's operating requirements. Six weeks after installation, however, error rates remain high. Interviews reveal that supervisors have continued assigning trained employees to routine work because production schedules leave little time for supervised practice on the new equipment.

Which action should the HR director recommend to improve transfer of learning?

A. Require employees to repeat the technical training until error rates decline.

B. Partner with operations leaders to provide supervised practice and feedback on the job.

C. Delay use of the new equipment until all employees complete another assessment.

D. Replace employees whose error rates remain above the production standard.

ANSWER: B

Explanation:

Partner with operations leaders to give trained employees supervised opportunities to practice the new skills and receive feedback on the job. The assessment results indicate that employees acquired knowledge during training, but the work environment has not supported application. Learning transfer requires opportunities to use the new skills, reinforcement from managers, and feedback tied to actual work.

Repeating the same classroom training would not address the absence of practice time and supervisor support. HR should work with operations to protect time for skill application, prepare supervisors to coach employees, and monitor whether performance improves as employees gain experience with the equipment.

QUESTION NO: 11

When designing a compensation bonus structure for an international company, it is most important for the VP of HR to analyze which cultural values in each region?

A. Individualism versus collectivism

B. Masculinity versus femininity

C. Low power versus high power distance

D. Long-term versus short-term orientation

ANSWER: A

Explanation:

Individualism versus collectivism is the most important cultural value to analyze because it directly shapes what employees perceive as motivating, fair, and consistent with workplace norms when bonuses are awarded. In more individualistic cultures, employees commonly expect rewards to recognize personal contribution, achievement, initiative, and accountability. A bonus structure that visibly differentiates rewards based on individual performance can therefore reinforce motivation and the sense that exceptional effort is valued.

In more collectivist cultures, employees are more likely to define success through the work group, team harmony, and shared organizational outcomes. Team-based incentives, gainsharing, and group performance awards may be better aligned with those expectations because they recognize interdependence and avoid undermining cooperation. For an international employer, examining this dimension helps HR decide whether bonus eligibility, performance measures, and award distribution should primarily emphasize individual results, collective results, or a balanced combination tailored to local context. This analysis supports an equitable global compensation philosophy while allowing appropriate local adaptation. Hofstede's description of the individualism–collectivism dimension provides a useful framework for understanding these differing reward preferences: Hofstede Insights Country Comparison Tool. SHRM also emphasizes aligning total rewards practices with workforce needs and business strategy: SHRM Compensation.

QUESTION NO: 12

A global company plans to expand into two new international markets next year. Which is the first step the chief human resource officer should take to determine what training the new workforce will need for successful expansion?

A. Business needs assessment

B. Gap analysis

C. Cost-benefit analysis

D. Risk assessment

ANSWER: A

Explanation:

Business needs assessment is the appropriate first step because training must be derived from the organization's strategic requirements for the international expansion, rather than selected before those requirements are understood. The CHRO should first work with business leaders to clarify the expansion's objectives, market-entry approach, operating model, customer and regulatory demands, timeline, and measures of success in each new location. This establishes what the workforce must be able to do for the expansion to succeed.

In a global context, the assessment also identifies market-specific capability requirements, such as local labor practices, cultural fluency, language needs, compliance responsibilities, leadership capacity, customer-service expectations, and technical or operational knowledge. The CHRO can gather this information through strategic plans, workforce data, local-market research, and consultation with operational leaders and relevant stakeholders. The resulting requirements provide a sound basis for defining the target competencies, identifying priorities, and designing training that supports business outcomes. SHRM emphasizes aligning learning and development activities with organizational strategy and business needs; see SHRM's Developing Employees toolkit. The assessment process also reflects the performance-analysis stage of instructional design, which determines the organizational results and performance requirements that learning initiatives should support; see ATD's guidance on needs assessment.

QUESTION NO: 13

A company in a competitive industry starts a two-year integration strategy aimed at being an innovator in a particular area. The chief human resource officer is asked to lead the project team and deliver within a required timeline. What advantage does Agile have over Lean Six Sigma in this situation?

A. Agile is flexible and adaptable. Lean is structured and measured in pace.

B. Agile has many small projects: Lean has one project at a time.

C. Agile focuses on customer satisfaction Lean is focused on customer value by eliminating waste.

D. Agile demonstrates progress and getting it done. Lean focuses on validated learning.

ANSWER: A

Explanation:

Agile is flexible and adaptable. Lean is structured and measured in pace. This is the key advantage for an innovation-focused integration strategy operating in a competitive environment. Agile organizes work into short, iterative cycles in which a cross-functional team delivers usable results, obtains stakeholder feedback, reviews what was learned, and reprioritizes upcoming work. That approach enables the CHRO and project team to respond constructively when market conditions, customer needs, technology, or strategic assumptions change during the two-year effort. It also creates visible progress at regular intervals, supporting timely governance decisions and maintaining momentum toward the required delivery date.

Agile's emphasis on responding to change while delivering value aligns especially well with initiatives in which the final path cannot be fully specified at the outset. The Agile Manifesto expressly values responding to change over following a plan, while still recognizing the value of planning. This does not eliminate disciplined oversight; rather, it permits plans to be refined using evidence generated throughout the project. For a strategic innovation initiative, that adaptability helps the organization pursue emerging opportunities without waiting for a long, fixed improvement cycle to conclude. See the Agile Manifesto and the Agile Alliance's overview of Agile 101.

QUESTION NO: 14

Which group should be absolutely engaged when designing a global HR structure?

A. Stakeholder

B. Competitors

C. Consultants

D. Recruiters

ANSWER: A

Explanation:

Stakeholder is correct because a global HR structure must be designed with the active involvement of the people and groups affected by, accountable for, or needed to implement the structure. Key stakeholders commonly include executive leaders, business-unit leaders, local and regional HR leaders, line managers, employees or employee representatives where appropriate, finance, legal, and technology partners. Their participation ensures that the structure supports the organization's business strategy while remaining workable across differing legal requirements, labor markets, cultural expectations, operating models, and technology capabilities.

Engaging stakeholders early also creates shared ownership of decisions about governance, decision rights, service delivery, reporting relationships, and the balance between global consistency and local flexibility. This helps HR identify implementation constraints before the design is finalized, incorporate local insight, and build commitment among leaders who will sponsor and use the model. SHRM's HR competency framework emphasizes consultation, relationship management, business acumen, and global mindset as essential to effective strategic HR practice. These capabilities require HR to bring relevant stakeholders into significant organizational decisions rather than designing solutions in isolation. See SHRM's Body of Applied Skills and Knowledge and its Global HR resources.

QUESTION NO: 15

In one of the warehouses of a retail company, several international employees complain to HR that the warehouse manager has forbidden them from speaking in their native language in the workplace. The HR manager speaks with the warehouse manager, who says there have been several reports that the international employees only interact with each other and they have difficulty conversing with the local employees due to language barriers. The HR manager also learns that the international employees can speak the primary language used in the company well enough to understand instructions from their supervisors. Fortunately, there have been no incidents of safety issues where language has been a barrier between local and international employees. However, senior management believes there is a lack of rapport between local and international employees and instructs the HR manager to resolve the issue.

The international employees tell the HR manager that the warehouse manager threatened to discipline them for speaking their native language at the workplace. Which action should the HR manager take to best foster a supportive workplace?

A. Explain to the warehouse manager how implementing disciplinary measures could create a hostile work environment for the international employees.

B. Report the warehouse manager ' s behavior to senior management.

C. State that disciplining employees for the language they speak in the workplace is against company policy.

D. Require international employees to take language courses in the workplace.

ANSWER: A

Explanation:

Explain to the warehouse manager how implementing disciplinary measures could create a hostile work environment for the international employees. This response directly addresses the manager's threatened conduct while helping prevent a workplace climate in which employees feel marginalized because of their national origin, ethnicity, or language. A supportive workplace does not require employees to abandon their native language in ordinary workplace interactions simply to improve social integration. Here, the employees can understand supervisory instructions, and there is no demonstrated safety incident or operational need that would justify a broad language restriction. HR should coach the manager on using inclusive management practices and address collaboration through constructive measures, such as opportunities for cross-cultural communication, team integration, and language support offered as a resource rather than a punishment. The U.S. Equal Employment Opportunity Commission recognizes that English-only rules can raise national-origin discrimination concerns and should be limited to circumstances supported by business necessity. Preventing threatened discipline based on employees' use of their native language protects psychological safety, trust, and respectful working relationships while allowing HR to pursue rapport-building in an equitable manner. See the EEOC's national-origin discrimination guidance and 29 CFR § 1606.7.