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<https://www.validbraindumps.com/SHRM-SCP-exam-prep.html> (402 Q&As) **QUESTION 24**

To find further cost savings, the VP of HR wants to eliminate the benefits and perquisites that employees rarely use. The company has not been tracking usage data. How should she go about determining which ones are underutilized?

- * Conduct a company-wide employee survey.
- * Conduct interviews with individual employees.
- * Review statistical data on what company benefits employees generally use and do not use.
- * Review stay and exit interviews to determine which benefits are most frequently and infrequently mentioned.

The VP of HR displays the critical evaluation competency by being knowledgeable on how to best gather data. The best data collection method in this case is an employee survey. Conducting interviews is too time intensive and would not survey the entire workforce. Reviewing stay and exit interviews is unlikely to provide the needed information. Reviewing data from outside the organization would not answer the question of which benefits the company's employees are using and not using.

QUESTION 25

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

- * Cost per hire
- * Cost per candidate by source
- * Source of hire
- * Applicants per opening

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.

QUESTION 26

An oil and gas company that operates globally signs an agreement to shift the operations part of the business to another organization. As a result, the company must lay off several employees. Some of the employees that must be laid off are working at headquarters while others are currently assigned to another country to support operations in the field. An HR director is tasked with developing a plan for communicating and executing the layoffs.

What should the HR director do to ensure that there is a successful transfer of knowledge from the displaced employees to those who will be retained after the layoffs?

- * Require the displaced employees to sign a contract that affirms that they will stay with the company during the transition.
- * Tell the displaced employees that helping with the transition will provide more time to find a job while still receiving compensation.
- * Explain to the displaced employees that they will be provided with a favorable reference in exchange for their cooperation.
- * Tell the displaced employees that they will be offered training and job placement services if they help with the transition.
- * Incentivizing Cooperation: Offering training and job placement services to displaced employees provides them with a tangible benefit, making them more likely to cooperate during the transition period. This helps ensure a smooth transfer of knowledge.
- * Maintaining Morale: Providing support such as training and job placement services helps maintain the morale of the displaced employees, demonstrating the company's commitment to their future success even after they leave the organization.
- * Knowledge Transfer: Ensuring that displaced employees are motivated to assist with the transition helps secure the transfer of critical knowledge to the retained employees. This is crucial for maintaining operational continuity and minimizing disruptions.
- * Ethical and Legal Considerations: This approach aligns with ethical best practices by offering fair and supportive measures to employees being laid off, thus potentially mitigating negative sentiments and legal risks associated with layoffs.

References:

- * SHRM-SCP Exam Content Outline
- * SHRM guidelines on managing layoffs and knowledge transfer

QUESTION 27

How would you describe the likely culture of the company and its employees?

- * High performing-employees wanting to prove the CEO wrong by doing their best work
- * Tight-knit-employees commiserate about their experiences with the CEO
- * Fear based with minimal contribution from employees
- * Competitive among employees with a cutthroat mentality

The most likely resulting culture in the organization would be fear based. Employees would likely be fearful of making contributions as they may make a mistake and would be fearful of losing their jobs or speaking up in meetings.

QUESTION 28

An HR director wants to show the leadership team how HR promotes the goals and values of the organization.

Which would be the most effective strategy to demonstrate this?

- * Show the turnover rate of employees over the past year.
- * Create an organizational chart identifying key HR roles.
- * Report the number of hires the HR department achieved in the last quarter.
- * Develop an HR mission statement that mirrors that of the company.
- * Mission Alignment:
 - * Consistency: Developing an HR mission statement that mirrors the company's mission ensures that HR goals and initiatives are aligned with the overall organizational objectives.
 - * Clarity: A clear mission statement helps to articulate how HR contributes to achieving the company's goals.

QUESTION 29

Which of the following DE&I tools would be most effective at creating a sense of belonging for employees of a diverse workforce who are spread across the country?

- * Employee surveys
- * Unconscious bias training
- * Employee resource groups
- * Per formative ally ship

Employee resource groups can serve as an important tool to bring together groups of employees with a common trait to feel as if they are truly part of a team. These groups can go beyond just social gatherings, as they can discuss issues and challenges facing the organization and propose solutions to improve the working experiences for a diverse workforce. Employee surveys (A) are important tools for understanding how the workforce feels and views the company, but they do not necessarily pull employees together. Unconscious bias training (B) can be a useful tool, but it can be difficult to effectively plan and map the belonging metrics that result. Per formative ally ship (D) is a negative phenomenon in which companies say the right thing in support of diverse workforces while neglecting to take actual action.

QUESTION 30

The new HR manager spends time observing different employees to learn about the business. He notices that the maintenance supervisor, who is the CEO's cousin, appears unqualified when working on a defective fridge. When talking to the maintenance supervisor, the HR manager finds out that he has no training in performing the work required by his position. He further hears other employees saying that the maintenance supervisor often calls in favors from friends when he cannot complete the job himself. The HR manager is concerned about the maintenance supervisor's performance but also knows that he is close to the CEO. The CEO does not like to hear his family members being criticized. What should the HR manager do?

- * He should give the CEO a hint to observe the maintenance supervisor's work himself.
- * Because the maintenance department and the HR department are separate from each other, the HR manager does not need to act.
- * He should conduct an investigation to find out how the maintenance supervisor got his position without having the necessary qualifications for it.
- * He should inform the CEO of his findings and concerns.

The HR manager displays the leadership and navigation competency by speaking up even if it is something that the CEO would rather not hear. It is necessary for the HR manager to voice his concerns because improper maintenance can have costly

consequences for the company.

QUESTION 31

An HR director is hired to address the executive team's concerns about negative workplace culture and its impact on financial performance. During an initial investigation the HR director discovers that the two division directors often fail to communicate with each other and their employees. Each division maintains separate workplace policies, and the workspaces for the divisions are spread out across multiple floors. For employee management, the director of the client services division is assisted by a small HR team. The director of operations does not work with the HR team and instead uses company funds to seek employee management advice from an executive coach, who has no official coaching training. The HR director suspects facilitating change at the company will be challenging because engagement data indicates many employees distrust the company's leadership and HR.

Which action should the HR director take to improve the flow of information throughout the company?

- * Ask the division directors to align the workplace policies across their divisions.
- * Increase the company's social media presence by promoting employee participation.
- * Develop a quarterly newsletter to share information about major company updates.
- * Share information across multiple technology platforms to increase the likelihood that employees read the updates
- * Assessment of Current Channels: Start by assessing the current communication channels being used within the company and their effectiveness in reaching all employees.

- * Multiple Platforms: Implement a multi-platform communication strategy that includes email, intranet, mobile apps, and social media platforms. This ensures that information is accessible to employees through their preferred medium.

- * Consistent Messaging: Ensure that the messaging is consistent across all platforms. Important updates should be communicated in the same manner across email, intranet posts, and mobile notifications to reinforce the message.

- * Engagement Metrics: Use engagement metrics to track how employees are interacting with the communication platforms. Adjust the strategy based on which platforms show higher engagement rates.

- * Feedback Loop: Establish a feedback mechanism for employees to provide input on the effectiveness of the communication channels. Use this feedback to continuously improve the flow of information.

This approach increases the likelihood that important information is disseminated effectively, enhancing transparency and engagement across the company, in line with SHRM's best practices for internal communications.

QUESTION 32

Which is a component of a total rewards system?

- * Company profitability
- * Organization reputation
- * Career development
- * Agile IT systems
- * Definition of Total Rewards: A total rewards system encompasses all the tools available to an employer that may be used to attract, motivate, and retain employees. This includes compensation, benefits, work-life balance, performance recognition, and career development.

QUESTION 33

The CHRO asks the HR manager to work together with the marketing manager on one aspect of the new recruiting website. The HR

manager is from New York, direct, task- focused, and efficient. The marketing manager is from Peru, creative, relationship-oriented, and enthusiastic. They set up a meeting to discuss the project, but are both frustrated afterward. The HR manager feels like they did not make any progress and wasted time. The marketing manager is offended by his harsh tone and feels like he does not like her. After a couple of meetings with no success but growing frustration on both sides, the HR manager seeks the advice of the CHRO. What should she do?

- * Break up the project. The HR manager and marketing manager will each work on one aspect of the website without having to collaborate.
- * Inform both parties that even though they are not friends, they are still expected to work together professionally and complete the assigned project.
- * Sit in on their next meeting and mediate between the parties by having each of them explain the other's perspective.
- * Explain to the HR manager that this behavior is unacceptable. In his position, he needs to show more cultural sensitivity.

The CHRO displays the global and cultural effectiveness competency by recognizing the cultural differences as the root cause of their problem working together. Therefore, she is able to mediate between both parties and use the situation as a learning lesson about how to overcome cultural differences by seeing the other person's perspective. This will allow them to understand each other better and improve their working relationship going forward.

QUESTION 34

A former assistant manager was promoted to lead his own department. One of his first goals is to get to know his team and find out ways to motivate individual employees. What can the manager do to motivate one of his employees who he regards as affiliation-oriented?

- * Create a flexible work environment.
- * Create an innovative work environment.
- * Create a competitive work environment.
- * Create a collaborative work environment.

According to McClelland's Three Needs Theory, there are three intrinsic needs that determine how an employee can be motivated: achievement, affiliation, and power. An affiliation-oriented employee is motivated by teamwork and building relationships. An achievement-oriented employee is motivated by meaningful and challenging work. A power-oriented employee is motivated by competition.

QUESTION 35

When preparing to make an offer to a candidate, recruiters must consider several factors before deciding how much to offer within the applicable pay scale. What factors should NOT be considered?

- * The candidate's expectations
- * Internal equity-how much the other incumbents are being paid for the same job
- * The candidate's current compensation
- * The candidate's potential commute

Many states and local legislatures are banning the practice of asking for a candidate's current compensation as basing an offer on current pay can have disparate impact on protected classes. The salary offer should be based primarily on the candidate's level of experience, but other factors such as potential commute, candidate requirements, internal equity, and others may be considered as well.

QUESTION 36

A multinational manufacturing firm recently experienced a series of product line defects and supply chain shortages. At the request of the chief operating officer (COO), the firm hires a new VP of operations who worked for the COO at another company for many years. The VP is well known for achieving results quickly and efficiently. During a conference call with the COO and all operations managers, the new VP begins making angry remarks toward the managers because the VP believes they are not responding quickly to questions about the recent problems. When the managers speak the VP responds by criticizing them and speaking with a loud

aggressive tone of voice. The COO advises the VP to focus on identifying the root cause of the problem rather than criticizing the managers. In response, the VP accuses the COO of being too lenient on the managers during a period of crisis that requires quick and deliberate action. After the meeting, the managers send a formal letter to the firm's regional HR director describing the VP's behavior and requesting an immediate response.

The regional HR director discovers that the VP's onboarding process was shortened because the firm needed the VP to oversee multiple high-visibility initiatives. What should the regional HR director do to ensure the VP understands the business impact of the company's leadership and culture standards?

- * Meet with the VP to review the alignment between the company's standards and the VP's strategic goals.
- * Ask the VP to provide a detailed summary of the VP's short-term and long-term goals for improving leadership and culture.
- * Oversee the onboarding process to ensure the VP completes the remaining activities before taking any additional assignments.
- * Send the VP a brief narrative summary of the company's leadership and culture standards.
- * Initial Meeting: The regional HR director should schedule a one-on-one meeting with the VP to discuss the company's leadership and culture standards. This provides an opportunity to understand the VP's perspective and strategic goals.
- * Review of Standards: During the meeting, review the company's leadership and culture standards in detail. Discuss how these standards impact business operations, employee morale, and overall company performance.
- * Alignment of Goals: Identify areas where the VP's approach may not align with the company's standards. Highlight the importance of these standards in achieving long-term success and fostering a positive work environment.
- * Action Plan: Develop an action plan with the VP to ensure that their strategic goals are aligned with the company's culture and leadership standards. This may include additional training, mentorship, or adjustments to their approach.
- * Ongoing Support: Offer ongoing support and follow-up meetings to monitor progress and provide guidance as needed. Ensure the VP understands the importance of adhering to company standards and the potential business impact of their leadership style.

This approach ensures that the VP is fully integrated into the company's culture and leadership framework, which is crucial for maintaining consistency and achieving strategic objectives. This method aligns with SHRM's guidelines on effective onboarding and leadership development.

QUESTION 37

Best practice for initial completion of the US Citizen and Immigration Services (USCIS) Form 1-9 does NOT include that

- * the employee may use a translator for purposes of completing the form.
- * the employee should fill out the form no later than the first day of work.
- * the employer must review the original documentation supplied by the employee.
- * the employer may specify that the employee should supply a passport to verify identify.

The employer should provide a comprehensive list of acceptable documentation to an employee and allow him/her to choose the documentation that meets the criteria. Requiring a new hire to supply a passport would discriminate against those who are not US citizens.

QUESTION 38

The senior management team agrees that one of the steps to address the performance issues is to update their current performance management system, which is based on annual reviews. The CEO tasks the HR manager with developing a new performance management system based on continuous feedback and regular check-ins with the employees. What is the first step that the HR manager should take?

- * Conduct a company-wide employee opinion survey to determine the reason(s) behind the junior developers, low performance.

- * Meet with the project directors to develop an understanding of what improvements they want to see as a result of the new performance management system.
- * Develop a thorough communication plan to inform all employees of the upcoming changes to the performance management system.
- * Gather data, including the projected return on investment, to demonstrate the value of rolling out a new performance management system.

By meeting with and listening to the project directors, the HR manager displays the relationship management competency. The first step is to understand the needs of the project directors to make sure that the new performance management system achieves their desired results. Conducting an employee survey is not a necessary step in developing a new performance management system. Communicating the change to the performance management system should take place after it has been developed. Because the decision to update the performance management system has already been made, there is no need to make a case for doing so.

QUESTION 39

401(k) plan auto-enrollment for new hires

- * is not legal.
- * is not advisable from an employee relations standpoint; employees tend to feel deceived.
- * is a requirement of most retirement plans.
- * is a great boost participation and encourage financial responsibility among employees.

Automatic enrollment in a 401(k) for new hires, although not a requirement, is a recommended strategy to boost participation in the plan. There is not usually backlash from employees against this provision; however, communication to new hires and current employees is essential to avoid mistrust.

QUESTION 40

An HR business partner (HRBP) in a large organization has recently been dealing with various issues with the chief human resource officer (CHRO). The HRBP reports to the CHRO. The CHRO does not consistently and clearly communicate information regarding business and strategic issues to the HRBP. The lack of communication has been presenting problems, as the HRBP's internal clients look to the HRBP for information and guidance on all HR topics and initiatives. As a result, the HRBP is often uninformed and unable to assist the clients. The lack of communication and transparency by the CHRO has been negatively impacting the HRBP and the HRBP's clients. The HRBP spends a lot of time trying to get information and often is unprepared to address client issues. In some cases, clients have received HR-related information ahead of the HRBP. Unfortunately, the CHRO has operated in this manner for years, with HR employees often feeling isolated from information and not feeling like they are part of a coherent unit. Despite this, the CHRO has expressed to the HRBP a belief that they have a very effective working relationship with one another.

The HRBP recognizes that internal clients are frustrated by the HRBP's inability to assist with issues. The HRBP is concerned internal clients are losing trust in the HR function. What should the HRBP do to address this, given that the HRBP is still trying to address the CHRO's poor communication?

- * Send each client an email accepting full responsibility for the problems and promising to improve.
- * Meet with each client individually to discuss what each client would like the HRBP to do to improve.
- * Ask the CHRO to meet with each client to explain the reason for the frequent miscommunication.
- * Conduct a survey of internal clients to measure the level of trust in the HR function.
- * Client Relationship Management: Meeting with each client individually allows the HRBP to build stronger relationships and understand their specific needs and concerns. This personalized approach is essential for effective HR business partnering.
- * Feedback Collection: By discussing with clients what improvements they would like to see, the HRBP can gather valuable feedback to inform future actions and demonstrate a commitment to addressing their issues.
- * Improvement Plans: Understanding client expectations helps the HRBP develop targeted improvement plans that align with client

needs, thereby restoring trust and credibility.

* Proactive Approach: This proactive approach shows that the HRBP is taking responsibility for the issues and is dedicated to improving the quality of HR services provided to clients.

References:

* SHRM, “Building Effective HR Business Partnerships,” available at SHRM.org.

* SHRM, “Enhancing HR’s Strategic Role Through Improved Communication,” available at SHRM.org.

QUESTION 41

During a workforce audit, an HR mobility leader discovers several expatriates who are not part of the organization’s global mobility program. Which is the first step the HR leader should take in response to this discovery?

- * Determine if the organization is liable for possible immigration violations of these workers.
- * Adopt a process to track worker movement across geographies in line with immigration and tax rules.
- * Alert leadership that the organization may be in violation of statutory compliance.
- * Push for the adoption of online platforms to better integrate data of the mobile workforce.

When an HR mobility leader discovers several expatriates who are not part of the organization’s global mobility program, the first step is to determine if the organization is liable for possible immigration violations of these workers. Addressing potential legal and compliance issues is critical to avoid penalties and ensure the organization’s operations remain lawful.

* Legal Review: Conduct a thorough review of immigration laws and regulations in the countries where the expatriates are located to identify any potential violations.

* Compliance Check: Verify the immigration status of the expatriates, including work permits, visas, and any other legal requirements necessary for them to work in the host countries.

* Risk Assessment: Assess the risks associated with any identified violations, including legal, financial, and reputational risks for the organization.

* Documentation: Gather and document all relevant information about the expatriates, including their roles, locations, and the terms of their assignments.

* Consult Legal Counsel: Seek advice from legal experts specializing in immigration and employment law to determine the best course of action to address any compliance issues.

* Action Plan: Develop and implement an action plan to rectify any violations, which may include regularizing the immigration status of the expatriates, implementing better tracking systems, and ensuring future compliance.

References:

* SHRM guidelines on global mobility and immigration compliance

* Legal resources on managing expatriate assignments and compliance

QUESTION 42

Consider the chart below detailing the number of employees who participated in the training series stratified by organizational

function.

Trainings completed	Financial Advisors	Loan Officers	Accounting Specialists	Marketing Team Members	Team & Facility Leaders	Executive Leadership
0	2	9	1	1	5	2
1-3	7	13	1	2	4	1
4	75	14	8	9	9	3
5-6	4	0	3	3	2	1
Total:	88	36	12	15	20	7

Which of the following conclusions would be most appropriate to draw from the available data?

- * The loan of thers are the likely root cause of the discriminatory behaviors and sentiment within the organization.
- * Current and future DE&I programs and policies will likely benefit from stronger leadership buy-in.
- * The strategy used to achieve the accounting specialists, participation rates should be duplicated for underperforming groups.
- * The unconscious bias training was most effective among the teams with fewer employees.

Nearly half of the team leaders, facility leaders, and executive leadership members failed to meet the standards set for the organization. Whether the leaders felt they were above the training, were not the problem, or were too busy, this lack of participation can be observed by lower-level employees, and thus the lack of commitment demonstrated by organizational leadership can be detrimental to the future participation and buy-in from the rest of the workforce. While the numbers for the loan of thers are discouraging (A), it is not possible to discern from the data if the reason the participation rate was low was because of discrimination or because of other issues inhibiting employees from attending the trainings. While the accounting team's participation rates (C) are encouraging, the strategy used to mobilize a team of 12 is not likely to have the same effect when duplicated for a team of 36 or 88. While the smaller teams may have recorded higher levels of participation (D), participation rates are not equivalent to training effectiveness, and additional follow-up and measurements are required to make such conclusions.

QUESTION 43

What was the court ruling in *Lechmere, Inc. v. NLBR*?

- * If an employee misses time worked due to union-related activities, the company can hold it against him in his attendance record.
- * A company does not have to allow union representatives to campaign on company property if they are not employed by the company.
- * A company is allowed to continue business operations during a strike by hiring new employees or temporary workers.
- * Employees have the right to bring a third person into the room if they are being questioned as part of an investigation.

In *Lechmere, Inc. v. NLBR*, the court ruled in favor of the company. *Lechmere, Inc.* did not allow union representatives on company property to solicit and distribute materials because they were not employees of the company and had no other business reason to be on the property.

QUESTION 44

They are discussing ways to implement the changes successfully. What is the first thing that they should do?

- * Communicate a clear vision to the workforce,
- * Encourage employees to take action.
- * Behave with urgency on a daily basis.
- * Ask the workforce for feedback on the proposed changes.

The first step in Kotter's Change Model is to create a sense of urgency. Establishing a sense of urgency will demonstrate the need for change. Providing a clear vision is the third step. Over-communicating and encouraging feedback are part of the fourth step.

QUESTION 45

A company is looking to launch an employee volunteer program as a creative recruiting tool. Which benefit should the HR director stress when creating a business case for this program?

- * Goodwill
- * Present benefits
- * Future benefits
- * Philanthropy
- * Future Benefits:

* Long-Term Impact: Future benefits focus on the long-term positive impact of the volunteer program on recruitment and employee engagement.

* Employer Branding: Highlight how the program can enhance the company's reputation as a socially responsible employer, attracting top talent.

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