



# SHRM

## SHRM-CP

**SHRM Certified Professional**

**QUESTION & ANSWERS**

### Question: 1

How has the talent acquisition process been affected by social media?

- A. There is an increased ability to find and connect with passive candidates.
- B. Privacy concerns related to online information are not an issue.
- C. Recruiters can anonymously access private candidate information.
- D. The large volume of unsuitable candidates complicates recruiting efforts.

**Answer: A**

### Question: 2

The HR director and the CEO of a mid-sized company each receive an identical letter in the mail. The letter is from an anonymous disgruntled employee, and it accuses a company executive of several negative actions, including bullying, misrepresenting funds, and openly criticizing other executives during conversations with lower-level employees. The letter states that the employee has chosen to remain anonymous because the employee mistrusts the HR department and fears retaliation.

Which action should the HR director take to best ensure that executives understand and comply with the company's expectations of leaders?

- A. Develop a yearly training series that emphasizes behavioral expectations for all employees, including executives.
- B. Ask the CEO to write an e-mail encouraging all employees to take an active role in escalating concerns in a timely manner.
- C. Ask the company's compliance officer to meet with executives on a regular basis to discuss compliance issues.
- D. Examine open-ended feedback received through the annual employee survey to determine the main areas of concern.

**Answer: A**

### Question: 3

An HR consultant receives a phone call from the CFO of a mid-sized family-owned manufacturing company. She states that the company's turnover is nearing 100% in the operations department. Employees are staying an average of 60 to 90 days before leaving. Exit interviews indicate that turnover is due to lack of training. The CFO doesn't understand this data, because all new employees participate in a one-day orientation and an onboarding program.

The consultant further learns that the manager of the operations department has a reputation for being aggressive and direct. The manager, who directly reports to the CEO, has been with the company for ten years and is a good friend of the owners' family. The CFO admits that the manager can be difficult to deal with but nobody says anything because of the

manager's strong relationship with the family. She says that while morale is low in the department, the company hasn't conducted an employee survey in at least two years.

The CFO asks the consultant for help in fixing the turnover problem. They discuss various options, including training, coaching, and an employee engagement survey. A minimal budget has been provided to determine which tasks are necessary and to complete them.

The consultant agrees that turnover needs to be addressed quickly. Which are the initial actions they should take to determine the root cause?

- A. Privately speak to the family owners about their knowledge of the issues.
- B. Interview executive staff about operations department results and the manager's performance.
- C. Continue discussions with the CFO to further clarify comments about the manager's behaviors.
- D. Further analyze exit interview information for details about training deficiencies.

**Answer: D**

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#### **Question: 4**

Which process clarifies performance expectations and demonstrates organizational support of individual performance improvement?

- A. Workplace retaliation
- B. Constructive discipline
- C. Conflict resolution
- D. Complaint policies

**Answer: B**

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#### **Question: 5**

What is a global mindset?

- A. The ability to take an international, multidimensional perspective that is inclusive of other cultures, perspectives, and views
- B. The belief that all other cultures and identity groups are really no different from one's own
- C. The ability to learn other languages
- D. The ability to encourage others with diverse backgrounds to see one's own perspective as the correct one

**Answer: A**

### **Question: 6**

For the past several years, a company has experienced frequent turnover in the CFO position due to poor performance. After the first CFO was terminated, the VP of HR and the CEO reviewed the job description. A selection committee was formed to perform interviews with candidates, and a single interview was held with each candidate using knowledge-based questions. After three months a candidate was hired. One year later the candidate was released due to poor performance.

The same recruiting process was used with a limited selection of candidates. A third CFO was hired three months later. The company is now preparing to terminate this CFO due to poor job performance and not meeting the expectations of the company.

Which should the VP of HR include in a recommendation to best help the CEO understand why a new executive onboarding process is critical?

- A. Onboarding yields a satisfactory employee experience.
- B. Onboarding offers a soft start to any employee's position.
- C. Onboarding establishes a thorough understanding of the organization.
- D. Onboarding is something that all companies do.

**Answer: C**

### **Question: 7**

Which type of career development mobility provides meaningful career paths for professional and technical workers whose preferences may be outside traditional management roles?

- A. Promotions
- B. Job rotations and relocations
- C. Dual career ladders
- D. Job enrichment

**Answer: C**