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35	☐ A	☐ B	☐ C	☐ D	☒ E
36	☐ A	☐ B	☐ C	☒ D	☐ E
37	☐ A	☒ B	☐ C	☐ D	☐ E
38	☐ A	☐ B	☒ C	☐ D	☐ E
39	☐ A	☐ B	☒ C	☐ D	☐ E

PRACTICE QUESTIONS

Society For Human Resource Management (SHRM)

SCP

SHRM Senior Certified Professional

EDITION

Demo

QUESTIONS

9

FORMAT

Limited Edition PDF

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9 practice questions for Society For Human Resource Management (SHRM) **SCP**, each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

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Send us three things and we will check it:

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Write to **support@mometrix.net**. We reply within one business day.

QUESTION 1

MULTIPLE CHOICE

A senior HR leader is tasked with aligning the HR strategic plan to a recently revised organizational strategy that emphasizes global expansion and digital transformation. Which two actions should the HR leader prioritize to ensure effective strategic alignment? (Choose two.)

- ☒ **A** Translate the organization's strategic objectives into specific HR priorities, goals, and measurable outcomes tied to global talent and digital capabilities.
- ☐ **B** Wait until the next annual planning cycle to formally update the HR plan so it matches the timing of the finance planning calendar.
- ☒ **C** Conduct a workforce capability gap analysis to identify the skills and competencies required for global and digital initiatives.
- ☐ **D** Focus solely on operational HR metrics such as time-to-fill and employee relations case volume to demonstrate HR's contribution.
- ☐ **E** Outsource all HR strategy development to external consultants to remove bias from the planning process.

ANSWER A • C

WHY Effective strategic alignment requires translating organizational strategy into HR priorities and outcomes (A) and assessing workforce capabilities to determine the talent and skills needed to execute the strategy (C). Waiting for the next annual cycle (B) delays alignment. Sole reliance on operational metrics (D) does not demonstrate strategic value. Outsourcing all strategy work (E) removes internal HR ownership and context.

QUESTION 2

MULTIPLE CHOICE

An organization is struggling to fill critical STEM roles in a competitive labor market. Which two talent acquisition strategies are most appropriate for the senior HR leader to recommend? (Choose two.)

- ☒ **A** Build targeted talent pipelines through partnerships with universities, professional associations, and industry communities.
- ☐ **B** Reduce sourcing effort by raising job posting frequency on a single general-purpose job board.
- ☒ **C** Implement a structured employee referral program with incentives tied to the hire of hard-to-fill roles.
- ☐ **D** Eliminate skills-based assessments to shorten time-to-fill for technical positions.
- ☐ **E** Restrict sourcing to internal transfers only to reduce external recruitment costs.

ANSWER A - C

WHY For hard-to-fill STEM roles, targeted pipeline development through universities and professional communities (A) and structured referral programs with appropriate incentives (C) are proven strategies. Posting more frequently on a single general job board (B) does not improve reach to passive STEM talent. Removing skills-based assessments (D) risks poor fit and quality of hire. Restricting to internal transfers only (E) ignores the need to expand the talent pool.

QUESTION 3

SINGLE CHOICE

A senior HR leader wants to strengthen employee engagement following a period of low engagement survey scores. Which action best demonstrates the role of HR as a strategic partner in addressing this issue?

- ☒ **A** Diagnose root causes by analyzing engagement survey data by segment, identifying trends, and linking findings to business outcomes such as productivity and turnover.
- ☐ **B** Communicate that engagement scores have improved without changing any programs to maintain employee morale.
- ☐ **C** Focus only on increasing compensation across the organization as the single driver of engagement.
- ☐ **D** Defer engagement analysis to line managers without providing guidance, tools, or a consistent framework.

ANSWER A

WHY A strategic HR approach uses diagnostic data analysis tied to business outcomes to identify root causes and target interventions. Communicating false improvement (B) is unethical and ineffective. Compensation alone (C) is not the only or primary driver of engagement. Deferring entirely to managers without support (D) abdicates HR's strategic role.

QUESTION 4

SINGLE CHOICE

A senior HR leader is evaluating the effectiveness of the HR function using the SHRM HR Competency Model. Which measure best indicates HR's effectiveness as a strategic partner?

- ☒ **A** The degree to which HR initiatives are integrated with and contribute to the achievement of organizational strategic objectives.
- ☐ **B** The number of HR policies updated during the year.
- ☐ **C** The volume of employee relations cases closed within a defined timeframe.
- ☐ **D** The total headcount within the HR department relative to total employee headcount.

ANSWER A

WHY Strategic contribution is measured by HR's alignment with and impact on organizational objectives, not by administrative volume. Policy update counts (B), case closure volume (C), and HR-to-employee ratios (D) are operational indicators rather than measures of strategic effectiveness.

QUESTION 5

SINGLE CHOICE

An HR leader is reviewing the organization's compliance program. Which practice most effectively reduces the organization's exposure to employment-related legal liability under U.S. federal laws such as Title VII, the ADA, and the FLSA?

- ☒ **A** Conducting regular training and documentation on anti-discrimination, reasonable accommodation, and wage-and-hour practices, paired with periodic internal compliance audits.
- ☐ **B** Eliminating the employee handbook to avoid creating written standards that could be used as evidence.
- ☐ **C** Relying exclusively on informal manager judgment when making hiring and pay decisions.
- ☐ **D** Postponing the investigation of internal complaints until external counsel has reviewed every email.

ANSWER A

WHY A proactive compliance program includes training, documentation, and audits. Eliminating the handbook (B) removes needed clarity and increases risk. Relying solely on informal judgment (C) invites inconsistent and discriminatory decisions. Delaying investigations (D) can exacerbate harm and increase liability.

QUESTION 6

SINGLE CHOICE

A senior HR leader is evaluating the impact of a new leadership development program. Which approach best demonstrates the use of HR analytics to measure program effectiveness and business impact?

- ☒ **A** Comparing pre- and post-program metrics such as engagement scores, retention of participants versus a control group, and 360-degree assessment results, and linking changes to business outcomes.
- ☐ **B** Counting the number of employees who completed the program and reporting that figure to leadership.
- ☐ **C** Surveying participants only on whether they 'liked' the program content.
- ☐ **D** Reporting only the total cost of the program relative to the HR budget.

ANSWER A

WHY Effective HR analytics links program data to business outcomes and uses comparison groups to isolate impact. Completion counts (B) and satisfaction ratings (C) are limited to activity and reaction metrics. Cost-only reporting (D) ignores impact altogether.

QUESTION 7

SINGLE CHOICE

A senior HR leader is designing a total rewards strategy for a multi-generational workforce. Which approach best aligns the rewards strategy with employee expectations and business objectives?

- ☒ **A** Conduct workforce segmentation and use employee preference data, market benchmarking, and total rewards modeling to design a flexible mix of compensation, benefits, and recognition offerings.
- ☐ **B** Provide identical rewards packages to all employees to ensure internal equity and simplicity.
- ☐ **C** Offer only base salary increases each year, since employees consistently rank pay as their top concern.
- ☐ **D** Eliminate recognition programs in favor of higher base pay across all employee groups.

ANSWER A

WHY An effective total rewards strategy uses data-driven segmentation and market analysis to tailor offerings. One-size-fits-all packages (B) ignore diverse workforce needs. Pay-only strategies (C and D) overlook the well-documented motivational impact of benefits and recognition.

QUESTION 8

SINGLE CHOICE

After a merger, two organizations are experiencing conflict due to cultural differences and unclear decision rights. Which senior HR leader action is most appropriate to improve organizational effectiveness?

- ☒ **A** Lead a structured change management effort that assesses cultural differences, clarifies decision rights and roles, and integrates the two organizations around shared values and goals.
- ☐ **B** Issue a directive mandating that all employees immediately adopt the acquiring company's culture.
- ☐ **C** Wait for the conflict to subside naturally without intervention to avoid over-managing the change.
- ☐ **D** Transfer all employees from the acquired organization into identical roles without review.

ANSWER A

WHY Mergers require structured OD interventions including cultural assessment, governance clarification, and shared identity building. Mandating one culture (B), inaction (C), and uncritical role transfers (D) all increase disruption, disengagement, and risk.

QUESTION 9

SINGLE CHOICE

A senior HR leader discovers that a senior executive has been pressuring HR to manipulate performance ratings to enhance the executive's compensation. Which action best reflects ethical HR practice and the SHRM Code of Ethical and Professional Standards in Human Resource Management?

- ☒ **A** Document the concern, raise it through appropriate channels including the audit committee or board as needed, and refuse to alter the performance data.
- ☐ **B** Adjust the ratings as requested to preserve a cooperative working relationship with the executive.
- ☐ **C** Ignore the request and avoid any documentation to prevent personal or professional repercussions.
- ☐ **D** Discuss the request informally with peers without taking any formal action.

ANSWER A

WHY The SHRM Code requires HR professionals to act with integrity and courage, including escalating ethical concerns through proper channels and refusing to participate in manipulation. Adjusting ratings (B) is unethical. Ignoring without action (C) and informal peer discussion without action (D) fail to uphold professional and ethical standards.