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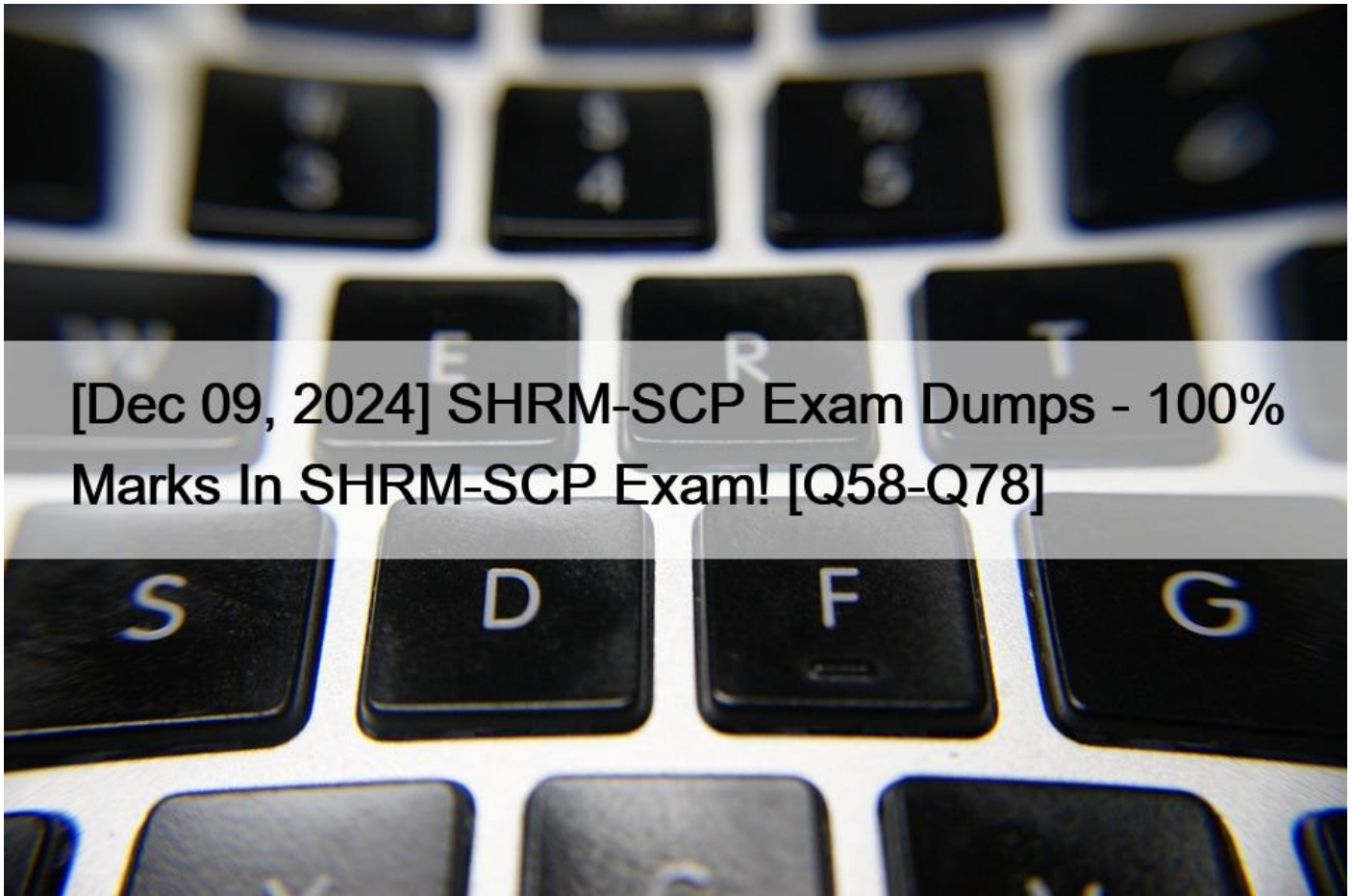

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QUESTION 58

Which item should the HR director review when tasked with quickly identifying if the organization is meeting its mission?
* Balanced scorecard
* HR scorecard
* HR audit
* Mission statement

* Balanced Scorecard Overview: The balanced scorecard is a strategic management tool that provides a comprehensive view of an organization’s performance by tracking key financial and non-financial indicators across four perspectives: financial, customer, internal processes, and learning and growth.

* Alignment with Mission: By reviewing the balanced scorecard, the HR director can quickly assess how well the organization is meeting its mission and strategic objectives. It provides a holistic view of organizational performance and helps in identifying areas needing improvement.

* Key Performance Indicators (KPIs): The balanced scorecard includes KPIs that are aligned with the organization’s mission and goals, making it a useful tool for monitoring progress and ensuring that all activities are contributing to the overall mission.

* Strategic Decision-Making: Using the balanced scorecard helps in making informed strategic decisions by providing a clear picture of organizational performance and alignment with the mission.

References:

* SHRM-SCP Exam Content Outline

* SHRM guidelines on strategic management and balanced scorecard utilization

QUESTION 59

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?
* 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
* Meet with administrative employees to address their concerns and explain the rationale behind the business decision.
* Invite administrative employees to discuss their concerns with HR.
* Conduct a salary review for administrative staff to ensure they are being paid competitively.
* Open Communication: Schedule a meeting with administrative employees to discuss their concerns regarding the new overtime policy. This demonstrates that HR values their input and is willing to engage in dialogue.

* Rationale Explanation: Clearly explain the business rationale behind the decision to amend the overtime policy for core operations employees. Emphasize that the nature of their work requires more frequent overtime and that the policy adjustment is aimed at addressing specific operational needs.

* Listening to Concerns: Actively listen to the concerns of administrative employees. Understanding their perspective can provide valuable insights and help in identifying any unintended consequences of the policy change.

* Fairness and Equity: Reassure administrative employees that their roles and contributions are valued.

Explain that the decision was made based on operational requirements and not as a reflection of their importance to the organization.

* Follow-up Actions: Based on the feedback received during the meeting, consider if any additional measures can be implemented to address administrative employees’ concerns. This might include reviewing their salary competitiveness or finding other ways to acknowledge their contributions.

This approach aligns with SHRM’s guidelines on effective communication, fairness, and employee engagement.

QUESTION 60

According to the Equal Pay Act of 1963, which working condition requires equal pay?

* Separate first-shift production lines
* Varied geographic locations
* Different production levels
* Shifts on different days of the week
* Equal Pay Act Overview: The Equal Pay Act of 1963 requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal in terms of skill, effort, responsibility, and working conditions.

* Working Conditions Definition: Under the Equal Pay Act, working conditions refer to the physical

* surroundings and hazards involved in the job. They do not typically include factors such as time of day or geographic location.

* Shifts on Different Days: Working conditions such as shifts on different days of the week are considered to be substantially similar, as the nature of the work and the environment in which it is performed do not change significantly. Therefore, employees working different shifts on different days are entitled to equal pay if their jobs are otherwise substantially equal.

* Non-Qualifying Conditions: Separate first-shift production lines, varied geographic locations, and different production levels do not necessarily require equal pay under the Equal Pay Act as these factors can involve different working conditions, responsibilities, or cost-of-living adjustments.

References:

* SHRM-SCP Exam Content Outline

* SHRM guidelines on Equal Pay Act compliance and working conditions

QUESTION 61

The HR manager at a consulting firm notices a rapid increase in the demand for experienced leaders. The increase is making it difficult to hire managers at the same rate of pay compared to one year ago. The firm presently has three open manager positions and the three top candidates are demanding annual salaries higher than current managers’ salaries. This morning the firm’s CEO sent a companywide email announcing that staffing the job openings is a top priority to meet business demands. The email also indicated the firm is willing to pay a referral bonus. The HR manager knows that staffing the job openings will completely exhaust HR’s budget, leaving no money to pay referral bonuses or make salary adjustments for incumbents. While reviewing the candidates’ resumes the HR manager receives an email from an incumbent manager stating that the manager discovered the firm is offering higher salaries to applicants with less experience. The email also states the incumbent manager no longer trusts the leadership team and is going to seek other employment opportunities.

Which action should the HR manager take first to respond to the incumbent manager’s email?

* Ask the incumbent manager to stay with the firm until the job openings are staffed.
* Meet with the incumbent manager to discuss the non-monetary benefits offered by the firm.
* Explain to the incumbent manager how the changes in the job market have made it difficult to hire experienced managers.
* Advise the incumbent manager to compare the firm’s total compensation and benefits package to competitors’ packages.
* Contextual Explanation: The HR manager should provide the incumbent manager with context regarding the current job market

and the increased demand for experienced leaders. This helps the incumbent understand the external factors influencing salary offers.

* Market Realities: Explaining the market conditions and how they have shifted since the incumbent was hired can help mitigate feelings of unfairness and build understanding.

* Transparency: Providing a transparent explanation about the hiring challenges and the rationale behind offering higher salaries to attract top talent shows respect for the incumbent’s concerns and fosters trust.

* Retention Strategy: Addressing the issue directly with the incumbent manager can help alleviate their dissatisfaction and potentially retain their employment, which is crucial for maintaining stability within the team.

References:

* SHRM-SCP Exam Content Outline

* SHRM guidelines on employee retention and market compensation analysis

QUESTION 62

The marketing department at a large financial services company chooses five high-performing staff members every year to receive a performance award, which includes a monetary reward and recognition at an end-of-year meeting. Employees are chosen by managers in the marketing department. Each manager nominates two direct reports, and then all managers meet as a group to discuss nominees until a consensus is reached. The names of the winners are given to HR for final approval. The marketing department is preparing to begin this year’s nomination process. There have been repeat winners in each of the last three years. A marketing employee files a complaint with the HR director about favoritism in the award process.

Additionally, the employee points out that newer employees rarely win the award, which lowers their morale.

New employees tend not to win because they spend a couple of years training and shadowing experienced employees before receiving tasks to perform independently.

After the nominations are submitted to HR, a product manager asks the HR director not to approve a nominee who recently insulted the manager during an argument. Which action should the HR director take?
* Direct the manager to discuss the issue with the employee.
* Meet with the nominee to learn more information about the incident.
* Explain to the manager that the award is based on performance and not interpersonal relationships.
* Suggest the manager should not influence awards for the marketing department.
* Objective Criteria: Awards should be based on objective performance criteria rather than personal conflicts or interpersonal relationships. This ensures fairness and maintains the integrity of the award process.

* Policy Adherence: The HR director should reinforce that the company’s policies and criteria for performance awards are followed strictly, preventing any bias or favoritism.

* Conflict Resolution: The HR director can address the interpersonal issue separately by encouraging the manager and the employee to resolve their differences through appropriate conflict resolution methods.

* Maintaining Morale: Ensuring that awards are based on performance helps maintain employee morale and trust in the recognition system, promoting a positive and fair workplace culture.

References:

* SHRM, “Performance Management: Strategies and Best Practices,” available at SHRM.org.

* SHRM, “Creating a Fair and Equitable Reward System,” available at SHRM.org.

QUESTION 63

Due to a global health crisis a manufacturing company halts operations for an indefinite time period. The HR manager reviews the company’s crisis response plan but does not find information about paying employees.

Which element was most likely skipped during the crisis planning stage?
* The specific health issue was not listed as a potential risk to the company.
* A response team was not already identified and trained.
* The impact on the company was not identified.
* The company did not have an emergency payroll savings plan.
* Crisis Response Plans: Effective crisis response plans typically include provisions for maintaining business continuity, which encompasses ensuring that employees continue to receive their pay during disruptions.

* Emergency Payroll Savings Plan: An emergency payroll savings plan is a financial reserve or strategy that ensures employees can be paid during unforeseen events like a global health crisis. This critical component ensures that employees’ livelihoods are protected, which is vital for maintaining morale and trust.

* Impact on Employees: Addressing how employees will be compensated during a crisis is essential.

Without an emergency payroll savings plan, the company may face challenges in managing payroll, leading to potential legal issues, decreased employee morale, and retention problems.

* Best Practices: HR managers should work with financial and executive teams to develop and integrate an emergency payroll savings plan into the crisis management plan. This plan should outline the sources of emergency funds and the processes for accessing and distributing these funds during a crisis.

References:

* SHRM, “Crisis Management and Business Continuity Planning,” available at SHRM.org.

* SHRM, “Financial Wellness Programs for Employees,” available at SHRM.org.

QUESTION 64

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 65

A newly hired chief human resource officer (CHRO) discovers a flaw in the time-keeping policy that allows senior executives to receive full salaries and benefits without working the expected full-time hours. The CHRO reviews corporate data and identifies three senior executives in the sales department who regularly worked half the expected full-time hours for the past two years. The CHRO also discovers that the sales department has the lowest levels of employee engagement and morale across the corporation. However, the CHRO knows these three senior executives have been with the corporation for over a decade and have established strong alliances with the CEO. The CHRO presents the issue to the CEO and learns the CEO was unaware of the flaw in the policy. The CHRO and CEO agree to discuss the issue during the next executive team meeting.

Prior to the executive team meeting, the three sales department senior executives confront the CHRO in person. The executives state that working less than the expected full-time hours is justified because the CEO has made them return early from vacation on multiple occasions. How should the CHRO respond?
* Offer to schedule a meeting with the executives to discuss their concerns.
* Suggest the senior executives speak to the CEO about their concerns.
* Advise the senior executives to start working the expected full-time hours to avoid disciplinary action.
* Explain to the senior executives why it is unfair for them to work less than the expected full-time hours.
* Professional Response:

* Respectful Dialogue: Offering to schedule a meeting shows respect for the executives’ concerns and promotes a professional dialogue.

* De-escalation: This approach helps to de-escalate the situation and provides a forum for a constructive discussion.

QUESTION 66

A global manufacturing organization is dealing with a high level of attrition among machine operators as well as difficulty recruiting machine operators at a recently acquired factory. The HR director is attempting to address the issue. During exit interviews, multiple employees mention they are leaving to take higher-paying jobs at other companies in the area. The HR director of the factory in that country believes that the company needs to raise the salaries of the machine operators to address this. The HR director contacts the chief human resource officer (CHRO) to discuss the need for a salary adjustment. The CHRO is located in another country and has never been to the country where the factory is located. The CHRO reviews the most recent salary study for the region and indicates that the salaries the company is paying are competitive with other companies in the region. The CHRO also says that due to recent increases in operating expenses and declines in revenue, it would be financially irresponsible to provide raises.

The HR director feels that the executive team located in another country, does not understand the nuances of the local culture and the way the factory operates. What should the HR director do?
* Prepare a report describing the aspects of the factory that the executive team needs to understand.
* Record a webinar describing the aspects of the factor/ that the executive team needs to understand.

C Email the executives inviting them to contact the HR director with any questions about the factory
* Conduct cultural sensitivity training for everyone on the executive team.
* Understanding the Local Context: The HR director needs to convey the unique aspects of the factory and local labor market that might not be apparent to the CHRO located in another country. This involves highlighting specific local economic conditions, cultural nuances, and competitive salary benchmarks that might not be captured in broader regional studies.

* Data Collection: Gather qualitative and quantitative data from exit interviews, local salary surveys, and feedback from current employees. This information should detail why employees are leaving and provide evidence of competitors offering higher wages.

* Report Preparation: Compile the collected data into a comprehensive report. The report should include:

* A summary of the high attrition rates and the difficulties in recruiting machine operators.

* Comparative salary data showing discrepancies between the company's pay and what competitors offer.

* Insights from exit interviews emphasizing employees' reasons for leaving.

* Presentation to Executives: Present the report to the CHRO and other relevant executives. Highlight key findings and recommend actions based on local insights, such as adjusting salaries or other incentives to retain and attract machine operators.

* Follow-up: After presenting the report, offer to discuss the findings in more detail and answer any questions. This approach ensures the executive team understands the local nuances and can make informed decisions.

This method aligns with SHRM's guidelines on effective communication, cultural awareness, and data-driven decision-making in HR management.

QUESTION 67

A newly hired chief human resource officer (CHRO) discovers a flaw in the time-keeping policy that allows senior executives to receive full salaries and benefits without working the expected full-time hours. The CHRO reviews corporate data and identifies three senior executives in the sales department who regularly worked half the expected full-time hours for the past two years. The CHRO also discovers that the sales department has the lowest levels of employee engagement and morale across the corporation. However, the CHRO knows these three senior executives have been with the corporation for over a decade and have established strong alliances with the CEO. The CHRO presents the issue to the CEO and learns the CEO was unaware of the flaw in the policy. The CHRO and CEO agree to discuss the issue during the next executive team meeting.

During the executive team meeting, the sales department senior executives make allegations about the CHRO's professional qualifications that the CHRO knows are false. Which action should the CHRO take?
* State that the allegations made by the sales department senior executives are not true.
* Advise the sales department senior executives to behave in a professional manner.
* Request that the sales department senior executives provide tangible evidence that supports the allegations.
* Invite the sales department senior executives to meet with the CHRO after the executive team meeting to discuss the allegations.
* Addressing Allegations:

* Professional Response: Calmly and clearly state that the allegations are not true to maintain professionalism.

* Clarity: This approach helps to refocus the discussion on the real issue – the time-keeping policy flaw.

QUESTION 68

A CEO is searching for a solution to the increase in health insurance costs. Which benefit should the chief human resource officer suggest to help reduce the high expenses?
* Health care plans
* Employee assistance programs
* Flexible sick leave
* Wellness programs

Wellness programs are designed to promote healthy lifestyles among employees, which can lead to lower health insurance costs over time. By encouraging preventive care, healthy eating, physical activity, and stress management, wellness programs can reduce the incidence of chronic diseases and other health issues that drive up insurance costs. Implementing such programs can also enhance employee well-being and productivity.

References:

* SHRM Employee Benefits

* SHRM Learning System for SHRM-SCP

QUESTION 69

A large retail company opens a distribution center directly across the street from a small competing firm's distribution center and posts a sign advertising open entry-level positions. The plant manager of the small firm notices that the sign indicates the advertised salary is higher than what the firm pays its entry-level employees.

The plant manager is concerned employees will leave the firm to seek work at the competing company. The plant manager notifies the HR manager of the pay differences and requests immediate pay matching for all entry-level employees. The HR manager sets up a meeting with the plant manager, compensation manager, and HR business partner to discuss the issue. They decide to increase base pay to match the competitor's base pay but only for a subset of entry-level roles identified as critical. They also decide to put the pay increase into effect immediately, and the HR manager agrees to monitor the situation over the next three months.

How should the HR manager communicate the new pay increase to current entry-level employees?
* Send an email to supervisors of impacted employees requesting that they explain the change to their direct reports.
* Hold in-person group meetings with impacted employees to announce their increased pay.
* Send a mass email to all impacted employees explaining the pay increase.
* Schedule a meeting with each impacted employee to communicate the pay increase and rationale.
* Individual Meetings:

* Personalized Communication: Scheduling one-on-one meetings ensures that each impacted employee receives the information in a personalized manner, allowing for individual questions and concerns to be addressed.

* Clarity and Transparency: This approach allows the HR manager to clearly explain the rationale behind the pay increase and how it affects each employee.

QUESTION 70

What is the first step in recruitment content marketing on social media?
* Define a target audience.
* Develop a content strategy.
* Identity audience locations.
* Agree on the objectives.
* Foundation of Strategy: Defining a target audience is the first step in recruitment content marketing as it identifies the specific group of potential candidates the organization aims to attract.

* Tailored Content: Understanding the target audience allows for the creation of tailored content that resonates with their interests, values, and needs, increasing the effectiveness of recruitment efforts.

* Efficient Resource Allocation: It ensures that resources are used efficiently by focusing marketing efforts on the most relevant

audience segments, thereby improving the return on investment.

* Strategic Alignment: This step aligns the recruitment marketing strategy with the organization's overall talent acquisition goals, ensuring that the right candidates are targeted and attracted.

References:

* SHRM-SCP Exam Content Outline

* SHRM guidelines on recruitment marketing and social media strategies

QUESTION 71

A regional government office runs a media broadcasting station that is funded almost entirely by individual and corporate donations. An eight-person team is in charge of planning and coordinating the receipt of gifts including entertaining guests with the CEO and asking philanthropists for large contributions. The manager of the team is results-driven and has consistently led the team to achieve challenging goals for five years. The manager recently moved further away from the office to afford higher quality education. The manager sends an urgent email to the HR director indicating an immediate need to work remotely three days per week. The manager also wants to avoid commuting traffic and come into the office after 11 am. The office has a flexible schedule policy but it has not been reviewed in some time.

The manager is one of the office's top-performing employees with considerable influence over other employees' opinions about how the office is managed. What should the HR director do to prevent disruption to station operations while the flexible schedule policy is reviewed?
* Issue an office wide statement indicating that HR is reviewing the flexible schedule policy and may make revisions.
* Ask the manager to be patient while HR reviews the flexible schedule policy.
* Meet with the manager to explain the objective and timeline of the review process and ask for the manager's support in the interim.
* Conduct an onsite meeting with all employees at the broadcasting station to solicit input and discuss options and concerns.
To prevent disruption while the flexible schedule policy is being reviewed, the HR director should:

* Meeting with the Manager: Hold a meeting with the manager to discuss the urgent request and explain the objective and timeline for reviewing the flexible schedule policy.

* Support and Collaboration: Seek the manager's support during the review process, emphasizing the importance of their role in maintaining stability and morale within the team.

* Transparency: Provide a clear timeline for the policy review and update the manager on the progress, ensuring transparency and managing expectations.

* Interim Solutions: Explore interim solutions that can accommodate the manager's needs without disrupting operations, such as temporary adjustments to the work schedule or trial telework arrangements.

* Communication: Communicate with the broader team about the ongoing review process, highlighting the organization's commitment to considering their needs and improving work arrangements.

This approach balances the immediate needs of the manager with the longer-term objective of a fair and comprehensive policy review, consistent with SHRM's best practices for managing change and maintaining employee engagement.

QUESTION 72

Which is the best approach to improve a benefit program’s impact on employee retention?
* Targeting benefits to the needs of specific groups
* Increasing awareness of available benefits
* Assessing benefit efficiency and cost-effectiveness
* Implementing new benefits based on benchmarks
* Customized Benefits: Tailoring benefits to meet the diverse needs of different employee groups can significantly improve satisfaction and retention.

* Employee Surveys: Conducting surveys to understand the specific needs and preferences of various employee demographics helps in designing targeted benefit programs.

* Competitive Advantage: Offering targeted benefits can differentiate the organization from competitors, making it more attractive to current and prospective employees.

* Retention and Engagement: When employees feel their specific needs are met, their loyalty and engagement with the organization increase, leading to higher retention rates.

References:

* SHRM, “Strategic Benefits Planning,” available at SHRM.org.

* SHRM, “Enhancing Employee Retention Through Tailored Benefits,” available at SHRM.org.

QUESTION 73

A start-up company specializing in technology is acquired by a larger international organization located in a foreign country. Following the acquisition, a manager from the international company schedules a virtual social hour so employees on the manager’s team can bond outside of work hours. During the virtual social hour, employees from the start-up experience difficulties understanding the international employees due to language barriers. An employee from the start-up writes an inappropriate comment making fun of how the international employees speak intending to send it to a co-worker but accidentally sends the message to the whole team. The manager reports the employee’s behavior to an HR specialist, who documents the incident. A few weeks later the HR specialist receives an email from the employee who sent the message indicating that the employee’s manager is acting hostile toward the employee, and the employee’s manager mentioned that the international company should never have acquired the start-up.

The HR specialist is concerned the manager’s negative comment about the acquisition will lead to other employees having negative opinions about the acquisition. Which action should the HR specialist take to address this concern?
* Inform senior leadership that managers are sharing negative comments about the acquisition.
* Suggest that any employees who are anxious about the acquisition talk to HR about their concerns.
* Coach the manager regarding effective communication options.
* Ask the manager how many others saw the comment to understand how disruptive the comment might be.
To address the concern about the manager’s negative comment affecting other employees’ opinions about the acquisition, the HR specialist should:

* Effective Communication Training: Coach the manager on effective communication strategies. This includes how to express concerns constructively and the impact of their words on team morale and organizational culture.

* Promoting Positive Culture: Emphasize the importance of maintaining a positive outlook and how negative comments can undermine team cohesion and trust in leadership.

* Leadership Accountability: Ensure that the manager understands their role in shaping employee perceptions and attitudes, especially during times of change like an acquisition.

* Monitoring and Feedback: Establish a mechanism for ongoing feedback and monitoring to ensure that the manager implements the coaching advice and improves their communication approach.

Coaching the manager aligns with SHRM’s best practices for leadership development and effective communication, fostering a more supportive and cohesive workplace during organizational changes.

QUESTION 74

How should an organization most effectively improve employee productivity during a time of rapid growth and organizational change?
* Increase the frequency of performance reviews.
* Reduce the representation gap.
* Introduce forced ratings distribution.
* Implement a 360-degree feedback initiative
* Comprehensive Feedback: 360-degree feedback involves collecting performance feedback from a variety of sources including peers, subordinates, and supervisors, providing a well-rounded view of employee performance.

* Employee Development: This feedback mechanism can identify strengths and areas for improvement, fostering employee growth and enhancing productivity.

* Engagement and Trust: Employees feel more engaged and trusted when their contributions are evaluated fairly and thoroughly, which can improve morale and productivity during times of change.

* Continuous Improvement: The feedback received can be used to tailor training and development programs, ensuring employees have the necessary skills to thrive in a rapidly growing organization.

References:

* SHRM, “360-Degree Feedback: Best Practices,” available at SHRM.org.

* SHRM, “Improving Performance with Feedback,” available at SHRM.org.

QUESTION 75

A rapidly growing technology start-up company with 200 employees forms a new team to handle recruitment for the company that is independent of the HR team. The recruitment team does not have any specific guidelines for hiring. The HR director wants to establish guidelines to prevent the theft of intellectual property and insists that the recruitment team begin conducting background checks to verify applicants’ criminal histones. The recruitment director feels that background checks create unnecessary delays and that the multiple interviews used to make selection decisions serve the same purpose as a background check.

Despite the HR director’s insistence, the recruitment director continues to hire without conducting background checks. Which is the best action for the HR director to take to ensure that background checks are conducted?
* Ask a senior leader to mediate the disagreement and have the power to make the final decision.
* Meet with the recruitment director to discuss concerns and jointly develop ideas on how to find a compromise.
* Ask the recruiting director to conduct background checks on a trial basis to determine how disruptive they are to the process.
* Tell the recruitment director that HR will not process new hires unless that candidate has had a background check.

The HR director should take a collaborative approach to resolve the disagreement with the recruitment director. This strategy helps in several ways:

* Open Communication: By meeting with the recruitment director, the HR director can explain the importance of conducting background checks, especially in protecting intellectual property. This opens up a dialogue where both parties can voice their concerns and understand each other's perspectives.

* Building Trust and Cooperation: Engaging in a joint discussion fosters a cooperative environment. It allows both directors to work together towards a mutually agreeable solution, increasing the likelihood of successful implementation of the guidelines.

* Finding a Compromise: This approach allows for the development of a compromise that addresses both the HR director's concern for security and the recruitment director's concern for efficiency. For example, they might agree to streamline the background check process to minimize delays.

* Aligning Goals: This meeting can help align the recruitment team's practices with the broader organizational goals, ensuring that all departments work towards common objectives.

References:

* SHRM-SCP Exam Content Outline

* SHRM guidelines on conflict resolution and strategic HR management

QUESTION 76

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.

Some members of the leadership team provide the HRBP with a list of employees that they think would be good participants for the focus groups. These leaders are adamant that the HRBP should draw participants from the list. Which action should the HRBP take?
* Inform the leaders that HR will follow best practices when selecting focus group participants.
* Explain to the leaders why using only employees from the list might exclude important perspectives.
* Conduct one focus group with the recommended employees and one with randomly selected employees.
* Remind the leaders that the operations VP asked the HRBP to lead the project.
The HRBP should aim to include a diverse range of perspectives to get a comprehensive understanding of the organizational culture. Here's why this approach is best:

* Inclusivity and Representation: Explaining to the leaders that limiting participants to their recommended list might exclude important perspectives can help ensure that the focus groups are representative of the entire organization, leading to more accurate and actionable insights.

* Best Practices in Data Collection: By following best practices, which include selecting a diverse and random sample of employees, the HRBP can gather more reliable and unbiased data, crucial for effective culture

QUESTION 77

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.

QUESTION 78

According to Ulrich, what is the primary intent of the business partner model?
* Management of all HR processes for a business unit
* Transformation of the business unit to better align with HR directives
* Business processes integration and alignment of daily work with business outcomes
* Creation of shared services between business units to reduce HR administrative burden
* Ulrich’s Business Partner Model:

* Core Objective: The business partner model aims to align HR activities closely with the strategic goals and operational needs of the business.

* Integration: It focuses on integrating HR functions into the business processes to ensure that HR activities support and drive business outcomes.

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