SUMMIT
STUDY GUIDES

SHRM-CP

Diagnostic Assessment

Week 3 Checkpoint

40 Questions • 65 Minutes

Operational and applied HR knowledge at the SHRM-CP level

Aligned to the 2026 SHRM BASK • Law and guidance current as of October 2026

Summit Study Guides

summitstudyguides.com

SUMMIT
STUDY GUIDES

Copyright © 2026 Summit Study Guides. All rights reserved.

This practice set is licensed for the personal study use of the purchaser. No part of it may be copied, reproduced, shared, resold, uploaded to any website or file-sharing service, or used to train or build any product without prior written permission from Summit Study Guides. Brief quotations for review purposes are permitted with attribution.

Trademark Notice

SHRM, SHRM-CP, SHRM-SCP and SHRM BASK are registered trademarks of the Society for Human Resource Management (SHRM). Summit Study Guides is an independent publisher and is not affiliated with, sponsored by or endorsed by SHRM. The questions in this set are original practice items written to reflect the published SHRM Body of Applied Skills and Knowledge; they are not actual exam questions and do not come from any SHRM examination.

Disclaimer

This material is provided for educational and exam-preparation purposes only. It is not legal, tax, financial or professional advice and should not be relied on for decisions about real workplace situations. Employment laws, regulations and agency guidance change frequently and vary by jurisdiction. The content was reviewed for accuracy as of October 2026, but no warranty of any kind is made as to its completeness, accuracy or continued currency. Consult a qualified professional or legal counsel before acting on any information in this set.

Using these practice questions does not guarantee that you will pass the SHRM-CP exam or any other examination. By using this set, you agree that Summit Study Guides and its authors are not liable for any loss, damage or outcome, direct or indirect, arising from its use, including from any errors, omissions or inaccuracies.

How to Use This Set

Answer each question on your own first, choosing the single BEST answer. The real exam allows 220 minutes for 134 questions, so aim for about 1.6 minutes per question. Then check your work against the separate answer key and read every explanation, including for the questions you got right, because the reasoning is what transfers to new questions on exam day.

SHRM-CP Week 3 Checkpoint

40 questions • 65 minutes • Score each of the six BASK areas with the Weakness Map in the Answer Key file

Choose the single BEST answer for each question. The real exam gives 220 minutes for 134 questions, so pace yourself at roughly 1.6 minutes per question.

1. Last quarter an HR generalist spent several evenings helping a sales manager rebuild his team's onboarding plan. This month she asks him to release two reps to pilot a new mentoring program, and he quickly agrees. Which of Cialdini's principles of influence BEST explains his response?

A. Social proof
B. Reciprocity
C. Commitment and consistency
D. Liking

2. HR wants line managers to use turnover and absence data to improve their own teams. Until now, HR has reviewed the data only within the HR department. What is the BEST approach?

A. Give each manager a department report with context and suggested actions.
B. Email managers the full company dataset so they can run their own analyses.
C. Present company-level results to managers at the annual leadership meeting.
D. Post a company-wide dashboard on the intranet for all employees to view.

3. Three months after a leadership program, newly promoted team leaders report they have stopped using many of the techniques because day-to-day pressures crowd them out. The budget for follow-up is small. What is the BEST low-cost option?

A. Require team leaders to retake the program if their engagement survey scores do not improve this year.
B. Hire an external executive coach to work one on one with each team leader in biweekly sessions for the next six months.
C. Form small peer groups that meet monthly to share how they are applying the skills and solve problems together.
D. Post the program slides on the intranet so team leaders can review the material whenever they wish.

4. A warehouse employee posts on social media that someone at work is going to get hurt soon and that people will see what happens. Several coworkers send screenshots to HR, and the employee is scheduled to work later today. What should HR do FIRST?

A. Wait to act until the employee arrives so HR can ask him in person what he meant by the post
B. Send the employee a written reminder of the workplace violence policy before his shift begins
C. Ask the coworkers to stop sharing the post so that rumors about it do not spread on the floor
D. Preserve the post, alert security and keep the employee off site pending a threat assessment

5. A key client asks an engineering consulting firm not to assign any Asian engineers to its account. The account manager wants to go along with it to protect the contract. What is the BEST response from HR?

A. Decline the request and staff the account on qualifications, involving leadership
B. Comply if the affected engineers keep their pay and get equal work elsewhere
C. Ask the Asian engineers whether they would prefer to move to other accounts
D. Comply quietly, since the client, not the consulting firm, is the one making the request

6. A manager asks HR to terminate an employee two weeks before the employee becomes vested in the company's defined benefit pension plan. The manager says the employee's performance is "fine" but that the company could save money on the pension. What should HR advise?

A. Proceed, but delay the termination date until the day after the employee's vesting date.
B. Proceed, since pension vesting is a benefit and not a right protected by federal employment law.
C. Do not terminate, since firing someone to keep him from vesting violates ERISA Section 510.
D. Proceed, as long as the company pays a severance equal to the value of the unvested benefit.

7. An open enrollment email was opened by 900 employees, and 135 of those employees clicked the link to the enrollment portal. What is the click-to-open rate?

A. 13.5%
B. 17.6%
C. 15%
D. 85%

8. How does a learning experience platform (LXP) differ from a traditional learning management system (LMS)?

A. An LXP tracks mandatory compliance training; an LMS recommends optional content from many sources
B. An LXP lets learners find and share content from many sources; an LMS administers assigned training
C. An LXP serves only external customers; an LMS serves employees inside the organization
D. An LXP is used to author new courses from scratch; an LMS stores finished courses and publishes them later

9. A company's average headcount last year was 500. During the year, 40 employees resigned and 15 were involuntarily terminated. What was the voluntary turnover rate?

A. 11%
B. 8%
C. 3%
D. 73%

10. During a performance review, an employee begins crying after the manager describes errors in her monthly reports. The manager asks HR how to handle this if it happens again. What is the BEST advice?

A. End the meeting and give her the written review to read on her own.
B. Pause, acknowledge her feelings, and offer a short break before resuming.
C. Continue calmly so that the discussion is completed without interruption.
D. Soften the rating so that she leaves the meeting with a positive outlook.

11. An HR specialist who is interested in moving into compensation arranges a 30-minute conversation with a compensation director at another company. What is the primary purpose of this kind of informational interview?

A. To be screened informally for a future role in the director's compensation team
B. To ask the director whether her company has any compensation openings
C. To negotiate a referral to the director's own recruiting department
D. To gather insight and advice about the field and how to prepare for it

12. Two HR analysts independently code 400 open-ended exit survey comments into themes. When they compare results, they assigned different themes to about a third of the comments. What should they do BEFORE reporting the themes to leadership?

A. Keep only the comments that both analysts coded the same way and report themes from that subset
B. Refine the theme definitions together, recode a sample, and check that their agreement is acceptable
C. Report the themes from the more experienced analyst, since that person's judgment is likely sharper
D. Report both sets of themes side by side and let the leadership team decide which interpretation fits best

13. An analysis of a 40-item job knowledge test shows that applicants' answers on individual items have almost no relationship with their answers on the other items. Which type of reliability is MOST clearly weak?

A. Criterion-related validity
B. Scorer (inter-rater) reliability
C. Parallel-forms reliability
D. Internal consistency reliability

14. When the NLRB decides whether a proposed group of employees forms an appropriate bargaining unit, which factor is MOST relevant to whether they share a community of interest?

A. Whether a majority of them have already signed authorization cards for the petitioning union
B. Whether they were hired in the same calendar year or share the same date for annual reviews
C. Whether they have similar wages, skills and working conditions and share common supervision
D. Whether the employer's management team prefers the unit configuration for operational ease

15. A facilitator teaching Marshall Rosenberg's nonviolent communication model asks HR staff to name its four components in order. Which sequence is correct?

A. Facts, feelings, solutions, commitments
B. Observations, judgments, needs, demands
C. Observations, feelings, needs, requests
D. Feelings, observations, requests, needs

16. According to Thomas Gilbert's Behavior Engineering Model, which type of factor is MOST often the cause of performance gaps at work?

A. Individual capacity, such as aptitude and physical ability
B. Individual knowledge and skill gaps that require formal training
C. Individual motives, such as an employee's personal drive to perform well
D. Environmental supports, such as information, resources and incentives

17. Scores on a pre-employment assessment are normally distributed with a mean of 50 and a standard deviation of 5. About 95% of candidates score within which range?

A. Between 40 and 60
B. Between 35 and 65
C. Between 45 and 55
D. Between 30 and 70

18. A private airline's flight attendants are considering a union. Which federal law governs their organizing and collective bargaining?

A. The Railway Labor Act
B. The National Labor Relations Act
C. The Federal Service Labor-Management Relations Statute
D. The Labor-Management Reporting and Disclosure Act

19. HR notices that Monday and Friday absences in one department have doubled over the past quarter while other departments are unchanged. What is the BEST first analytical step?

A. Break the data down by employee, shift, and supervisor
B. Compare the department's rate with industry benchmark data
C. Survey the whole company about the causes of absenteeism
D. Begin discipline for employees with Monday or Friday absences

20. Which section of a public company's annual report on Form 10-K presents management's explanation of financial results, trends, liquidity and known uncertainties?

A. Management's discussion and analysis
B. Statement of shareholders' equity
C. The independent auditor's report
D. Notes to the audited financial statements

21. An AI screening tool excludes race and age but weighs applicants' ZIP codes and college graduation years heavily. What is the PRIMARY concern?

A. These variables make the tool too complex to explain, which violates federal rules on algorithmic transparency.

B. These variables are unrelated to job performance, so they add processing time and cost to the screening without any benefit.

C. These variables are unreliable because applicants often enter their ZIP codes and graduation years incorrectly.

D. These variables can act as proxies for race and age, producing adverse impact even though protected traits are excluded.

22. An anonymous report comes through the company's ethics hotline saying only that there is "something shady going on in shipping." The hotline supports two-way anonymous messaging. What should the ethics officer do?

A. Start a full audit of the shipping department to find any misconduct there.

B. Reply through the hotline with specific questions about who, what and when.

C. Close the report, since it is too vague to investigate in any meaningful way.

D. Ask the shipping manager whether he knows who might have made the report.

23. An organization replaces a single survey question about inclusion with a five-item inclusion index. Why is the index likely to be more reliable?

A. An index can be compared directly with any outside benchmark without adjustment.

B. More items allow HR to identify individual respondents so follow-up is possible.

C. Longer surveys tend to produce higher response rates among all employee groups and locations.

D. Several related items capture the concept more fully and average out single-item error.

24. A benefits-platform project has two co-sponsors. The CHRO wants to launch before open enrollment in October, while the CFO wants to wait until January to align with the new fiscal year, and the project team is getting conflicting direction. What should the project manager do?

A. Follow the CHRO's date, since the project delivers an HR benefits platform for employees

B. Plan for the January date, since the CFO controls the budget and funding for the project

C. Bring both sponsors together with each date's trade-offs and ask for one joint decision

D. Have the team prepare for both dates in parallel until the two sponsors reach agreement

25. During due diligence, HR learns that the target's collective bargaining agreement includes a successorship clause requiring the employer to have any buyer assume the agreement. What should HR flag to the deal team?

A. The clause automatically binds any buyer to every term of the agreement whether or not it agrees to assume it.

B. The clause binds the seller, and if the buyer does not assume the contract, the seller faces claims.

C. The clause matters only if the deal closes during the final year of the agreement's term.

D. The clause is unenforceable under the NLRA, so it can be disregarded in deal planning entirely.

26. While doing a PESTLE scan, HR notes that a state has passed a law requiring employers to withhold state income tax for remote employees based on where they work. Which category BEST fits this factor?

A. Economic, since it changes employees' take-home pay
B. Technological, since payroll systems must be updated
C. Legal, since it creates a new compliance duty
D. Social, since it affects where employees choose to live

27. An HR consultant is asked by a department head to help with low team morale. According to common internal consulting models, which stage should come FIRST?

A. Diagnosis of the root causes behind the team's low morale results
B. Entry and contracting to define the problem, roles and expectations
C. Data collection through anonymous surveys and interviews with team members
D. Intervention planning with the department head and team members

28. During a meeting to deliver a written warning for repeated late arrivals, an employee begins to cry and says she is going through a divorce while caring for a parent with dementia. What is the BEST response from the HR manager?

A. Withdraw the warning, since her situation explains why she has been late.
B. Show empathy, share EAP and leave resources, and still go over the expectations.
C. End the meeting and wait to deliver the warning until her situation improves.
D. Remind her that personal matters are not relevant and finish the meeting as planned.

29. An organization is launching a sponsorship program alongside its existing mentoring program. Which feature MOST clearly distinguishes sponsorship from mentorship?

A. HR formally assigns a pairing and sets goals that both parties review at the end of the year.
B. An experienced colleague gives advice on skill building, career choices and workplace norms.
C. A senior leader meets with the person on a regular schedule to give candid career feedback.
D. A senior leader uses personal influence and capital to advocate for the person's advancement.

30. An expatriate's annual package includes base salary of $120,000, a cost-of-living allowance of $18,000, a housing allowance of $40,000, a mobility premium of $12,000 and tax-equalization costs of $30,000. What is the total annual cost, and about how many times base salary is it?

A. $208,000, about 1.7 times base
B. $100,000, about 0.8 times base
C. $220,000, about 1.8 times base
D. $190,000, about 1.6 times base

31. A company is setting up a RACI chart for its AI resume-screening tool. Which assignment BEST applies the RACI model?

A. IT security is accountable; the recruiters who use the tool every day are simply informed.
B. Legal, IT security and talent acquisition are all jointly accountable for the tool's results.
C. The talent acquisition director is accountable; legal counsel and IT security are consulted.
D. The vendor is accountable; the talent acquisition director and legal counsel are informed.

32. A nonexempt employee earns $50,000 in gross wages this year and has no other employment. Assuming a Social Security tax rate of 6.2% and a Medicare tax rate of 1.45%, how much FICA tax does the employer owe on this employee's wages?

A. $3,100
B. $3,825
C. $7,650
D. $4,275

33. A company wants to require medical exams after extending conditional job offers. Which condition must these exams meet under the ADA?

A. They must be given only to candidates who disclose a disability in interviews
B. They must be done by a physician chosen and paid for by the candidate alone
C. They must be limited to tests that are job-related and needed for the business
D. They must be required of all entering employees in the same job category

34. While coaching a manager on growing friction with one of his employees, HR learns that the friction began right after the employee reported a safety violation to OSHA. The manager has since removed her from a preferred project. What should HR do?

A. Continue coaching the manager on communicating with the employee
B. Ask the employee whether she wants to file a formal complaint
C. Advise the manager to begin documenting the employee's performance issues
D. Treat it as a possible retaliation issue and review the project change

35. During a shift to a customer-centered service model, the company's leaders mention the new vision in every staff meeting, newsletter and town hall, and they visibly change how they handle customer escalations themselves. Which step of Kotter's original eight-step model does this BEST illustrate?

A. Communicating the change vision
B. Anchoring changes in the culture
C. Creating the guiding coalition
D. Generating short-term wins

36. A machine shop has had no more than 9 employees at any time since the start of last year. One employee loses the tip of a finger in a press. The owner says that since the shop is too small to keep OSHA injury logs, it has no obligations to OSHA for this incident. What is the correct response?

A. The shop need not keep routine OSHA logs, but it must still report the amputation to OSHA within 24 hours.
B. The shop must start keeping OSHA 300 logs immediately, since a serious injury such as an amputation ends its partial exemption.
C. The shop must report the amputation to OSHA only if the employee was hospitalized because of it.
D. The shop has no OSHA duties for the injury, since small employers are exempt from all recordkeeping.

37. After the company moves all salary ranges up 3%, several employees ask HR whether they will each receive a 3% raise. What is the BEST explanation?

A. Ranges moved with the market; individual raises come through the merit process

B. Yes, everyone receives 3% so that each person's place in the range stays the same

C. The 3% will be paid as a one-time lump sum instead of being added to base pay

D. Only employees paid above the new midpoints receive the 3% structure increase

38. An HR team's communication plan for a new benefits platform lists the target audiences, the key messages for each audience, and the channels to be used. Which element is MOST clearly missing from the plan?

A. A timeline of when each message goes out and who owns it

B. A statement of the company's mission, vision and values

C. A summary of the vendor's contract terms and pricing details

D. A list of all the platform's technical system features

39. An HR policy committee unanimously endorses a strict new attendance policy after only 10 minutes of discussion. The HR manager worries the group has not considered how the policy might affect employees with medical conditions. What is the BEST technique to test the proposal?

A. Send the policy to employees for comment and approve it if most of them do not object.

B. Ask committee members to vote again by secret ballot to confirm that their support for it is real.

C. Approve the policy as written and plan to review its effect on employees after a year.

D. Assign a member to argue against the policy and identify its weaknesses before final approval.

40. While preparing a board report, an HR analyst finds that payroll shows 1,212 employees and the HRIS shows 1,187 for the same month. The report is due in two weeks. What should the analyst do FIRST?

A. Average the two figures and footnote the difference in the board report.

B. Ask IT to audit the payroll system for possible data entry errors.

C. Compare how each system defines headcount and when its data is pulled.

D. Report the HRIS figure, since the HRIS is the official system of record.