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SHRM-SCP

Diagnostic Assessment

Week 3 Checkpoint

40 Questions • 65 Minutes

Strategic, senior-leader HR judgment at the SHRM-SCP level

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

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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-SCP 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. The CHRO insists that the benefits of a new talent-management system be tracked for two years after the implementation project formally closes. What is the main reason for this practice?

A. Project teams stay accountable for any defects found in the system after project closure

B. Many benefits appear only after adoption, so tracking confirms the business case was achieved

C. Post-closure tracking replaces the need for a formal project evaluation at go-live

D. Vendors usually require ongoing usage data after go-live to keep the system's license in force

2. A global company finds that managers in its Asia-Pacific region give far lower average ratings than managers in the Americas, although business results are similar. Since ratings drive merit budgets, which calibration approach is BEST?

A. Leave regional ratings unchanged, since rating norms reflect local cultural values that should be respected.

B. Apply a single forced distribution worldwide so every region assigns the same share of top ratings.

C. Calibrate within regions and then across regions against common definitions and business results.

D. Convert all regional ratings to the Americas distribution so that merit budgets are allocated equally.

3. An organization's AI tools have increased output per employee by about 15% in several functions. Employees are asking whether they will share in the gains. Which consideration is MOST important in designing a rewards response?

A. Paying the same flat bonus to every employee, regardless of whether their function saw any AI gain

B. Keeping all gains as profit, since the company paid for the tools and employees did not invest anything

C. Linking any gain-sharing to measured results while keeping it fair across jobs with unequal AI access

D. Raising base pay by 15% for affected roles, to match the productivity increase exactly and permanently

4. A newly hired CHRO comes from a retail background to a heavily regulated pharmaceutical company. In the first 90 days, which priority will do the MOST to build the internal network needed to lead effectively?

A. Rely mainly on the HR leadership team for organizational context, since they know the company's people issues.

B. Launch a signature HR initiative quickly to show visible results that the executive team will notice and support.

C. Spend the first months on industry certifications so the CHRO can speak credibly about regulatory requirements.

D. Meet key business and operations leaders to learn their priorities and identify the people they trust for advice.

5. The board asks the CHRO how the company will judge whether its high-potential program is succeeding. Which set of measures BEST answers that question?

A. Participant satisfaction scores, course completion rates and the number of hours each person spends in training

B. Manager ratings of program content and the share of participants who finish their development plans on time

C. Retention and promotion rates of participants and the share of key roles with ready-now successors

D. The total number of employees nominated each year and the size of the program's annual development budget

6. A software company is moving from perpetual license sales to annual subscriptions. Reps are still paid on total contract value at signing, and early renewals show high churn among accounts sold with deep discounts. What is the BEST redesign for the sales compensation plan?

A. Pay mainly on new annual recurring revenue, with retention or net revenue retention measures and clawbacks for early churn.

B. Pay commissions only at renewal, so reps earn incentive pay only after customers have shown they will stay.

C. Keep paying on total contract value but raise commission rates, so reps are not discouraged by the change in model.

D. Pay a flat salary with no commission during the transition period, so reps are not influenced to oversell or discount new subscriptions.

7. A company plans to acquire a 60-person AI startup mainly to gain its engineering team; the product itself has little revenue. The deal team has a draft valuation and expects to sign in three weeks. What is the CHRO's MOST important input before signing?

A. Benchmark the startup's pay against the acquirer's pay structure so that offers can be harmonized after closing.

B. Plan the integration of the startup's engineers into existing product teams so that they are fully productive soon after closing.

C. Prepare a welcome communication plan for the startup's staff so the announcement reduces uncertainty on Day 1.

D. Identify the critical engineers, assess flight risk, and make their signed retention agreements a closing condition.

8. During contract talks, a union's chief negotiator rejects a proposal she privately considers fair, explaining that her members would vote it down. Putnam's two-level game concept explains this by noting that negotiators must do what?

A. Reach terms at the table that their own constituents will also ratify

B. Balance distributive and integrative tactics in the same bargaining session

C. Bargain economic and noneconomic issues in separate negotiation rounds

D. Negotiate with the employer and federal mediators at the same time

9. A CHRO is writing a one-page memo to the CEO recommending a change to the company's sales incentive plan. What should appear FIRST in the memo?

A. A description of the methodology the team used to gather and analyze the plan data.

B. A summary of the history of the current plan and the reasons it was originally adopted.

C. A list of the stakeholders consulted and their individual views on the current plan.

D. The recommendation and the decision being requested, with its expected business impact.

10. Before a leadership meeting where a new flexible-work policy will be decided, an HR vice president meets individually with the CFO and two division heads to win their support so they will back the proposal in the meeting. Which influence tactic is she using?

A. Ingratiation

B. Coalition tactics

C. Exchange tactics

D. Legitimating tactics

11. The owners of a private company organized as an LLC want long-term incentives for key leaders but will not issue actual company stock. Which vehicles BEST fit this need?

A. Annual profit sharing and spot bonuses

B. Phantom equity units and LLC profits interests

C. Incentive stock options and stock purchase plans

D. Exchange-listed restricted stock units

12. Wright and Snell argued that strategic HR management must address both fit and flexibility. What does this argument mean for HR leaders?

A. HR should seek fit in stable industries and pursue flexibility only in dynamic ones

B. HR should fit legal requirements first and allow flexibility in all other practices

C. HR should match practices to strategy and leave flexibility to line managers alone

D. HR should align with current strategy while building adaptability for change

13. Which statement BEST describes an employer's duty of care toward employees who travel or work on international assignments?

A. The obligation to guarantee employee safety by recalling staff from any country with a government travel advisory.

B. The obligation to take reasonable steps to protect employees' health, safety, and security from foreseeable risks.

C. The obligation to follow host-country labor laws on working hours, leave, and minimum pay for all assignees.

D. The obligation to pay for any medical treatment employees need while abroad, whether through insurance or direct payment.

14. The board's compensation committee wants to tie 20% of executive annual bonuses to sustainability goals. The CHRO is asked to design the approach. What is the BEST recommendation?

A. Use the company's third-party ESG rating as the sole metric, since an outside party sets it.

B. Let the committee rate sustainability progress at year-end at its discretion, without targets.

C. Use a few material, measurable goals with set targets, audited data, and committee oversight.

D. Use a broad sustainability scorecard of 15 to 20 goals so no single area dominates the payout.

15. Why do communication experts recommend that employees hear about major organizational news before or at the same time as external audiences whenever it is legally possible?

A. Employees are legally entitled to hear about all material events before investors and the media

B. Employees need early notice so that they can begin preparing the company's external messaging

C. Employees are less likely to talk to the media once they have received an internal announcement

D. Employees are the most trusted ambassadors, and learning news secondhand erodes their trust

16. Draft executive compensation figures for a public company's upcoming proxy statement are posted on an internal employee message board two weeks before filing. Some figures differ from what will be filed. What should the CHRO do FIRST?

A. Ask the corporate secretary to file the proxy statement early so the final figures become public

B. Work with legal on disclosure duties, find the source of the leak, and prepare consistent messaging

C. Discipline all employees who commented on the post so that the company's confidentiality norms are reinforced

D. Remove the posts and announce to employees that every figure in them is inaccurate and incomplete

17. A manufacturer with 9,000 employees in 20 countries plans to replace its patchwork of local payroll vendors with a single global provider to cut costs. The provider would hold employee bank, tax and identity data and would rely on subcontracted in-country partners in 12 of the countries. What should the CHRO insist on BEFORE the contract is signed?

A. A contract clause shifting all payroll compliance liability to the provider, so the company no longer carries local legal risk.

B. Sign-off from each country's HR lead that the provider's standard reports meet local needs, since they know local practice best.

C. A five-year price guarantee from the provider, since lower cost is the main business case for consolidating payroll vendors.

D. Due diligence on in-country partners, data-transfer safeguards for each jurisdiction, audit rights and service levels.

18. A 15,000-employee company has seven HR centers of excellence. Their mandates overlap, and two of them have launched conflicting leadership development programs in the same quarter. Business leaders complain about confusing, duplicated initiatives. What is the CHRO's BEST strategic response?

A. Require business partners to filter all center programs before releasing them to leaders

B. Have the two centers involved merge their programs into one and share the remaining budget

C. Rationalize the centers' mandates and set clear governance and decision rights

D. Cut each center's budget so that each one can launch only a small number of new programs

19. Before rolling out a new HR technology platform, a CHRO commissions a change impact assessment by stakeholder group. What is the PRIMARY purpose of this assessment?

A. To calculate the project's expected return on investment for final approval by the executive committee.

B. To identify how each group's work will change so support, training and communication can be targeted.

C. To measure employees' satisfaction with the current system as a baseline for later comparison.

D. To confirm the system's technical requirements and integration points before configuration begins.

20. A U.S. company is acquiring a German competitor of similar size. The board expects revenue synergies within two years, and both companies rely on a small group of key engineers. As the CHRO plans the people integration, what should be the top priority?

A. Assess both cultures early, select leaders quickly using shared criteria, and target retention for critical talent.

B. Postpone leadership selection decisions until after the first year, so employees have time to adjust to the merger.

C. Offer equal retention bonuses to all employees in both companies to avoid any appearance of favoring either side.

D. Apply the acquirer's culture and HR policies at once so that the combined company operates as one firm on day one.

21. Leaders want to understand engagement across a company's whole frontline workforce, but the survey list was drawn from the HRIS, which includes only W-2 employees. Contractors and agency workers make up 35% of the frontline. Which error does this create?

A. Measurement error, because the survey items fail to capture the constructs they target

B. Coverage error, because part of the target population is missing from the sampling frame

C. Sampling error, because a random sample differs by chance from the whole frontline population

D. Nonresponse error, because some of the people invited chose not to complete the survey

22. HR is advising the executive team on where to locate a new advanced manufacturing plant that needs technicians skilled in automation and robotics. Which workforce data should matter MOST?

A. Supply of technically skilled workers and the pipeline from local schools
B. Average local wage across all occupations in the surrounding region
C. Number of other large employers already operating in the area
D. Local unemployment rate as a broad measure of how much labor is available nearby

23. During acquisition due diligence, an HR executive has limited time to review the target's employee relations records. Which item gives the most direct view of the ER liability the buyer could inherit?

A. Pending and threatened claims, agency charges, settlements and investigation history
B. The target's organization charts and the reporting lines of senior leadership
C. The target's most recent engagement survey scores and benchmark comparisons
D. The target's employee handbook and the dates on which each of its policies was most recently updated

24. A state agency finds that 200 workers a company treated as independent contractors were actually employees. Which set of liabilities is the company MOST likely to face?

A. Unpaid overtime, employment taxes, benefit plan eligibility claims, and workers' compensation premiums
B. Unpaid overtime and penalties, with tax issues limited to the workers' own self-employment filings
C. Workers' compensation premiums only, since wage and benefit claims need a separate federal finding first
D. Employment taxes and penalties, with wage claims barred because the workers signed contractor agreements

25. Edmondson's research on hospital teams found that the best teams reported more errors, not fewer. Which team-level construct explains this finding?

A. Organizational commitment
B. Team cohesion
C. Collective efficacy
D. Psychological safety

26. Several employees at a 12,000-employee company say parts of a mandatory inclusion training conflict with their religious beliefs because the training asks them to affirm personal views. The training also covers the company's harassment policy. What is the BEST response from the CHRO?

A. Excuse the employees from the whole training, since religious objections always override any required training
B. Ask each employee's religious leader to confirm that the objection reflects official teachings
C. Deny all the requests, since mandatory training is a condition of employment for every employee
D. Assess each request and consider letting them skip affirmations while still learning the conduct rules

27. An operations executive asks the CHRO to deploy a predictive model that would flag individual employees likely to take medical leave in the next six months, so managers can plan coverage. What should the CHRO recommend?

- **A.** Decline individual flagging and instead use aggregate, de-identified absence forecasts to plan team or site staffing.
- **B.** Pilot the model in one region and measure how accurately it predicts leave before deciding whether to expand it further.
- **C.** Approve the model if it uses only data the company already holds, such as past absences and benefits enrollment records.
- **D.** Approve the model if its predictions are shared only with managers and not with the affected employees themselves.

28. What is a prime contractor's main financial exposure when a subcontractor underpays workers on a Davis-Bacon project?

- **A.** The subcontractor's surety bond covers back wages, so the prime has no exposure
- **B.** The prime is exposed only if it knew of the underpayment when it occurred
- **C.** The agency can withhold contract payments from the prime to cover back wages
- **D.** The prime pays only civil fines; back wages stay solely the subcontractor's debt

29. A newly hired CEO asks the CHRO for an HR dashboard within 30 days. The HRIS can produce more than 40 standard metrics, though data quality varies. What should the CHRO do FIRST?

- **A.** Meet with the CEO to understand strategic priorities, then select a few reliable metrics tied to that agenda.
- **B.** Explain that a dashboard must wait until a full data quality cleanup is finished, which will take six months.
- **C.** Build a dashboard that includes all 40 available metrics so the CEO can choose the ones that seem most useful.
- **D.** Buy a vendor dashboard with industry-standard HR metrics that can be up and running within the 30-day window.

30. A warehouse company plans to install robotic picking that will eliminate about 20% of unit jobs over two years. The contract's management-rights clause does not mention technology. What should the CHRO recommend?

- **A.** Notify the union early, have counsel assess whether the decision is bargainable, and bargain effects like retraining.
- **B.** Delay any notice until the robots are installed, then offer severance to the employees whose jobs are eliminated.
- **C.** Install the robots under the management-rights clause, since capital investments are never a subject of bargaining under the NLRA.
- **D.** Ask employees directly which jobs they want to keep, then present the results to the union as the company's plan.

31. Over the past three years, the company lost 7 of 10 discharge arbitrations. In most losses, the arbitrator found the misconduct occurred but overturned the discharge for lack of proper investigation, inconsistent discipline, or missing documentation. What is the most effective strategic fix?

A. Settle future discharge grievances before arbitration to avoid adverse awards that set past practice

B. Strengthen the discipline process with supervisor training and an HR review of discharges before they occur

C. Negotiate to remove discharge cases from arbitration coverage entirely in the next collective bargaining agreement

D. Hire more experienced outside counsel to present the company's cases at future arbitration hearings

32. A U.S. parent sets quarterly profit targets for all subsidiaries. Leaders of one Asian subsidiary push back, arguing that persistence and long-range investment matter more than short-term results. Which Hofstede dimension BEST explains this difference?

A. Indulgence versus restraint

B. Long-term orientation

C. Individualism versus collectivism

D. Uncertainty avoidance

33. A CHRO's analysis shows that high-visibility stretch assignments at a global firm go disproportionately to employees who share a demographic background with the senior leaders who informally choose them. Performance ratings across groups are similar. What is the BEST response?

A. Ask senior leaders to be more mindful of bias while keeping the informal selection process

B. Wait until the next performance cycle to confirm the pattern before changing the process

C. Assign future stretch roles by demographic quota so that each group receives an equal share

D. Use transparent criteria, post opportunities openly and review selection decisions

34. A new CHRO replaces HR's report of training hours, requisitions filled and cost per hire with an HR scorecard based on Becker, Huselid and Ulrich's work. What is the core idea of their HR scorecard?

A. Track operational HR metrics such as time to fill and training hours completed

B. Measure employees' satisfaction with HR services as the function's main outcome

C. Measure the HR deliverables that drive strategy, not the volume of HR activity

D. Benchmark HR cost per employee against industry peers to demonstrate efficiency

35. Two regional health systems are merging. The combined CEO wants to wait about six months, until all department-level reporting lines are final, before announcing any leadership appointments. Meanwhile, uncertainty is driving key clinicians to competitors. What should the CHRO recommend?

A. Announce the top leadership team now along with tentative names for every department-level role.

B. Announce the top leadership team now, with a timeline for the remaining structure decisions.

C. Wait for the full structure so employees receive one complete and consistent announcement at once.

D. Offer retention bonuses to key clinicians while keeping all leadership decisions confidential for now.

36. An assignee's home-country spendable income is $50,000. The cost-of-living index for the host location is 120, with the home location at 100. Under the balance-sheet approach, what annual cost-of-living allowance should the company pay?

A. $10,000

B. $12,000

C. $8,333

D. $60,000

37. An Organizational Culture Assessment Instrument (OCAI) survey shows that a firm's current culture is strongly hierarchy, while employees' preferred profile emphasizes adhocracy and clan. Based on the Competing Values Framework, what shift does this profile imply?

A. A move away from collaboration toward individual entrepreneurship and risk

B. A move away from internal focus toward external competition and results

C. A move away from stability and control toward flexibility and discretion

D. A move away from flexibility and discretion toward stability and control

38. Several competitors have deployed AI tools that automate much of the routine work of entry-level claims processors, while demand is rising for staff who can configure and audit those tools. How is this shift MOST likely to affect market pricing for the company's compensation strategy?

A. Pay for all claims roles is likely to rise, because competitors must retain staff during the transition period.

B. Pay for oversight roles is likely to fall, because AI tools reduce the expertise needed to configure, run and audit them.

C. Pay for routine processing roles is likely to soften while premiums rise for AI configuration and oversight skills.

D. Market rates are likely to stay flat, because AI adoption affects workloads but not the price of labor.

39. A managing partner asks the CHRO for a capacity analysis. The firm has 200 consultants, each with 1,800 available hours a year, and they billed 234,000 hours last year against a 75% utilization target. Which statement is correct?

A. Utilization was 35%, and about 144,000 more billed hours were needed to reach the 75% target.

B. Utilization was 65%, and about 23,400 more billed hours were needed to reach the 75% target.

C. Utilization was 56%, and about 78,000 more billed hours were needed to reach the 75% target.

D. Utilization was 65%, and about 36,000 more billed hours were needed to reach the 75% target.

40. After deploying an AI tool that recommends which applicants to interview, which set of metrics should HR monitor on an ongoing basis to manage performance and fairness risk?

A. Applicant volume, career-site traffic, and the share of candidates who start and then complete applications

B. Vendor uptime, licensing costs, and the number of recruiters trained to use the tool

C. Selection rates by group, error rates, recruiter override rates, and drift in input data or outcomes

D. Time to fill, cost per hire, and hiring manager satisfaction with recommended candidates