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SHRM Senior Certified Professional (SHRM-SCP) Sample Questions (Q201-Q206):

NEW QUESTION # 201

What is the primary difference between coaching and mentoring?

- A. Coaching is generally conducted in a one-on-one setting.
- B. Coaching is more instructional with job-related training.
- C. Coaching is usually used in the case of pending, or as a result of, a disciplinary action.
- **D. Coaching is generally used for a specific reason-either to prepare an individual for a new challenge or to change a specific work behavior.**

Answer: D

Explanation:

Coaching is used in specific instances for individuals-to help them prepare for a leadership role or an upcoming assignment or to help them develop a specific skill or stop exhibiting a certain behavior. Mentoring is usually in the case of a formal or informal program and can help individuals pursue their personal or professional goals.

NEW QUESTION # 202

You have a high-visibility performance review overhaul project that you need your team to deliver. How would you go about dividing the work between Peter and Jason?

- A. Determine the overall project plan, strategy, and tasks together. Then let them divvy up the work directly with each other, keeping you apprised of any important decisions.
- B. Encourage both Peter and Jason to get out of their comfort zones-assign the research and data analysis to Jason, and Peter can create the communication pieces and deliver the presentations.
- **C. Have Jason determine the overall project plan and the strategy of the program. Peter can conduct best practice research and analyze applicable data.**
- D. Have both of them work together on the same tasks-both complete research, put together the project plan, and deliver presentations to employees and leadership.

Answer: C

Explanation:

As the manager of the group you should be involved in the strategic discussions and overall project plan. From there, if Jason and Peter are able to decide collaboratively which tasks they feel most comfortable with, they will have more buy-in for the project itself.

NEW QUESTION # 203

When preparing to make an offer to a candidate, recruiters must consider several factors before deciding how much to offer within the applicable pay scale. What factors should NOT be considered?

- A. Internal equity-how much the other incumbents are being paid for the same job
- B. The candidate's expectations
- C. The candidate's potential commute
- **D. The candidate's current compensation**

Answer: D

Explanation:

Many states and local legislatures are banning the practice of asking for a candidate's current compensation as basing an offer on current pay can have disparate impact on protected classes. The salary offer should be based primarily on the candidate's level of experience, but other factors such as potential commute, candidate requirements, internal equity, and others may be considered as well.

NEW QUESTION # 204

An HR director is hired to address the executive team's concerns about negative workplace culture and its impact on financial performance. During an initial investigation the HR director discovers that the two division directors often fail to communicate with each other and their employees. Each division maintains separate workplace policies, and the workspaces for the divisions are spread out across multiple floors. For employee management, the director of the client services division is assisted by a small HR team. The director of operations does not work with the HR team and instead uses company funds to seek employee management

advice from an executive coach, who has no official coaching training. The HR director suspects facilitating change at the company will be challenging because engagement data indicates many employees distrust the company's leadership and HR. Which action should the HR director take to improve the flow of information throughout the company?

- A. Ask the division directors to align the workplace policies across their divisions.
- B. Increase the company's social media presence by promoting employee participation.
- C. Develop a quarterly newsletter to share information about major company updates.
- **D. Share information across multiple technology platforms to increase the likelihood that employees read the updates**

Answer: D

Explanation:

* **Assessment of Current Channels:** Start by assessing the current communication channels being used within the company and their effectiveness in reaching all employees.

* **Multiple Platforms:** Implement a multi-platform communication strategy that includes email, intranet, mobile apps, and social media platforms. This ensures that information is accessible to employees through their preferred medium.

* **Consistent Messaging:** Ensure that the messaging is consistent across all platforms. Important updates should be communicated in the same manner across email, intranet posts, and mobile notifications to reinforce the message.

* **Engagement Metrics:** Use engagement metrics to track how employees are interacting with the communication platforms. Adjust the strategy based on which platforms show higher engagement rates.

* **Feedback Loop:** Establish a feedback mechanism for employees to provide input on the effectiveness of the communication channels. Use this feedback to continuously improve the flow of information.

This approach increases the likelihood that important information is disseminated effectively, enhancing transparency and engagement across the company, in line with SHRM's best practices for internal communications.

NEW QUESTION # 205

Which initiative would have a long-term effect on increasing the number of women in executive positions?

- A. Adopting a work-from-home policy
- B. Conducting focus groups with the executives
- C. Expanding salary bands and incentive programs
- **D. Establishing mentor groups and training programs**

Answer: D

Explanation:

Mentorship Programs: Implementing mentorship programs where senior executives mentor women in the organization can provide guidance, support, and career development opportunities.

NEW QUESTION # 206

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