

PRACTICE EXAM 10: PHR SIMULATION (115 QUESTIONS)

This practice exam contains 115 questions designed to mirror the PHR assessment format. Treat every item as scored for practice. The live examination contains 90 scored questions and 25 pretest questions, uses a two-hour exam period plus administrative time, and reports results on a 100-700 scaled score with 500 as the passing score. Select the one best answer for each question and review the explanations after completing the exam.

1. A company is entering a regulated market and asks HR to copy its current hiring process immediately. What should HR do first?
 - A. Announce the change before reviewing the requirements
 - B. Use the process that the largest department prefers
 - C. Map the new market's requirements against the current process
 - D. Delay all hiring until the market launch is complete

2. The chief operating officer wants one HR measure for a monthly executive dashboard. Which measure best connects people activity to business performance?
 - A. Critical-role vacancy days linked to operational output
 - B. Number of HR emails sent during the month
 - C. Total employee records stored in the HRIS
 - D. Count of optional webinars offered to staff

3. An HR analyst reports that a department's absence rate increased sharply. What is the most appropriate next step before recommending a solution?
 - A. Require every absent employee to submit a new explanation
 - B. Validate the data and segment the result by relevant factors

- C. Compare the department only with the national average
- D. Recommend a bonus for employees with perfect attendance

4. A business leader, finance partner, and HR director disagree about a proposed scheduling change. How should the HR practitioner clarify the decision process?

- A. Ask the most senior person to decide every detail
- B. Separate decision authority, required input, and implementation responsibility
- C. Let the loudest stakeholder select the final approach
- D. Send the disagreement to all employees for an informal vote

5. During a risk review, HR identifies a manual approval step that frequently permits incorrect pay changes. Which control is most appropriate?

- A. Add a system validation and independent review before payroll closes
- B. Tell managers to be more careful without changing the process
- C. Remove the approval step so changes move faster
- D. Wait for employees to report incorrect pay after payday

6. A senior executive asks an HR professional to hide a known compliance weakness from an upcoming audit. What is the best response?

- A. Delete the weakness and rebuild the file later
- B. Agree verbally but leave the report unchanged
- C. Refuse to misrepresent the record and escalate through the proper channel
- D. Tell employees to answer audit questions for HR

7. A merger will combine two HR departments with different policies and systems. Which planning activity should occur before selecting a single future process?

- A. Choose the cheaper system and require immediate adoption

- B. Keep both systems indefinitely without assigning ownership
- C. Let each manager retain whichever policy seems easier
- D. Inventory requirements, risks, stakeholders, and process dependencies

8. A leadership team asks HR to recommend whether to outsource payroll administration. Which analysis is most useful?

- A. Compare total cost, control, service risk, and transition requirements
- B. Compare only the vendor's monthly fee with current payroll cost
- C. Select the vendor with the longest marketing presentation
- D. Choose the option that requires the fewest internal discussions

9. A new policy is likely to change how supervisors approve remote-work requests. What should HR do to improve adoption?

- A. Publish the policy without manager preparation
- B. Ask supervisors to interpret the policy independently
- C. Explain the reason, decision criteria, roles, and support available
- D. Announce that exceptions will be handled informally

10. An HR policy contains an exception clause that managers apply differently across locations. What should HR do first?

- A. Remove every exception without reviewing its purpose
- B. Permit each location to create its own unwritten standard
- C. Discipline managers before examining how the clause is written
- D. Review the clause, collect examples, and define consistent decision criteria

11. A board committee asks why HR's engagement project has not improved retention. What should HR present first?

- A. A list of completed meetings and newsletters
- B. A logic chain linking the intervention, leading indicators, and outcome
- C. A promise that retention will improve next quarter
- D. A single favorable comment from an employee

12. A manager proposes a selection shortcut because a vacancy is urgent. What should HR emphasize?

- A. Urgency permits using personal referrals without records
- B. Urgency changes timing, not the need for job-related consistency
- C. The manager may skip any step if the candidate is known
- D. A fast hire is always better than a documented hire

13. A new HR program has three possible sponsors: the executive owner, the technical expert, and the local manager. Who should normally authorize the program's business objective?

- A. The technical expert who configures the system
- B. The local manager who will use the process first
- C. The executive owner accountable for the organizational outcome
- D. The vendor that will provide implementation support

14. A department's turnover has risen after a restructuring. Which analysis best tests whether the restructuring contributed?

- A. Compare affected and similar unaffected groups across the same period
- B. Assume every departure was caused by the restructuring
- C. Survey only employees who remained in the department
- D. Compare the department with a different industry

15. An HR team is choosing a dashboard metric for leadership review. What makes a metric actionable?

- A. It appears on a colorful dashboard with many peers

- B. It is easy to calculate even when no action follows
- C. It is reported once without a baseline or target
- D. It has a defined owner, decision threshold, and follow-up action

16. A vendor handling employee data proposes a new analytics feature. What should HR review before approving it?

- A. Only whether the feature has a lower subscription price
- B. Whether the vendor's sales team recommends immediate activation
- C. Purpose, data elements, access controls, retention, and vendor responsibilities
- D. Whether employees will find the feature visually attractive

17. A business unit expects demand to grow but cannot identify the roles it will need. What should HR do first?

- A. Post every currently vacant role immediately
- B. Translate the business forecast into work, skills, and capacity assumptions
- C. Hire the same number of employees as last year
- D. Ask managers to choose titles before discussing the work

18. A recruiter wants to evaluate whether a sourcing channel is effective. Which measure is most informative?

- A. Qualified-applicant yield by source and stage
- B. Total resumes received from each source
- C. Number of recruiter messages sent
- D. Number of job-board views without applicant data

19. A hiring manager wants to add a preferred personality trait to a job posting. What should HR do?

- A. Add the trait because it matches the manager's style

- B. Use a vague phrase such as cultural fit without definition
- C. Remove all selection criteria to widen the applicant pool
- D. Confirm that the trait is job-related and express it as observable behavior

20. Two interviewers ask different questions and use different standards for the same role. What should HR implement?

- A. A single informal conversation led by the preferred interviewer
- B. A structured interview guide with common questions and anchored ratings
- C. A rule allowing each interviewer to choose a personal standard
- D. A final decision based on which interviewer speaks first

21. An assessment screen eliminates a substantially higher proportion of one demographic group. What should HR do next?

- A. Lower the cutoff for the affected group without analysis
- B. Ignore the result because the screen is automated
- C. Validate the result and examine whether the screen is job-related and necessary
- D. Discard the data so the selection process appears neutral

22. An applicant says a disability prevents completion of the online application in its current format. What is HR's best response?

- A. Explore a reasonable accommodation that preserves access to the process
- B. Reject the application because the form is standard
- C. Ask the applicant to disclose unrelated medical history
- D. Waive every qualification without assessing the job

23. A recruiter is building a talent pipeline for a role that is difficult to fill. Which approach is most sustainable?

- A. Contact candidates only after the manager declares an emergency
- B. Collect resumes without recording skills or interests
- C. Use one source permanently regardless of results
- D. Maintain relationships with qualified prospects before a vacancy opens

24. A hiring manager wants to reject an applicant because the candidate requested the posted salary range. What should HR advise?

- A. Treat the salary question as proof of weak commitment
- B. Ask the candidate to accept an unknown amount first
- C. Evaluate the applicant against documented job-related criteria
- D. Remove the applicant from consideration without a record

25. A background-check vendor returns adverse information about a finalist. What should HR do before making a final decision?

- A. Follow the required notice, review, and opportunity-to-respond process
- B. Reject the finalist immediately without notice
- C. Send the report to the finalist's current manager
- D. Ask the recruiter to summarize the result verbally

26. When should an employer normally complete the employee's employment-eligibility verification process?

- A. Only after the employee's first annual review
- B. Before making any offer to any applicant
- C. Whenever a manager remembers to request it
- D. Within the required onboarding period using the current authorized form

27. A manager wants to ask every applicant whether the person has children because the role includes occasional travel. What should HR do?

- A. Allow the question if the manager asks all applicants
- B. Replace the question with a job-related availability question asked consistently
- C. Ask only applicants who appear to have family duties
- D. Require applicants to provide household schedules

28. An offer letter omits the contingencies that the recruiting process used. What should HR do?

- A. Send the letter quickly and explain missing terms later
- B. Let the manager add conditions by email after acceptance
- C. Use a generic letter for every role regardless of differences
- D. Ensure the written offer accurately reflects approved terms and contingencies

29. A new employee receives a different onboarding experience in each location. What should HR standardize first?

- A. Every social activity and manager conversation
- B. Core compliance, role clarity, access, and required employee support
- C. Only the order of welcome messages
- D. A single script that prevents local questions

30. An internal candidate meets the role requirements but is not selected after an informal panel discussion. What should HR recommend?

- A. Use documented criteria and record the comparative decision rationale
- B. Rely on panel memory because the candidate is internal
- C. Ask the selected candidate to explain the decision
- D. Reopen the search only if the candidate complains

31. A business unit has recurring vacancies because new hires leave within the first month. Which workforce action should HR examine first?

- A. Increase advertising volume without examining early exits
- B. Blame the new hires for poor commitment
- C. Compare job expectations, selection information, and onboarding experience
- D. Stop hiring for the role permanently

32. A hiring team wants to use an employee's personal social-media profile as an informal reference. What should HR do?

- A. Review the profile only for applicants with unusual names
- B. Use approved, job-related reference methods consistently for all finalists
- C. Ask an employee to screen the profile privately
- D. Use any information found because it is publicly visible

33. A safety incident suggests employees know the policy but do not perform the required steps. Which needs-assessment level is most important first?

- A. A general survey of employee career interests
- B. A review of the training vendor's catalog
- C. A personality assessment of the affected employees
- D. Task analysis of the required behaviors and work conditions

34. Which learning objective is most measurable for a new HRIS training module?

- A. Understand the HRIS and feel confident using it
- B. Learn about data quality during the training session
- C. Reconcile a sample employee record with zero unresolved validation errors
- D. Become familiar with the system's main features

35. Employees complete compliance training but continue making the same process errors. What should HR evaluate next?

- A. Whether the work environment reinforces the trained behavior
- B. Whether the course had enough slides
- C. Whether employees received a completion certificate
- D. Whether the trainer used the newest presentation theme

36. A manager asks HR to mentor a new supervisor who needs immediate feedback on a specific performance problem. What is the better intervention?

- A. Mentoring focused on long-term career stories
- B. A generic leadership webinar without follow-up
- C. Coaching focused on the observed behavior and next practice opportunity
- D. A personality profile with no behavior discussion

37. A training program has high attendance but no improvement in customer-resolution time. What should HR report?

- A. Attendance shows participation, not whether the program produced the intended result
- B. The program is successful because attendance was high
- C. The program failed solely because employees disliked the trainer
- D. The result is irrelevant once completion is recorded

38. A succession plan identifies one potential successor for a critical role, but the person lacks two required capabilities. What should HR recommend?

- A. Label the person ready immediately to preserve confidence
- B. Create a development plan tied to the capability gaps and role timeline
- C. Remove the role from succession planning until a replacement appears
- D. Send the person to unrelated courses for broad exposure

39. A global training course uses examples that exclude employees with different cultural contexts. What should HR do?

- A. Require every location to use the same examples without review
- B. Remove all examples so the course is culturally neutral
- C. Ask employees to adapt the material privately
- D. Review the content for accessibility, relevance, and inclusive examples

40. An employee requests a learning accommodation because the standard training format creates an access barrier. What should HR do?

- A. Require the employee to complete the standard format unchanged
- B. Excuse the employee from all required learning automatically
- C. Discuss an effective accommodation while preserving the learning objective
- D. Ask coworkers to complete the course on the employee's behalf

41. A department is adopting new software in stages. Which learning strategy best supports implementation?

- A. Provide role-based practice close to each deployment stage
- B. Deliver one generic course months before any use
- C. Train only executives and let employees learn informally
- D. Wait for errors before offering any instruction

42. Which finding most strongly supports changing a training program rather than merely adding more content?

- A. Participants say the room was comfortable
- B. Participants can answer knowledge questions but cannot perform the job task
- C. Attendance is lower on optional sessions
- D. The facilitator used fewer slides than planned

43. A career-development program offers the same pathway to every job family. What should HR do?

- A. Keep one pathway so every employee receives identical content
- B. Let managers promise promotions after course completion
- C. Create transparent pathways linked to role capabilities and opportunities
- D. Offer courses without explaining how they connect to work

44. A learning analyst wants to improve a course using only end-of-course satisfaction scores. What should HR recommend?

- A. Replace the course whenever the average score falls slightly
- B. Ignore satisfaction because only test scores matter
- C. Treat a high satisfaction score as proof of performance change
- D. Combine reaction data with learning, transfer, and business evidence

45. A company is revising its compensation philosophy after rapid growth. What should HR clarify first?

- A. Which individual manager negotiates the most aggressively
- B. How the organization intends to position pay relative to its labor market
- C. How many employees request raises each month
- D. Which benefit has the most attractive brochure

46. A new role is being added to an existing pay structure. Which process best supports internal equity?

- A. Place the role according to the hiring manager's preferred salary
- B. Match the highest salary requested by an applicant
- C. Create a unique range without comparing similar work
- D. Evaluate the role using consistent job factors and established ranges

47. A market-pricing study shows a critical job is below the organization's intended market position. What should HR recommend?

- A. Assess the gap, affordability, internal relationships, and correction options
- B. Raise every employee to the highest external salary immediately
- C. Ignore the market data because internal ranges already exist
- D. Correct only the newest hire without reviewing comparable roles

48. An employee earns \$54,000 and the midpoint of the assigned range is \$60,000. What is the employee's compa-ratio?

- A. 0.90
- B. 0.80
- C. 1.10
- D. 1.20

49. A pay-equity review finds unexplained differences between employees doing substantially similar work. What should HR do first?

- A. Equalize every salary before reviewing the evidence
- B. Validate the comparison and investigate legitimate factors consistently
- C. Tell employees that pay decisions are confidential
- D. Blame managers whose teams show the largest differences

50. A supervisor asks an hourly employee to finish a report after clocking out. What should HR advise?

- A. Permit the work if it takes less than fifteen minutes
- B. Allow it when the employee volunteers without complaint
- C. Require accurate recording of all compensable work and correct the practice
- D. Move the work to email so it is not visible in payroll

51. A pay structure has narrow ranges, and experienced employees are approaching the maximum while new hires enter near the same level. What issue should HR examine?

- A. Whether employees should stop receiving performance feedback
- B. Whether every range should be removed and replaced with flat pay
- C. Whether tenure alone should determine all future increases
- D. Compression caused by market movement and inconsistent progression rules

52. Employees misunderstand a new health-plan change despite receiving a detailed summary. What should HR improve first?

- A. Send the same summary again without changing it
- B. Use audience-specific explanations, examples, and a reliable question channel
- C. Tell managers to interpret plan terms independently
- D. Reduce the communication to the plan name only

53. A former employee asks how continuation coverage may be available after losing group health-plan coverage. What should HR do?

- A. Provide the required plan information and direct the person to the approved process
- B. Promise coverage without checking the plan or event
- C. Tell the person to negotiate directly with the insurer
- D. Delete the employee's benefits record after termination

54. A retirement-plan committee wants to change investment options based only on the most recent high-performing fund. What should HR recommend?

- A. Select the fund with the highest recent return automatically
- B. Let employees vote for the most popular investment
- C. Use a documented fiduciary review of objectives, fees, risk, and performance
- D. Change options whenever a market headline is favorable

55. An incentive plan rewards individual sales volume even when customer complaints and compliance errors increase. What should HR review?

- A. Whether the incentive has a memorable name
- B. Whether the payout can be processed faster
- C. Whether every employee receives the same sales target
- D. Whether the measures encourage the behaviors the organization actually needs

56. A recognition program is used almost exclusively by one manager for close personal contacts. What should HR do?

- A. End recognition because informal praise is impossible to control
- B. Define transparent criteria and monitor access across comparable employees
- C. Allow the pattern because recognition is discretionary
- D. Require every employee to receive the same award

57. Payroll discovers that approved salary changes are not consistently reaching the payroll system. Which control should HR add?

- A. Ask employees to check every change after payday
- B. Allow managers to edit payroll directly without review
- C. Stop recording approvals so fewer discrepancies appear
- D. Reconcile approved changes to payroll output before finalization

58. Which statement best describes a total-rewards approach?

- A. It combines financial, benefit, developmental, recognition, and work-experience elements
- B. It replaces salary with noncash perks whenever possible
- C. It focuses only on annual incentive payouts
- D. It uses one reward design regardless of employee needs

59. A benefits vendor proposes an automatic enrollment change without explaining how employee elections will be protected. What should HR request?

- A. Immediate activation because the vendor owns the system
- B. A promise that no employee will ever have a question
- C. Documented controls, responsibilities, testing, and employee communication
- D. A lower fee in exchange for fewer review steps

60. A manager wants to award a spot bonus to one employee for work performed by a team. What should HR ask first?

- A. Approve it because the manager has budget authority
- B. Confirm the award criteria, contribution evidence, and comparable treatment
- C. Deny all individual awards to avoid questions
- D. Ask the employee to keep the payment confidential

61. A company wants employees to understand the full value of their employment package. Which tool is most useful?

- A. A companywide list of program names without values
- B. A payroll report showing only base salary
- C. An individualized total-rewards statement with clear explanations
- D. A policy manual written for administrators only

62. An engagement survey asks employees to identify themselves and is distributed by their direct supervisors. What is the greatest design concern?

- A. Employees may not trust the process enough to provide candid feedback
- B. The survey will produce too many numerical results
- C. Supervisors will receive feedback too quickly
- D. The survey cannot measure any workplace experience

63. A pulse survey receives 180 responses from 300 invited employees. What is the response rate?

- A. 40%
- B. 50%
- C. 75%
- D. 60%

64. Employees say they avoid raising concerns because managers react defensively. Which intervention should HR prioritize?

- A. Train managers to receive concerns, respond respectfully, and close the loop
- B. Add more anonymous slogans to the intranet
- C. Require employees to submit concerns only in writing
- D. Measure concern volume without changing manager behavior

65. A manager sets a goal to improve teamwork but provides no observable behaviors or deadline. What should HR recommend?

- A. Keep the goal broad so the manager can interpret it later
- B. Define specific behaviors, measures, ownership, and a review date
- C. Replace the goal with a personality assessment
- D. Judge success only from the manager's general impression

66. Managers rate performance differently across teams despite using the same rating scale. What should HR facilitate?

- A. A forced ranking that ignores role differences
- B. A rule requiring every team to receive identical ratings
- C. Calibration using evidence, definitions, and comparable performance examples
- D. A private vote on which manager is most generous

67. An employee receives feedback only during the annual review and is surprised by the rating. What should HR encourage?

- A. More detailed annual forms without interim discussions
- B. Feedback only after a serious mistake occurs
- C. A rule that employees cannot question ratings
- D. Timely, specific feedback connected to expectations and observed behavior

68. Which question is most useful in a stay interview?

- A. Why have you never requested a promotion?
- B. Which coworker should receive less recognition?
- C. What might cause you to consider leaving, and what would improve your experience?
- D. Would you promise to remain here for two years?

69. A recognition program celebrates only exceptional individual achievements, while employees report that routine contributions are invisible. What should HR recommend?

- A. End all recognition so no contribution is compared
- B. Give identical rewards to everyone each month
- C. Recognize only employees nominated by senior leaders
- D. Use clear criteria that recognize meaningful team and individual contributions

70. Remote employees report missing informal information that office employees receive. Which action is most appropriate?

- A. Design intentional channels and meeting practices that include remote participants
- B. Require remote employees to work in the office more often
- C. Send every conversation to everyone regardless of relevance
- D. Assume employees will reconstruct information independently

71. An employee resource group asks HR for a budget and a clearer connection to business priorities. What should HR do?

- A. Require the group to become a formal management committee
- B. Define purpose, governance, support, and measures without controlling employee voice
- C. Deny support because participation is voluntary
- D. Use the group as a substitute for formal HR processes

72. A pulse survey shows lower trust in one location than in others. What should HR do first?

- A. Review the result with local context and gather follow-up evidence
- B. Publish the location's score as a warning to managers
- C. Replace the survey because the result is unfavorable
- D. Launch a companywide program without investigating the location

73. New hires report that they understand their tasks but do not know how success will be judged. What should HR add to onboarding?

- A. More social events without role information
- B. Role expectations, early milestones, feedback contacts, and success examples
- C. A generic employee handbook alone
- D. A rule delaying feedback until the first annual review

74. An engagement survey suggests burnout in a team that has missed deadlines repeatedly. What should HR examine with the manager?

- A. Whether employees should attend more motivational events
- B. Which employees appear least enthusiastic in meetings
- C. Workload, staffing, priorities, control, recovery time, and job design
- D. Whether to remove all performance expectations

75. Exit interviews show that employees leave for different stated reasons, but departures are concentrated under one manager. What should HR do?

- A. Treat every exit reason as unrelated because wording differs
- B. Confront the manager with anonymous accusations immediately
- C. Stop conducting exit interviews because they are inconsistent
- D. Analyze the pattern and examine the manager's practices with other evidence

76. A restructuring announcement has created rumors because employees received only a short email. What should HR recommend?

- A. Provide timely facts, explain what is known and unknown, and create a question channel
- B. Wait until every detail is final before communicating again
- C. Tell managers to reassure employees with personal promises
- D. Discourage questions so speculation does not spread

77. A manager's team has low engagement but strong individual performance ratings. What should HR explore?

- A. Assume engagement is irrelevant because ratings are high
- B. Lower all performance ratings to match the survey
- C. Whether team climate, workload, voice, and management practices affect experience
- D. Replace the manager without reviewing any evidence

78. A job-design review finds employees have little control over how they complete routine work, although quality expectations are clear. What should HR suggest?

- A. Remove quality standards to increase freedom
- B. Explore appropriate autonomy, skill variety, and feedback within the controls
- C. Add more approvals to ensure consistency
- D. Rotate employees randomly without discussing the work

79. An employee says a manager's feedback about communication style feels personal and vague. What should HR coach the manager to do?

- A. Repeat the label more firmly so the message is clear
- B. Ask coworkers to vote on the employee's personality
- C. Avoid future feedback to prevent discomfort
- D. Describe observable behavior, impact, expectation, and a practice opportunity

80. A survey action plan lists ten initiatives but assigns no owners or dates. What should HR do?

- A. Publish all ten initiatives immediately to show momentum
- B. Close the survey because action planning is complete
- C. Let employees decide individually which actions to attempt
- D. Prioritize a few actions with owners, measures, timing, and follow-up

81. Employees say they have no voice in decisions that affect their daily work. Which intervention is most appropriate?

- A. Create regular two-way forums and show how employee input affects decisions
- B. Send one annual message explaining that leaders listen
- C. Ask managers to collect ideas without reporting outcomes
- D. Allow only senior employees to participate in work-design discussions

82. An employee reports that a supervisor made a threatening comment. What should HR do first?

- A. Tell the employee to resolve it privately with the supervisor
- B. Assess immediate safety, preserve the report, and begin the established response
- C. Promise that no one will learn about the report
- D. Wait for a second complaint before taking action

83. HR receives a complaint involving a senior executive and the executive's direct report. Which investigation design is strongest?

- A. Let the executive choose the investigator

- B. Ask the direct report to investigate the complaint
- C. Use an impartial investigator with appropriate authority and conflict screening
- D. Delay the investigation until the executive's annual review

84. An employee files a discrimination complaint and is removed from a preferred schedule the next week. What should HR do?

- A. Assume the schedule change is unrelated because the manager denies intent
- B. Tell the employee complaints cannot affect scheduling decisions
- C. Review the action promptly for possible retaliation and preserve relevant evidence
- D. Move the employee permanently before reviewing the facts

85. An employee reports repeated offensive comments and asks HR to keep the complaint completely secret. What should HR say?

- A. Promise absolute confidentiality regardless of the investigation
- B. Explain that information will be shared only as needed to review and respond
- C. Refuse to take the complaint unless the employee names witnesses
- D. Tell the employee to confront the speaker alone

86. A manager wants to issue final discipline for a first policy violation that caused no harm. What should HR review?

- A. The manager's frustration as the only deciding factor
- B. The employee's tenure without reviewing the conduct
- C. Whether the punishment will discourage future complaints
- D. Policy language, comparable cases, facts, intent, impact, and prior practice

87. A credible report suggests an employee may bring a weapon to the workplace. What should HR do?

- A. Activate the safety and threat-response process with qualified stakeholders

- B. Search the employee's personal belongings without authorization
- C. Ignore the report until a weapon is observed
- D. Ask coworkers to monitor the employee informally

88. An employee reports an exposed electrical hazard in a work area. What should HR advise the manager to do?

- A. Ask employees to work around it until maintenance arrives
- B. Remove the report from the safety log to avoid concern
- C. Control the immediate hazard and follow the safety reporting process
- D. Wait for an injury before escalating the condition

89. An employee requests an accommodation, but the manager says the employee must identify the exact solution. What should HR do?

- A. Require the employee to accept the manager's preferred option
- B. Facilitate an individualized interactive discussion about effective options
- C. Deny the request because the first proposal is incomplete
- D. Ask coworkers to decide which accommodation is fair

90. An employee requests a schedule change for a religious observance. What should HR evaluate?

- A. Whether the manager personally agrees with the observance
- B. Whether all religious requests should be denied for consistency
- C. Whether the employee will stop observing the practice later
- D. Whether an effective accommodation is available without undue hardship

91. An employee requests leave for a serious health condition and provides incomplete medical information. What should HR do?

- A. Deny the request immediately without explaining the deficiency

- B. Ask the manager to decide whether the condition is serious
- C. Share the medical information with the employee's coworkers
- D. Use the established leave process to explain what information is needed

92. Employees begin discussing wages and working conditions together during a break. A supervisor asks HR to discipline the employees for disloyalty. What should HR do?

- A. Review whether the discussion is protected concerted activity before acting
- B. Approve discipline because the conversation occurred during work time
- C. Tell the supervisor to monitor all future conversations
- D. End the break program so employees cannot discuss work

93. An employee posts a group message asking coworkers to support a complaint about unsafe staffing. What should HR examine first?

- A. Whether the post uses the company's preferred communication style
- B. Whether the employee has the highest performance rating
- C. Whether the message concerns shared working conditions and collective activity
- D. Whether the manager dislikes the employee's tone

94. A union contract requires a grievance to be filed within a specified period. HR receives the grievance after the deadline. What should HR do?

- A. Reject it informally without recording the reason
- B. Apply the contract process and document any authorized exception or response
- C. Ignore the deadline because the complaint may be valid
- D. Ask the union to resolve the issue without management involvement

95. A grievance appears to involve a policy that conflicts with the collective-bargaining agreement. What should HR do first?

- A. Review the agreement, policy, facts, and authority before communicating a decision
- B. Enforce the policy automatically because it is newer
- C. Ask employees to choose which document should control
- D. Suspend the agreement until the policy is rewritten

96. An employee's performance record contains vague statements such as 'bad attitude' without examples. What should HR recommend?

- A. Replace labels with dated, observable behavior and stated expectations
- B. Add stronger adjectives to make the concern more serious
- C. Remove the record so the issue cannot be challenged
- D. Ask coworkers to sign a statement about the employee's attitude

97. A manager recommends termination after an employee raises a safety concern. What should HR review before approving the decision?

- A. Only whether the manager has authority to terminate
- B. Whether the employee is popular with coworkers
- C. Timing, prior practice, performance evidence, protected activity, and decision consistency
- D. Whether the termination will end the safety discussion

98. An employee alleges that a coworker made a discriminatory remark, but no one else heard it. What should HR do?

- A. Close the matter because there is no corroborating witness
- B. Investigate the report objectively without requiring an eyewitness
- C. Tell the employee to confront the coworker publicly
- D. Discipline the coworker immediately without gathering facts

99. Two employees have an interpersonal conflict that is affecting work, but neither alleges misconduct or discrimination. What is the best first intervention?

- A. Begin a formal misconduct investigation automatically
- B. Move one employee permanently without discussing the issue
- C. Tell both employees to ignore the conflict
- D. Facilitate a structured discussion focused on behavior, impact, and agreements

100. An employee asks HR to mediate a dispute, but the manager is also a party to the dispute. What should HR do?

- A. Select a neutral facilitator and clarify voluntary participation and scope
- B. Let the manager facilitate because the manager owns the team
- C. Require the employee to accept the manager's proposed outcome
- D. Promise that mediation will determine legal liability

101. An employee returning from military service asks HR about reemployment rights. What should HR do?

- A. Treat the request as a new application for any available job
- B. Apply the established service-member reemployment process and verify the facts
- C. Require the employee to compete against external applicants
- D. Deny the request because the employee was absent

102. After a minor workplace injury, a supervisor asks HR to keep the incident out of all records because the employee returned to work. What should HR do?

- A. Agree because no workday was missed
- B. Record only the supervisor's verbal summary
- C. Follow the applicable safety reporting and recordkeeping requirements
- D. Ask the employee whether the incident should count

103. A union requests information needed to evaluate a bargaining proposal. What should HR do?

- A. Refuse every request because data belongs to management
- B. Provide unrestricted personnel files without review
- C. Ask individual employees to decide whether the union may receive it
- D. Assess the request under the agreement and labor-law process, then respond appropriately

104. An employee asks whether genetic information may be used to decide eligibility for a workplace wellness activity. What should HR do?

- A. Collect family medical history from every participant
- B. Protect genetic information and review the program under applicable requirements
- C. Use genetic information if the employee volunteers it verbally
- D. Ask managers to identify employees with similar conditions

105. An HRIS report includes employee data that managers do not need for their decisions. What principle should guide redesign?

- A. Collect and display only data necessary for the defined business purpose
- B. Include every available field so managers can explore freely
- C. Publish the full employee file to improve transparency
- D. Retain extra fields permanently in case they become useful

106. Which control best limits unauthorized access to sensitive HR records?

- A. A shared department password changed once a year
- B. Access for every employee who requests convenience
- C. A spreadsheet listing passwords beside employee names
- D. Role-based access with periodic review and removal of stale permissions

107. A payroll audit finds 9 incorrect records in a sample of 450 records. What is the error rate?

- A. 0.2%

- B. 4.5%
- C. 2%
- D. 20%

108. An HRIS administrator wants to change a production workflow directly to correct a recurring issue. What control should HR require?

- A. Immediate editing by the administrator without a ticket
- B. Documented change approval, testing, deployment, and rollback steps
- C. A verbal promise that the change will be harmless
- D. Testing only after employees report new errors

109. An HR dashboard shows a sudden improvement in turnover after a system conversion. What should the analyst check first?

- A. Assume the conversion solved the retention problem
- B. Remove the prior data so the trend is cleaner
- C. Replace the metric with a more favorable measure
- D. Whether definitions, data sources, and calculation logic changed

110. An HR analyst wants to predict which employees may leave. What should HR establish before using a predictive model?

- A. A model using every available employee attribute
- B. Automatic termination recommendations based on risk scores
- C. Purpose, data quality, fairness review, access limits, and human oversight
- D. A public ranking of employees by predicted departure

111. An employee asks HR to correct an inaccurate job title in the HRIS. What should HR do?

- A. Verify the source record, correct the data, and preserve an audit trail

- B. Change the title without checking authorization
- C. Tell the employee that HRIS data cannot be changed
- D. Delete the entire history to remove the discrepancy

112. A vendor reports that an unauthorized person may have accessed employee data. What should HR do first?

- A. Ask the vendor to delete all logs immediately
- B. Notify every employee before confirming the facts
- C. Activate the incident-response process and preserve evidence
- D. Ignore the report unless a complaint is received

113. A records-retention schedule is being revised. What should HR consider first?

- A. Keeping every record forever to avoid decisions
- B. Deleting records whenever a manager changes roles
- C. Using one retention period for every record type
- D. Legal requirements, business need, data type, and secure disposition

114. A manager asks for a full employee medical file to prepare for a staffing meeting. What should HR do?

- A. Send the full file because the manager supervises the employee
- B. Provide only necessary work information and protect confidential medical records
- C. Post the file in the team's shared drive
- D. Ask coworkers to summarize the employee's condition

115. A training program has 216 completions from 240 assigned employees. What is the completion rate?

- A. 90%

- B. 80%
- C. 85%
- D. 95%

Practice Exam 10: Answer Key and Explanations

1. **C** - The first step is a structured gap analysis. HR should identify which legal, operational, workforce, and stakeholder requirements change in the new market, then compare them with existing controls. Announcing or delaying before understanding the gap can create avoidable risk and prevent leaders from making an informed implementation decision. It supports consistent follow-through and later review.
2. **A** - A measure becomes strategically useful when it connects a people condition to an operating consequence. Vacancy days in critical roles can be examined beside output, service, or quality results. The other choices describe activity or volume without showing whether HR work is affecting the organization's stated business objective. It supports consistent follow-through and later review.
3. **B** - A spike may reflect coding changes, seasonality, a particular shift, or a concentrated workplace problem. Validating the data and segmenting it by time, location, job, and absence type helps identify the real pattern. Immediate discipline or incentives could misdiagnose the issue and create additional employee-relations concerns. It supports consistent follow-through and later review.
4. **B** - Stakeholder analysis distinguishes who owns the decision from who supplies information and who implements the result. Clarifying those roles reduces circular debate and makes accountability visible. Seniority, volume, or popularity alone does not establish expertise, authority, or a lawful and workable implementation plan. It supports consistent follow-through and later review.
5. **A** - A preventive control should stop or detect the error before it affects employees. System validation can restrict incomplete or unauthorized entries, while independent review provides a second check before payroll closes. Training alone may help, but it does not reliably control a recurring process failure or provide evidence of review. It supports consistent follow-through and later review.
6. **C** - The practitioner must preserve the integrity of the record and avoid participating in concealment. The appropriate response is to state the concern, document the request, and escalate through ethics, legal, audit, or another established channel. Quiet agreement, deletion, or shifting responsibility undermines both compliance and professional trust. It supports consistent follow-through and later review.
7. **D** - Integration requires understanding what each process does, which requirements control, and where data or responsibilities depend on another function. An inventory supports a deliberate target design and transition plan. Cost, indefinite duplication, or manager preference alone cannot resolve legal, operational, and employee-experience dependencies. It supports consistent follow-through and later review.

8. A - A sourcing decision should evaluate the full operating model, not just the quoted fee. HR should compare direct and indirect cost, data and compliance controls, service levels, continuity risk, internal capability, and transition work. A polished presentation or faster decision does not demonstrate that the selected model will perform reliably. It supports consistent follow-through and later review.

9. C - Adoption improves when people understand both the purpose and the mechanics of change. HR should communicate the business reason, criteria, roles, documentation, and support path, then prepare supervisors to apply the process consistently. Silent publication, independent interpretation, and informal exceptions invite inconsistent decisions and employee confusion. It supports consistent follow-through and later review.

10. D - Variation may result from ambiguous wording, different facts, or inconsistent training. HR should examine the policy and examples before deciding whether the clause needs clarification, approval controls, or manager coaching. Immediate deletion or discipline could ignore a design problem and would not establish a repeatable standard. It supports consistent follow-through and later review.

11. B - A logic chain shows how an intervention is expected to influence behavior and results. HR should distinguish activities from leading indicators and final outcomes, then examine timing and alternative causes. Meeting counts or isolated comments may demonstrate activity, but they cannot establish that the intervention changed retention. It supports consistent follow-through and later review.

12. B - An urgent vacancy may justify an accelerated schedule, but it does not justify arbitrary or undocumented selection. HR should identify which steps are essential, use job-related criteria, and document the reason for any approved adjustment. Speed without consistency can create legal, operational, and trust risks. It protects rights and supports consistent review.

13. C - The sponsor should have authority and accountability for the objective the program is intended to achieve. Technical experts, managers, and vendors provide essential input, but they do not automatically own the enterprise outcome. Clear sponsorship helps resolve tradeoffs, resource needs, and escalation decisions. It supports consistent follow-through and later review.

14. A - A comparison group and consistent time period provide a stronger basis for examining whether the restructuring is associated with turnover. Assumptions, survivor-only feedback, and unrelated industry comparisons can distort the interpretation. HR should also examine role, manager, workload, and labor-market factors before recommending action. It supports consistent follow-through and later review.

15. D - A metric becomes actionable when leaders know who owns it, what level requires attention, and what response follows. Visual design or ease of calculation is secondary. Without a baseline, target, or decision rule, a number may inform discussion but will not reliably guide management action. It supports consistent follow-through and later review.

16. C - Before approving an analytics feature, HR should understand what data is collected, why it is needed, who can access it, how long it is retained, and which party is responsible for controls. Price,

sales enthusiasm, and appearance do not establish that the use is appropriate or controlled. It improves reliability and supports later review.

17. B - Workforce planning starts with the work the business expects to perform. HR should clarify demand, activities, skills, capacity, timing, and constraints before selecting titles or headcount. Posting immediately or copying last year's staffing level may create vacancies without solving the capability or workload problem. It supports consistent follow-through and later review.

18. A - A sourcing channel should be evaluated by the quality and progression of candidates it produces, not merely by volume or exposure. Qualified-applicant yield by stage shows whether the source produces candidates who meet requirements and advance. High resume or view counts can hide poor fit and wasted effort. It supports consistent follow-through and later review.

19. D - Selection criteria should relate to the work and be expressed in observable, assessable terms. Vague fit language can invite subjective screening, while a manager's personal preference is not evidence of job necessity. Removing criteria entirely would weaken consistency rather than improve fairness. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

20. B - Structured interviews improve comparability by giving candidates common job-related questions and evaluators a shared rating framework. Personal standards and informal influence increase subjectivity and make documentation difficult. The structure can still allow approved follow-up questions without abandoning consistent evaluation. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

21. C - A disparity requires analysis, not an unreviewed score adjustment or deletion of evidence. HR should validate the data, examine the tool and process, and assess job-relatedness, business necessity, and less discriminatory alternatives. Automation does not remove the employer's responsibility to monitor selection effects. It protects rights and supports consistent review.

22. A - The appropriate response is to address the barrier while preserving the essential qualification and selection process. HR should engage in an individualized accommodation discussion and avoid requesting unrelated medical information. Automatic rejection or eliminating all qualifications would not address the specific access problem proportionately. It protects rights and supports consistent review.

23. D - A pipeline is useful when relationships and relevant candidate information are developed before an urgent vacancy. Waiting until a crisis, collecting unstructured data, or relying on one untested source reduces flexibility. Sustainable recruiting connects candidate interests and capabilities to anticipated workforce needs. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

24. C - A compensation question does not demonstrate lack of commitment or inability to perform the job. HR should apply the same documented, job-related criteria to all applicants and address compensation transparently through the approved process. Rejecting the candidate for asking a

reasonable question creates inconsistency and avoidable bias. It balances empathy with consistent follow-through.

25. A - Background information should be handled through the organization's established legal and procedural safeguards. HR should provide the required notices, allow the individual to review or respond when required, and ensure the decision is related to the role. Immediate rejection or informal sharing undermines fairness and confidentiality. It protects rights and supports consistent review.

26. D - Eligibility verification belongs in a consistent onboarding workflow and must be completed within the applicable federal timing requirements. Treating it as an annual or memory-based task creates compliance risk. The process should use the current authorized form and be applied consistently to covered employees. It protects rights and supports consistent review.

27. B - Family-status questions can create inconsistent and unnecessary screening risk. HR should focus on the job requirement by asking every applicant the same neutral availability question, then evaluate the stated response against the role. The goal is to assess work-related availability without probing personal family circumstances. It protects rights and supports consistent review.

28. D - The written offer should accurately and consistently state approved terms, contingencies, start conditions, and decision ownership. Missing or improvised conditions create misunderstandings and may conflict with policy or law. Speed is not a reason to leave material employment terms ambiguous. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

29. B - A sound onboarding design standardizes the elements that protect readiness and compliance while allowing appropriate local or role-specific practices. Core access, expectations, required training, and support should be reliable. Standardizing every conversation can reduce flexibility, while standardizing only messages leaves operational gaps. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

30. A - Internal status does not remove the need for a consistent selection process. Documented criteria and a comparative rationale help distinguish evidence from familiarity or informal reputation. Waiting for a complaint or asking candidates to justify the decision shifts responsibility away from the organization and weakens trust. It supports consistent follow-through and later review.

31. C - Early turnover can arise from inaccurate job previews, selection mismatch, manager practices, access problems, or onboarding gaps. Comparing what candidates were told with what they experience helps identify the failure point. More advertising or blame increases volume without addressing the cause of early exits. It supports consistent follow-through and later review.

32. B - Public availability does not make informal screening consistent, job-related, or risk-free. HR should use an approved reference process, obtain required authorization, and apply it consistently to comparable candidates. Unstructured personal-profile reviews can expose decision makers to irrelevant protected information and create unequal treatment. It protects rights and supports consistent review.

33. D - Task analysis identifies the behaviors, sequence, tools, and conditions required for successful performance. If people know the policy but fail in practice, the gap may involve workflow, equipment, supervision, or reinforcement rather than awareness. A catalog, career survey, or personality measure does not locate that performance gap. It supports consistent follow-through and later review.

34. C - A measurable objective states an observable behavior and a performance standard. Reconciling a record with no unresolved validation errors can be demonstrated and assessed. Understand, learn, and become familiar describe intentions but do not tell the learner or evaluator what successful performance looks like. It supports consistent follow-through and later review.

35. A - Training cannot solve a problem when systems, incentives, tools, or supervisors reinforce the old behavior. HR should examine the transfer environment and observe work performance. Slide count, certificates, and presentation design measure delivery features, not whether employees can apply the required behavior on the job. It supports consistent follow-through and later review.

36. C - Coaching addresses a current performance need through observation, feedback, practice, and follow-up. Mentoring can support broader development over time, but it is less targeted for an immediate behavior gap. A webinar or profile without practice does not create a reliable path to changed performance. It supports consistent follow-through and later review.

37. A - Attendance is a reaction or participation measure, not evidence of transfer or business impact. HR should examine whether the learning objective was relevant, whether employees applied it, and which operational factors affect resolution time. Declaring success or failure from attendance alone skips the outcome analysis. It informs inquiry without replacing diagnosis.

38. B - Succession planning is strengthened by identifying readiness and the development needed to close specific gaps. Calling someone ready without evidence creates false confidence, while abandoning the plan loses visibility. Development should connect to the role's capabilities, experiences, milestones, and expected readiness date. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

39. D - Inclusive learning does not require removing context; it requires checking whether examples, language, delivery, and access support the intended audience. HR should review the material with relevant stakeholders and adapt examples while preserving the objective. Uniformity without relevance can reduce learning transfer and participation. It balances empathy with consistent follow-through.

40. C - The goal is to remove the access barrier without abandoning an essential learning or compliance objective. HR should engage in an individualized discussion and consider effective alternatives. Automatic denial, blanket excusal, or outsourcing the employee's participation fails to address the specific accommodation need. It protects rights and supports consistent review.

41. A - Role-based practice near deployment connects learning to the tasks employees must perform and allows feedback while the process is fresh. A distant generic course, executive-only training, or error-driven learning leaves users without the support needed to transfer the new behavior reliably. It supports

consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

42. B - A performance failure after knowledge demonstration suggests a transfer, practice, tool, or workflow problem. Adding content may increase information without improving performance. Comfort, optional attendance, and slide count are useful implementation observations, but they do not directly show that the learning solution is producing the required behavior. It supports consistent follow-through and later review.

43. C - Career development is clearer when employees can see the capabilities, experiences, and opportunities associated with different roles. Identical content may ignore meaningful differences, while manager promises create inconsistency. Courses without a connection to work or progression do not give employees a reliable development path. It supports consistent follow-through and later review.

44. D - Satisfaction can identify participant reactions, but it cannot establish learning, application, or business impact. HR should combine reaction data with assessments, observation, performance measures, and relevant outcomes. No single measure should determine whether a course is effective or what improvement is needed. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

45. B - A compensation philosophy states the organization's intended approach to market position, internal equity, affordability, and pay decisions. Clarifying that approach gives later design choices a consistent standard. Manager style, employee requests, and brochure appeal may matter, but they do not define the governing pay philosophy. It supports consistent follow-through and later review.

46. D - Internal equity depends on comparing work through consistent factors such as scope, responsibility, knowledge, and impact. Using the established structure helps explain why similar work is treated similarly. A manager preference, applicant demand, or unique range can produce unexplained compression or inconsistency. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

47. A - Market data is an input, not an automatic instruction to change every salary. HR should assess data quality, target position, internal relationships, budget, retention risk, and available corrections. A targeted recommendation is more defensible than ignoring the evidence or making an isolated adjustment without comparison. It supports consistent follow-through and later review.

48. A - Compa-ratio is calculated by dividing the employee's salary by the range midpoint. The calculation is \$54,000 divided by \$60,000, which equals 0.90. A ratio below 1.00 does not automatically require an increase; HR should consider experience, performance, market data, and the organization's pay policy. It informs inquiry without replacing diagnosis.

49. B - A pay-equity review should first confirm the job comparison, data accuracy, and legitimate explanatory factors. Immediate equalization may create new inconsistencies, while secrecy or blame prevents root-cause analysis. HR should identify patterns, address unsupported differences, and improve the decision process that produced them. It protects rights and supports consistent review.

50. C - Work performed for the employer should be handled under the organization's timekeeping and wage-hour process, not hidden through informal instructions. HR should stop off-the-clock work, ensure accurate records, and correct any resulting pay issue. Short duration or apparent volunteer status does not make an improper practice reliable. It protects rights and supports consistent review.

51. D - Compression occurs when pay differences do not reflect meaningful differences in experience, capability, or contribution. HR should examine market movement, hiring rates, range design, progression criteria, and budget options. Removing structure or using tenure alone would not diagnose the causes or support equitable decisions. It supports consistent follow-through and later review.

52. B - Benefits communication must help employees understand how a change affects decisions, costs, timing, and access. Audience-specific examples and a reliable question channel make technical information usable. Repeating a dense summary, delegating interpretation without guidance, or removing detail can increase confusion rather than resolve it. It balances empathy with consistent follow-through.

53. A - Continuation coverage is governed by specific plan and federal requirements, so HR should use the approved notice and administration process rather than improvise. The employee should receive accurate information about available rights and deadlines. Promises, informal insurer direction, or deleting records can create serious administration risk. It protects rights and supports consistent review.

54. C - Plan decisions should be evaluated against documented objectives, fees, risk, diversification, process, and relevant performance periods. A single recent return or popularity vote does not establish suitability. A consistent review creates evidence that the committee considered participants' interests and the plan's governing responsibilities. It protects rights and supports consistent review.

55. D - Incentive design should reinforce the full performance outcome, not one measure that can be increased by damaging quality or compliance. HR should review balanced measures, eligibility, controls, unintended behavior, and communication. A memorable name, faster processing, or identical targets does not correct a misaligned reward system. It supports consistent follow-through and later review.

56. B - Recognition can support engagement, but perceived favoritism undermines trust. Transparent criteria and monitoring help ensure that opportunities are available to comparable employees and tied to meaningful contributions. Eliminating recognition or making every award identical would remove flexibility rather than improve fairness and credibility. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

57. D - A pre-payroll reconciliation compares the authorized source record with the payroll output and gives HR a chance to correct discrepancies before payment. Employee review and direct manager edits are weaker controls, while removing approvals hides the problem instead of improving data integrity. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

58. A - Total rewards recognizes that employees experience value through several connected elements, including pay, benefits, development, recognition, flexibility, and work conditions. The approach does not eliminate salary or require identical preferences. It helps HR design a coherent employee value proposition rather than isolated programs. It supports consistent follow-through and later review.

59. C - Benefits administration depends on accurate elections, secure data, clear responsibilities, and tested changes. HR should require documentation, testing, approvals, exception handling, and employee communication before activation. Vendor ownership does not transfer the employer's responsibility to oversee an employee-facing process. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

60. B - A discretionary award should still have a defensible basis. HR should review the criteria, evidence of contribution, approval authority, tax or payroll handling, and comparable cases. Automatic approval can create inequity, while banning all discretion or requiring secrecy avoids the decision rather than governing it. It supports consistent follow-through and later review.

61. C - An individualized statement can connect salary, employer-paid benefits, incentives, development, and other rewards in a format employees can understand. A program list, salary-only report, or administrator manual omits important context. Clear explanations also reduce the risk that employees undervalue or misunderstand available programs. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

62. A - Perceived lack of confidentiality can suppress participation and distort responses, especially when supervisors distribute or can identify them. HR should explain data handling, use an appropriate collection method, and separate feedback from retaliation concerns. A numerical result is useful only when employees believe the process is credible. It balances empathy with consistent follow-through.

63. D - The response rate is calculated by dividing responses by invitations: 180 divided by 300 equals 0.60, or 60%. The rate describes participation, not satisfaction or representativeness. HR should review who responded, how the survey was administered, and whether the findings are consistent with other evidence. It informs inquiry without replacing diagnosis.

64. A - Psychological safety grows when employees see that speaking up leads to respectful inquiry and appropriate follow-through. Manager behavior is therefore the immediate leverage point. Slogans, mandatory writing, or counting concerns without improving responses may change visibility but not the underlying trust condition. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

65. B - Effective goals translate an intention into observable behaviors, measures, ownership, and timing. That structure gives employees feedback and gives managers evidence for adjustment. Broad language, personality labels, and general impressions make expectations difficult to apply consistently and can weaken performance conversations. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

66. C - Calibration helps managers apply shared definitions to comparable evidence while recognizing legitimate role differences. Forced ranking, identical distributions, or popularity votes can distort performance decisions. The goal is not to make every rating equal; it is to make the standards and rationale more consistent. It supports consistent follow-through and later review.

67. D - Timely feedback gives employees an opportunity to understand expectations, adjust behavior, and request support before a formal review. More paperwork or delayed criticism does not create that opportunity. Specific evidence also makes the final rating more credible and reduces surprise or perceived unfairness. It supports consistent follow-through and later review.

68. C - A stay interview explores factors that influence retention while the employee is still present. Asking about possible departure triggers and improvement opportunities creates actionable information. Promotion assumptions, coworker comparisons, or promises can make the conversation defensive and do not reveal the employee's actual experience. It balances empathy with consistent follow-through.

69. D - Recognition should reinforce the behaviors and contributions the organization values, including dependable teamwork and meaningful progress. Clear criteria and multiple channels improve access and credibility. Ending recognition or limiting it to senior nominations does not address the visibility problem and may deepen perceptions of favoritism. It balances empathy with consistent follow-through.

70. A - The issue is an information and inclusion design gap. HR and managers should identify which decisions or context are being lost, then use accessible channels, documented decisions, and inclusive meeting practices. Forcing attendance or flooding employees with irrelevant messages does not create effective information flow. It balances empathy with consistent follow-through.

71. B - Employee resource groups can support connection, insight, and inclusion when their purpose and governance are clear. HR should provide appropriate support and measures while preserving member voice and avoiding conflicts with formal complaint or accommodation channels. Making the group managerial or denying all support misses that balanced role. It balances empathy with consistent follow-through.

72. A - A location-level result is a signal that needs context. HR should examine response patterns, local leadership, workload, recent events, and qualitative comments before selecting an intervention. Public blame, discarding the data, or applying a broad program can damage trust and fail to address the local cause. It informs inquiry without replacing diagnosis.

73. B - Onboarding should provide role clarity and a path to early success, not only social connection or policy information. Expectations, milestones, examples, and feedback contacts help employees interpret their work and seek support. Delayed feedback leaves uncertainty in place during the period when adjustment is easiest. It supports consistent follow-through and later review.

74. C - Burnout risk is influenced by sustained demands and the resources or control available to meet them. HR should examine workload, priorities, staffing, autonomy, recovery, and management practices. Motivation events may be supportive, but they do not correct a structural workload problem, while removing expectations is not a diagnosis. It balances empathy with consistent follow-through.

75. D - Different words can describe a common experience, so HR should analyze timing, role, manager, workload, and other evidence before drawing a conclusion. A pattern warrants a fair review, not immediate accusation. Ending the interviews would remove information that can help validate or disprove the pattern. It informs inquiry without replacing diagnosis.

76. A - During change, employees need accurate information, realistic timing, and a way to ask questions. HR should distinguish confirmed decisions from unresolved details and update employees as information changes. Silence, personal promises, and discouraging questions increase speculation and can damage trust even when the underlying change is necessary. It balances empathy with consistent follow-through.

77. C - Performance results and engagement describe different dimensions. Employees can meet goals while experiencing poor communication, low voice, unsustainable workload, or limited trust. HR should examine the local experience and evidence before choosing action. Automatically changing ratings or replacing the manager would confuse separate measures. It informs inquiry without replacing diagnosis.

78. B - Engagement can improve when employees have meaningful control and feedback while required standards remain clear. HR should explore where discretion is safe, how work can be varied, and how results will be reviewed. Removing standards or adding approvals would not address the design issue, and random rotation lacks purpose. It supports consistent follow-through and later review.

79. D - Useful feedback focuses on behavior that can be observed and changed. Describing the impact, expected alternative, and chance to practice gives the employee a fair path to improvement. Labels, popularity votes, or avoiding feedback do not create a shared standard and can increase defensiveness. It supports consistent follow-through and later review.

80. D - An action plan becomes credible when it identifies priority, ownership, timing, measures, and a follow-up point. A long unowned list creates activity without accountability. Publishing it immediately or closing the survey does not show that the organization will address the issues identified. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

81. A - Employee voice becomes credible when people can provide input, see how it was considered, and receive a clear explanation of the decision. A message, unreported idea collection, or senior-only forum does not create meaningful participation. The process should connect feedback to visible decision follow-through. It balances empathy with consistent follow-through.

82. B - A threat report requires prompt attention to immediate safety and a factual intake record. HR should identify urgent protective steps, preserve relevant information, and follow the investigation or escalation process. Private resolution, absolute secrecy, or waiting for repetition can leave people exposed and compromise evidence. It protects rights and supports consistent review.

83. C - Impartiality and authority are essential when reporting relationships create a conflict or power imbalance. HR should screen the investigator, define scope, protect evidence, and use a reporting path

independent of the accused. Allowing the executive or the complainant to control the investigation undermines credibility. It supports consistent follow-through and later review.

84. C - A materially adverse change soon after protected activity warrants prompt review, even if the manager denies retaliatory intent. HR should compare timing, reasons, treatment of others, and documentation, then protect against further retaliation. Dismissing the concern or moving the employee without analysis can worsen the risk. It protects rights and supports consistent review.

85. B - HR should respect privacy while explaining that complete secrecy cannot be guaranteed if the organization must investigate or protect employees. A need-to-know approach supports a fair response. Requiring witnesses, refusing intake, or sending the employee alone can discourage reporting and leave misconduct unaddressed. It protects rights and supports consistent review.

86. D - Discipline should be consistent, proportionate, and grounded in the policy and facts. HR should compare similar cases, examine intent and impact, and determine whether the proposed step fits established practice. Frustration, tenure alone, or a desire to discourage complaints does not provide a defensible disciplinary standard. It supports consistent follow-through and later review.

87. A - Potential workplace violence requires a coordinated safety response, not informal surveillance or unauthorized action. HR should follow the organization's threat-management process, involve security and appropriate specialists, assess immediate risk, and protect confidentiality. Waiting or improvising can increase danger and expose employees to preventable harm. It protects rights and supports consistent review.

88. C - The immediate priority is to protect people from the hazard and ensure the condition is addressed through the established safety process. Workarounds, hidden records, or delayed escalation do not control the risk. A safety program depends on reporting, corrective action, and documented follow-through. It protects rights and supports consistent review.

89. B - Accommodation discussions should focus on the limitation, essential work, effective options, and operational factors. The employee may suggest a solution, but the manager should not require the employee to design the entire response alone. An individualized interactive process is more reliable than automatic denial or peer voting. It protects rights and supports consistent review.

90. D - Religious accommodation analysis focuses on the employee's sincerely held practice, the work requirement, and whether an effective accommodation can be provided without the applicable undue hardship. Personal agreement is irrelevant, and blanket denial or speculation about future observance does not apply the governing standard. It protects rights and supports consistent review.

91. D - HR should administer leave through the established process, communicate the missing information and deadline, and protect medical confidentiality. Immediate denial or manager medical judgment is inappropriate. Sharing details with coworkers can violate privacy and is unnecessary to coordinate the employee's work or leave. It protects rights and supports consistent review.

92. A - Employees may have legal protection when acting together about wages or other working conditions. HR should assess the facts and applicable labor-law protections before recommending

discipline. Broad monitoring or eliminating breaks to suppress discussion can create additional risk and will not substitute for a lawful analysis. It protects rights and supports consistent review.

93. C - The content and context may indicate collective activity concerning working conditions, so HR should assess the applicable protection before taking action. Tone, performance history, or managerial preference does not determine the legal character of the activity. Retaliatory action without analysis can harm employee rights. It protects rights and supports consistent review.

94. B - A collective-bargaining agreement creates a process that both parties should follow. HR should verify the facts, deadline, notice, and any contractual exception, then document the response through the designated procedure. Informal rejection, ignoring the agreement, or shifting responsibility can create a separate labor-relations dispute. It supports consistent follow-through and later review.

95. A - The governing agreement and applicable interpretation must be reviewed before HR announces a decision. A newer policy does not automatically override negotiated terms. Employee voting or suspending the agreement would bypass the parties' authority and could escalate the dispute unnecessarily. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

96. A - Performance documentation should describe observable behavior, dates, impact, expectations, and support or follow-up. Labels are difficult to evaluate and may appear subjective or pretextual. Stronger adjectives, deletion, or group signatures do not create the factual record needed for fair coaching or later decisions. It supports consistent follow-through and later review.

97. C - A termination close to a safety complaint requires careful review for retaliation and pretext. HR should examine timing, documentation, comparable treatment, legitimate reasons, and whether the decision follows established practice. Authority alone is not enough, and ending the discussion cannot justify an unsupported employment action. It protects rights and supports consistent review.

98. B - An allegation should be assessed through a fair fact-finding process, not rejected or proven solely because an eyewitness is absent. HR can examine timing, communications, patterns, credibility, and other evidence. Immediate discipline or public confrontation before investigation can compromise fairness and increase conflict. It protects rights and supports consistent review.

99. D - A facilitated conversation is proportionate when the facts indicate a relationship or communication problem rather than a formal legal allegation. The discussion should focus on observable behavior, work impact, expectations, and future agreements. Automatic investigation, transfer, or avoidance may escalate or leave the problem unresolved. It balances empathy with consistent follow-through.

100. A - Mediation works best when the facilitator is neutral, the parties understand the scope, and participation and resolution expectations are clear. A manager who is a party may not be perceived as neutral. Mediation can support agreement, but it does not automatically decide legal liability. It balances empathy with consistent follow-through.

101. B - Military-service reemployment rights require a fact-specific process concerning notice, service, timing, position, and other applicable conditions. HR should gather the facts and apply the governing requirements rather than treating the person as a new applicant. Automatic denial or external competition may disregard protected rights. It protects rights and supports consistent review.

102. C - Safety incidents should be handled under the applicable reporting and recordkeeping rules, not based only on whether the employee missed work. HR should preserve accurate facts and coordinate with safety personnel. Informal omission, partial notes, or employee preference cannot replace the governing process. It protects rights and supports consistent review.

103. D - Information requests in labor relations should be evaluated for relevance, scope, confidentiality, and any contractual or legal obligations. Automatic refusal and unrestricted disclosure are both poor controls. HR should coordinate with labor-relations and legal stakeholders, then provide an appropriate documented response. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

104. B - Genetic information is sensitive and should not be used casually in employment decisions or program administration. HR should review the program, limit collection, protect confidentiality, and follow applicable requirements. Voluntary verbal disclosure does not make broad managerial access appropriate or eliminate the need for controls. It protects rights and supports consistent review.

105. A - Data minimization reduces unnecessary exposure and helps the organization focus on information needed for a defined purpose. More fields do not automatically improve decisions and can increase privacy, security, and accuracy risk. HR should identify the use, limit the data, and review whether retention remains justified. It improves reliability and supports later review.

106. D - Role-based access ties permissions to job responsibilities and should be reviewed as roles change. Shared passwords and broad convenience access weaken accountability, while storing passwords beside names creates obvious security risk. Periodic review helps remove access that is no longer necessary. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

107. C - The error rate is calculated as incorrect records divided by total records: 9 divided by 450 equals 0.02, or 2%. HR should also examine the sample design, error type, and business impact. The percentage quantifies the signal, but root-cause analysis determines the needed control. It informs inquiry without replacing diagnosis.

108. B - Change control reduces the risk that a fix creates a larger data or payroll problem. Approval, testing, documented deployment, and rollback steps make the change reviewable and reversible. Direct edits, verbal assurances, and post-error testing do not provide adequate control over a production system. It improves reliability and supports later review.

109. D - A sudden change after a conversion may reflect a definition, coding, population, or calculation change rather than a real workforce improvement. The analyst should reconcile sources and logic before

interpreting the trend. Assuming success or deleting history prevents a valid comparison and can mislead leadership. It informs inquiry without replacing diagnosis.

110. C - Predictive analytics should have a defined purpose, appropriate data, validation, fairness review, access controls, and accountable human judgment. More data is not automatically better, and a score should not become an unexplained employment decision. Public rankings or automatic action can amplify error and bias. It improves reliability and supports later review.

111. A - Data correction should verify the authoritative source, confirm authorization, update the record, and preserve the relevant audit trail. Immediate unverified edits can create new errors, while refusing correction undermines data quality. Deleting history removes evidence instead of resolving the discrepancy responsibly. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

112. C - An access concern requires prompt containment, evidence preservation, scope assessment, and coordinated response under the incident plan. Deleting logs destroys evidence, while immediate broad communication before facts are known may create confusion. Waiting for a complaint delays risk assessment and potential required actions. It improves reliability and supports later review.

113. D - Retention should reflect the record's legal and business purpose, sensitivity, lifecycle, and approved disposal method. Keeping everything forever increases exposure, while arbitrary deletion can destroy needed evidence. A single period ignores meaningful differences among payroll, recruiting, performance, and investigation records. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

114. B - Managers generally need work-related restrictions, scheduling information, or accommodation outcomes rather than an employee's full medical file. HR should limit disclosure to what is necessary and protect confidential records. Supervisory status does not create unlimited access, and informal summaries can spread sensitive information. It protects rights and supports consistent review.

115. A - The completion rate is 216 divided by 240, which equals 0.90 or 90%. The result measures completion, not learning or behavior change. HR should use it with assessment and transfer evidence before concluding that the training achieved its purpose. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.