

PRACTICE EXAM 11: PHR STUDY GUIDE 2026-2027

SIMULATION (115 QUESTIONS)

This practice exam contains 115 questions representing 90 scored and 25 pretest-style items. Allow two hours for testing and 30 minutes for administrative time. Select the best answer for each question. Review the answer key and explanations after completing the exam.

1. A business 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. Map the new market's requirements against the current process
 - C. Use the process that the largest department prefers
 - D. Delay all hiring until the market launch is complete

2. The COO wants a single monthly people indicator tied to operating results. Which measure is most decision-useful?
 - A. Number of HR emails sent during the month
 - B. Total employee records stored in the HRIS
 - C. Count of optional webinars offered to staff
 - D. Critical-role vacancy days linked to operational output

3. A program costs \$48,000 and is expected to avoid \$72,000 in related operating cost. What is the simple return on investment based on net benefit divided by cost?
 - A. 33%
 - B. 67%
 - C. 50%

D. 150%

4. Finance, operations, and HR disagree about changing shift schedules. What governance clarification should HR make?

- 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. An audit finds recurring unauthorized payroll changes because an approval step is manual. Which control should HR prioritize?

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

6. An executive instructs HR to omit a known control weakness from an external audit package. What should the practitioner do?

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

7. Two companies are combining HR systems and policies. What should the integration team complete before designing the target process?

- A. Choose the cheaper system and require immediate adoption
- B. Keep both systems indefinitely without assigning ownership

- C. Inventory requirements, risks, stakeholders, and process dependencies
- D. Let each manager retain whichever policy seems easier

8. Leaders ask HR to assess payroll outsourcing. Which comparison should anchor the recommendation?

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

9. A policy change will affect 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. Announce that exceptions will be handled informally
- D. Explain the reason, decision criteria, roles, and support available

10. Managers in different sites interpret a policy exception inconsistently. What should HR do before changing enforcement?

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

11. The board questions why an employee-experience initiative has not moved retention. What evidence should HR bring first?

- A. A logic chain linking the intervention, leading indicators, and outcome

- B. A list of completed meetings and newsletters
- C. A promise that retention will improve next quarter
- D. A single favorable comment from an employee

12. A hiring manager asks to bypass a documented selection step to fill a role quickly. What should HR explain?

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

13. A new HR program has an executive owner, a technical expert, and a 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. After a reorganization, departures increased. Which comparison would best test whether the reorganization is associated with the change?

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

15. Which feature turns an HR dashboard number into a decision tool?

- A. It has a defined owner, decision threshold, and follow-up action

- B. It appears on a colorful dashboard with many peers
- C. It is easy to calculate even when no action follows
- D. It is reported once without a baseline or target

16. Before a vendor activates a new employee-data analytics feature, which review is essential?

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

17. Leaders forecast growth but cannot translate it into staffing needs. What should HR do first?

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

18. A recruiter is comparing talent sources. Which outcome should be used to judge channel quality?

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

19. A hiring manager wants to add a preferred personality trait to a job posting. What should HR ask before approving the wording?

- A. Whether the trait is job-related and can be evaluated consistently
- B. Whether the trait sounds attractive to senior leaders
- C. Whether the trait will reduce the number of applicants

D. Whether the trait is common among current employees

20. A recruiting funnel shows 21 hires from 140 applicants. What is the selection ratio?

- A. 10%
- B. 18%
- C. 25%
- D. 15%

21. A manager wants to interview only candidates who graduated from a short list of schools. What should HR do?

- A. Test whether the criterion is job-related and consider broader equivalent qualifications
- B. Approve the list because it makes screening faster
- C. Use the schools as a proxy for motivation
- D. Require every applicant to attend one of the schools

22. A critical role may be vacant for six months because the labor market is tight. Which workforce-planning response is strongest?

- A. Wait for the perfect candidate before changing the work
- B. Combine realistic recruiting with interim capacity and capability options
- C. Lower every qualification without reviewing the role
- D. Close the requisition and shift all work informally

23. A workforce forecast identifies a future shortage in data skills. Which response best follows the forecast?

- A. Open requisitions for every possible data title
- B. Assume automation will solve the gap without analysis
- C. Compare build, buy, borrow, and redesign alternatives

D. Ask current employees to volunteer for extra work

24. An interview panel gives candidates different questions for the same role. What should HR recommend?

- A. Let each interviewer follow personal intuition
- B. Use only an unstructured conversation with the hiring manager
- C. Ask different candidates whatever creates the best impression
- D. Use a structured guide with consistent core questions and anchored ratings

25. A candidate requests an adjustment to participate in an interview because of a medical limitation. What should HR do?

- A. Ask the candidate to withdraw and reapply later
- B. Begin the accommodation discussion and identify an effective interview adjustment
- C. Require the candidate to disclose a diagnosis before discussing options
- D. Use the request as evidence that the candidate cannot perform the job

26. A recruiter receives a referral that includes the applicant's family medical history. What should HR instruct the recruiter to do?

- A. Avoid seeking or using the genetic information and evaluate job-related qualifications
- B. Store the history with the resume for future planning
- C. Ask the applicant for additional family health details
- D. Give preference to the applicant with the healthiest family history

27. A company wants to hire quickly for a new location but has not approved the job's essential duties. What should HR do first?

- A. Launch a generic posting to build a candidate pool
- B. Copy duties from the closest existing title

- C. Clarify the work, essential functions, qualifications, and approval owner
- D. Let applicants define the role during interviews

28. A selection process produces a lower pass rate for one protected group. What should HR do next?

- A. Delete the result without reviewing the process
- B. Analyze the specific step, validity evidence, and less-disparate alternatives
- C. Assume the group lacks the needed capability
- D. Raise the cutoff for every group to appear consistent

29. A recruiter is asked to reject an applicant because the applicant is older but may be expensive. What is HR's best guidance?

- A. Use job-related qualifications and compensation rules rather than age assumptions
- B. Reject the applicant to preserve a younger team
- C. Ask the applicant to accept less because of age
- D. Avoid recording the reason for the decision

30. A business has 36 openings and expects 12% of accepted offers to be declined. Approximately how many offers should it plan to make to fill the openings?

- A. Approximately 32 offers
- B. Approximately 36 offers
- C. Approximately 41 offers
- D. Approximately 48 offers

31. A new hire's first-month performance is weak, but the role's training and resources were not provided. What should HR recommend?

- A. Terminate immediately because the first impression is poor
- B. Ignore performance until the first annual review

- C. Assume the hiring assessment was invalid
- D. Separate onboarding conditions from capability evidence before deciding

32. A candidate asks whether the organization will verify employment history through a consumer report. What should HR do?

- A. Order the report first and ask permission afterward
- B. Tell the candidate that authorization is never needed
- C. Explain the process and obtain required authorization before ordering a report
- D. Use a private social-media search instead of a report

33. A compliance course has high completion but little behavior change. What should L&D evaluate first?

- A. Whether the course title is appealing enough
- B. Whether the learning objectives, practice, reinforcement, and work conditions align
- C. Whether completion certificates use better colors
- D. Whether employees can complete the course even faster

34. An organization must train 230 employees, and 207 complete the program. What is the completion rate?

- A. 90%
- B. 80%
- C. 85%
- D. 95%

35. A subject-matter expert wants a course organized around every detail in a 90-page manual. What should L&D recommend?

- A. Include every sentence so no information is omitted

- B. Replace the manual with an informal discussion
- C. Let learners choose which requirements matter
- D. Prioritize job-critical outcomes and design practice around them

36. A manager requests leadership training for a team with unclear decision rights and overloaded workloads. What should HR do?

- A. Approve training as the only intervention
- B. Decline all training because workload exists
- C. Address structural causes while defining the learning need
- D. Measure attendance and close the request

37. An e-learning assessment contains questions unrelated to the stated learning objectives. What should L&D do?

- A. Align assessment items with the behaviors and knowledge the course promises
- B. Keep the questions because difficult items improve credibility
- C. Grade learners only on time spent in the course
- D. Remove all assessment so completion is easier

38. A new supervisor must deliver feedback, but the organization has no examples of effective conversations. Which learning design is best?

- A. Provide a policy PDF without practice
- B. Use realistic scenarios, practice, observation, and feedback
- C. Require the supervisor to shadow a different job
- D. Test terminology before showing any examples

39. Employees complete required training on time, but error rates remain unchanged. Which evaluation question should come next?

- A. Did the course have enough slides?
- B. Was attendance recorded in the correct month?
- C. Did the completion badge use the approved logo?
- D. Are employees applying the skill, and do workplace conditions support it?

40. A global company uses one communication course in every country, but examples are misunderstood locally. What should L&D do?

- A. Remove all local examples to ensure uniformity
- B. Allow each country to change the objectives
- C. Require learners to translate the course without review
- D. Preserve core objectives while adapting examples and delivery to context

41. A learning needs analysis identifies a capability gap in a small group of high-potential employees. What should HR do first?

- A. Clarify the target capability, business need, and evidence of success
- B. Enroll everyone in the most expensive program
- C. Choose a vendor before defining the desired outcome
- D. Promise promotion after course completion

42. A manager says an employee needs communication training after missing a deadline. What should HR ask first?

- A. Enroll the employee immediately without diagnosis
- B. Treat the missed deadline as proof of poor attitude
- C. Determine whether expectations, information, resources, or skill caused the miss
- D. Remove the employee from all work requiring coordination

43. A required course includes a discussion of protected workplace conduct. What should L&D confirm before delivery?

- A. Rely on employee anecdotes as the only examples
- B. Use accurate content, accessible delivery, and a clear reporting path
- C. Promise that training will prevent every complaint
- D. Exclude reporting information to keep the course positive

44. A development program has 18 participants, and 12 receive a new assignment within six months. Which proportion received the assignment?

- A. One-half
- B. Three-quarters
- C. Two-thirds
- D. Five-sixths

45. An employee's salary is \$57,600 and the job's midpoint is \$64,000. What is the employee's compa-ratio?

- A. 0.75
- B. 1.10
- C. 1.25
- D. 0.90

46. A compensation review finds that employees in comparable roles have unexplained pay differences. What should HR do first?

- A. Validate the data and analyze legitimate, documented factors
- B. Equalize every salary immediately without reviewing facts
- C. Ignore the issue until the next annual cycle
- D. Ask employees to negotiate privately with managers

47. A manager wants to classify a role as exempt because the employee is salaried. What should HR review?

- A. Only the employee's job title
- B. The duties, salary basis, and applicable exemption requirements
- C. Whether the employee prefers a fixed schedule
- D. Whether the manager believes overtime is inconvenient

48. A nonexempt employee records 46 hours in a workweek. What should HR do first?

- A. Delete the extra hours because they were not approved
- B. Confirm the hours and apply the organization's overtime process
- C. Pay only the scheduled hours
- D. Reclassify the employee as exempt for the week

49. An employer wants to use a different base-pay rate for men and women doing substantially equal work. Which approach is most defensible?

- A. Base the difference on negotiation confidence alone
- B. Pay the difference because one employee has children
- C. Use documented factors recognized by the applicable equal-pay standard
- D. Use a manager's preference without recording the reason

50. A company is redesigning its benefits package. Which communication is most likely to help employees make informed choices?

- A. Announce that the new package is more competitive
- B. Send a list of plan names without employee costs
- C. Ask employees to rely on informal manager explanations
- D. Explain options, costs, eligibility, tradeoffs, and enrollment actions

51. A benefits administrator proposes changing automatic enrollment but has not documented election safeguards. What should HR require before approval?

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

52. A supervisor wants to give an individual spot award for a team result. What should HR examine before approving it?

- 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

53. An employee asks why the employer contributes to a retirement plan but does not provide a clear plan summary. What should HR do?

- A. Tell the employee that plan details are confidential
- B. Ask the manager to summarize the plan from memory
- C. Provide the required plan information through the established process
- D. Stop contributions until every employee asks the same question

54. An employee loses group health coverage after a qualifying employment event. What should HR ensure happens next?

- A. Provide the applicable continuation-coverage notice and election information
- B. Cancel the record without communicating options
- C. Tell the employee to negotiate coverage directly with the insurer
- D. Guarantee permanent employer-paid coverage

55. A company has a \$420,000 annual payroll budget for 14 planned hires. What is the average budgeted salary per hire?

- A. \$24,000
- B. \$28,000
- C. \$34,000
- D. \$30,000

56. An employee asks whether a wellness program can require disclosure of a diagnosis to receive a benefit. What should HR do?

- A. Require disclosure because the program is optional
- B. Share the diagnosis with the employee's manager
- C. Review the program's privacy, voluntariness, and applicable legal requirements
- D. Approve the requirement if participation is popular

57. A compensation committee wants to benchmark every job to one external survey. What should HR recommend?

- A. Use matched jobs and triangulate reliable market sources
- B. Use the highest reported rate for every role
- C. Match titles without comparing duties
- D. Ignore internal relationships because market data is objective

58. An employee requests a religious accommodation that affects a scheduled shift. What should HR do?

- A. Reject the request because schedules are never adjustable
- B. Discuss an effective accommodation and assess undue hardship under the applicable rule
- C. Ask coworkers to decide whether the belief is sincere
- D. Require the employee to use vacation for every observance

59. An older employee is excluded from a technology allowance because the manager assumes the employee will retire soon. What should HR do?

- A. Approve the exclusion because the allowance is discretionary
- B. Ask the employee to prove a long-term commitment
- C. Offer the benefit only if the employee accepts a lower salary
- D. Review the benefit rule and remove age-based assumptions from eligibility

60. A total-rewards statement lists pay and benefits but omits the employee's development and recognition opportunities. What should HR do?

- A. Remove benefits so the statement stays short
- B. Include only items with a cash value
- C. Include meaningful reward elements and explain what each represents
- D. Add every program name without explaining employee value

61. A compensation analyst finds that one job's midpoint is \$72,000 and the minimum is \$54,000. What is the range spread from minimum to midpoint as a percentage of the minimum?

- A. 33.3%
- B. 18.0%
- C. 25.0%
- D. 40.0%

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

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

63. A pulse survey receives 196 responses from 280 invited employees. What is the response rate?

- A. 55%
- B. 70%
- C. 60%
- D. 80%

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

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

65. A supervisor says 'improve teamwork' but gives no observable standard or date. What should HR advise?

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

66. Two departments use the same rating scale but produce very different distributions. What process should HR lead?

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

67. An employee says the annual rating was a surprise because no earlier feedback was given. What practice should HR reinforce?

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

68. Which prompt would generate actionable information in a stay interview?

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

69. Employees say recognition favors dramatic wins and overlooks dependable contributions. What should HR recommend?

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

70. Distributed employees say office colleagues receive context through informal conversations. What should HR change?

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

71. An employee resource group asks for funding and wants its work connected to organizational priorities. What should HR establish?

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

72. One site reports substantially lower trust than comparable locations. What is HR's best first response?

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

73. New hires 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. A generic employee handbook alone
- C. Role expectations, early milestones, feedback contacts, and success examples
- D. A rule delaying feedback until the first annual review

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

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

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

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

76. A team has 234 employees at year-end and 260 at the beginning of the year. What is the retention rate if no employees were added to the team during the year?

- A. 90%
- B. 80%
- C. 85%
- D. 95%

77. Employees say recognition depends on personal closeness to the manager. What should HR recommend?

- A. Tell employees recognition is inherently subjective
- B. Publish criteria, use multiple nomination paths, and review patterns
- C. Require the manager to recognize only one person
- D. End all recognition until morale improves

78. A manager wants to improve morale by adding a weekly social event while workload remains excessive. What should HR say?

- A. Approve the event as the complete morale strategy
- B. Require attendance to demonstrate commitment
- C. Eliminate all social interaction from the workplace
- D. Address workload and work design while using social connection selectively

79. A manager receives a low engagement score and asks HR to identify the employees who responded negatively. What should HR do?

- A. Provide names so the manager can correct the employees
- B. Cancel the survey and delete the responses
- C. Protect confidentiality and focus the response on themes and behavior
- D. Ask coworkers to guess who submitted each comment

80. An employee discusses wages with coworkers during a break, and a supervisor threatens discipline. What should HR do first?

- A. Support discipline because wage discussions are disruptive
- B. Review the conduct under applicable employee-rights rules before discipline
- C. Tell employees to discuss pay only with HR
- D. Delete the supervisor's message and close the issue

81. A manager wants to retaliate against an employee who reported a discrimination concern by removing the employee from a visible project. What should HR do?

- A. Approve the change if the manager calls it performance management
- B. Move the employee quietly so no complaint is filed
- C. Ask the employee to withdraw the concern before reconsidering
- D. Stop the proposed action and review whether any change is supported by legitimate evidence

82. An employee reports repeated offensive comments by a coworker. What should HR do first?

- A. Acknowledge the concern, protect against retaliation, and begin a prompt review
- B. Tell the employee to resolve it privately
- C. Wait until another complaint is made
- D. Transfer the reporting employee without reviewing the conduct

83. A supervisor hears a religious comment and says the employee should leave the belief at home. What should HR do?

- A. Treat the comment as ordinary managerial feedback
- B. Ban all religious discussion without reviewing the facts
- C. Address the conduct and review whether a reasonable accommodation issue exists
- D. Ask coworkers to decide whether the belief is legitimate

84. A manager wants to discipline an employee for a safety complaint because the complaint embarrassed the department. What should HR do?

- A. Separate the protected report from any independently documented conduct
- B. Approve discipline to discourage public criticism
- C. Tell employees to report safety issues only after approval
- D. Remove the complaint from the employee's file

85. A workplace investigation interviews the reporting employee but not the accused or key witnesses. What is the main weakness?

- A. The process contains too much documentation
- B. The investigation should always be conducted by the manager
- C. The process may lack balanced fact gathering and credibility assessment
- D. The process is complete once the report is written

86. A complaint involves a manager who normally approves HR investigations. What should HR consider?

- A. Let the manager investigate because the manager knows the team
- B. Use an impartial investigator and manage the conflict of interest
- C. Ask the complainant to investigate instead
- D. Close the matter if the manager denies the allegation

87. A disciplinary decision is based on a rule that was never communicated to employees. What should HR examine?

- A. Apply the maximum penalty because the outcome was serious
- B. Ignore the rule and discipline only based on intuition
- C. Rewrite the rule after the discipline is imposed
- D. Notice, consistent enforcement, severity, and whether coaching is appropriate

88. An employee requests leave to care for a family member and has a long service history. What should HR do first?

- A. Deny the request because the employee is needed
- B. Ask the manager to decide whether the need is serious
- C. Provide the appropriate process and assess eligibility and certification requirements
- D. Require the employee to resign before taking leave

89. An employee returns from military service and asks about reemployment rights. What should HR do?

- A. Apply the applicable reemployment and nondiscrimination process
- B. Treat the service as a voluntary resignation
- C. Require the employee to compete for the former job again
- D. Deny return because the team has changed

90. A reduction in force is planned, but managers select employees using a subjective 'fit' label. What should HR require?

- A. Allow each manager to define fit independently
- B. Use seniority only without reviewing business needs
- C. Avoid documenting criteria to preserve flexibility
- D. Document job-related criteria and test the selection for consistency and adverse impact

91. A supervisor suggests terminating an older employee first because the employee is closest to retirement. What should HR do?

- A. Approve the suggestion to reduce future benefit cost
- B. Reject the age assumption and apply documented, legitimate selection criteria
- C. Ask the employee to volunteer for termination
- D. Keep the suggestion off the reduction-in-force record

92. An employee says a manager asked about family medical history during a performance discussion. What should HR do?

- A. Ask for more family history to complete the record
- B. Store the information in the performance file
- C. Stop unnecessary inquiry and review the conduct under genetic-information rules
- D. Treat the question as harmless because it was informal

93. A manager wants to deny an accommodation because the employee's preferred solution is inconvenient. What should HR do?

- A. Deny every option because convenience is enough
- B. Ask coworkers to vote on the accommodation
- C. Require the employee to perform the essential function without support
- D. Explore effective alternatives and assess actual hardship under the applicable rule

94. A team leader asks HR to keep an employee's complaint out of the case file to protect morale. What should HR do?

- A. Delete the complaint after discussing it verbally
- B. Preserve a secure, accurate record and limit access appropriately
- C. Share the complaint with the entire team
- D. Store the complaint in the supervisor's personal email

95. A union representative asks to meet before an employee interview that could lead to discipline. What should HR do?

- A. Apply the applicable representation rights and established meeting process
- B. Refuse automatically because HR owns the meeting
- C. Proceed secretly so the employee answers more freely
- D. Allow representation only after discipline is decided

96. A collective bargaining agreement contains a grievance timeline that a supervisor missed. What should HR do?

- A. Review the agreement, preserve the employee's rights, and determine the proper cure
- B. Ignore the missed deadline because the supervisor was busy
- C. Rewrite the timeline in the employee handbook
- D. Deny the grievance automatically because time expired

97. A grievance committee resolves 18 of 24 cases within the target period. What is the resolution rate?

- A. 60%
- B. 70%
- C. 85%
- D. 75%

98. A manager receives a complaint about a coworker's conduct but delays reporting it because the parties later apologized. What should HR do?

- A. Close every matter when an apology occurs
- B. Discipline the reporting employee for causing conflict
- C. Reinforce reporting obligations and review whether the facts require follow-up
- D. Tell managers to handle future complaints privately

99. An employee says a performance warning followed a discrimination complaint by one week. What should HR examine?

- A. Dismiss the concern because performance warnings are always allowed
- B. Compare the timing, evidence, decision process, and treatment of similar cases
- C. Cancel the warning without reviewing the performance facts
- D. Ask the employee to withdraw the complaint before reviewing it

100. A private-sector employee is disciplined for posting a group complaint about scheduling on social media. What should HR review?

- A. Whether the employee used a personal device
- B. Whether the post was protected concerted activity under applicable rules
- C. Whether the manager disliked the post's tone
- D. Whether the employee had never complained before

101. A safety incident occurs, and a manager tells employees not to report near misses because the record will look bad. What should HR do?

- A. Accept the instruction to protect the safety score
- B. Count only incidents that require medical treatment
- C. Stop the instruction, preserve reports, and reinforce hazard-reporting expectations
- D. Ask employees to report concerns after the quarter closes

102. An investigation finds that a policy was violated, but the employee received no prior training and similar cases received coaching. What should HR consider?

- A. Use consistent, proportionate action and correct the policy or training gap
- B. Apply the maximum penalty to demonstrate strictness
- C. Ignore the violation because training was missing
- D. Change the prior cases so treatment appears consistent

103. A manager asks HR to promise an employee that a complaint will remain completely secret. What should HR say?

- A. Promise absolute secrecy regardless of the facts
- B. Tell the whole department so rumors stop
- C. Refuse to accept the complaint without a guarantee
- D. Explain confidentiality limits and share information only as needed to review the concern

104. A labor-relations dashboard shows 12 separations among an average workforce of 240. What is the separation rate?

- A. 2.5%
- B. 4%
- C. 8%
- D. 5%

105. An HRIS contains duplicate employee records created during a merger. What should HR do first?

- A. Delete the older records by creation date
- B. Let employees choose which record remains
- C. Identify a controlled matching rule and validate records before merging
- D. Merge every record with a similar name automatically

106. A data owner asks for a monthly report containing more employee fields than the stated business purpose needs. What should HR do?

- A. Include every available field for future convenience
- B. Limit the report to necessary fields and document the purpose
- C. Send the full database to the owner
- D. Remove all fields so no privacy question remains

107. A quarterly audit finds 486 complete records out of 540 reviewed. What is the completeness rate?

- A. 90%

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

108. A supervisor requests access to all employee medical documentation to prepare a staffing plan. What should HR do?

- A. Grant access because the supervisor manages the employees
- B. Email the documents after removing employee names
- C. Place the documents in a shared team folder
- D. Deny broad access and provide only necessary, authorized information

109. An HR analyst wants to publish a dashboard showing small-team absence rates by employee name. What should HR do?

- A. Publish the names because the rates are accurate
- B. Aggregate or suppress results that could identify individuals unnecessarily
- C. Replace names with job titles only and publish every row
- D. Remove all absence data from HR reporting

110. A departing employee's system access remains active for three weeks. What control should HR strengthen?

- A. Rely on the manager to remember every account
- B. Keep access active in case the employee returns
- C. Link termination status to timely access removal and review exceptions
- D. Delete the employee record before disabling accounts

111. An employer completes Form I-9 using a document list selected by the manager rather than the employee. What should HR do?

- A. Use the authorized process and allow the employee to choose acceptable documents
- B. Require a specific document that seems easiest to verify
- C. Accept any document without recording the review
- D. Skip the form if the employee appears authorized

112. A payroll file is sent to a vendor through an unencrypted personal email account. What should HR do first?

- A. Ignore it because the vendor is trusted
- B. Contain the exposure, preserve evidence, and follow the incident process
- C. Delete the sent message and tell no one
- D. Send the file again through the same account

113. An HRIS access review finds 34 appropriate accounts out of 40 reviewed. What is the appropriate-access rate?

- A. 70%
- B. 80%
- C. 90%
- D. 85%

114. An applicant asks whether a background report was used in a hiring decision and disputes an item in the report. What should HR do?

- A. Follow the applicable consumer-report process and provide required notices
- B. Refuse to discuss the report because it came from a vendor
- C. Delete the application and avoid further review
- D. Ask the applicant to prove the report is wrong before responding

115. A data retention schedule says to destroy records after a period, but HR receives notice of a pending legal hold. What should HR do?

- A. Destroy the records on schedule because the policy is automatic
- B. Delete only the records most likely to be relevant
- C. Suspend routine destruction for the affected records and follow the hold
- D. Move the records to a personal drive without notifying anyone

Practice Exam 11: Answer Key and Explanations

1. **B** - 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. **D** - 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 informs inquiry without replacing diagnosis.
3. **C** - Net benefit is \$24,000 because the avoided cost exceeds the program cost by that amount. Dividing \$24,000 by \$48,000 produces 0.50, or 50%. The calculation is a simple planning measure; HR should still test the assumptions and avoid treating the estimate as proof of causation. It informs inquiry without replacing diagnosis.
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. **D** - 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 improves reliability and supports later review.
6. **A** - 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 protects rights and supports consistent review.
7. **C** - 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. B - 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. D - 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. C - 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. A - 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 informs inquiry without replacing diagnosis.

12. D - 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. B - 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 informs inquiry without replacing diagnosis.

15. A - 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 informs inquiry without replacing diagnosis.

16. B - 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. C - 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. D - 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 informs inquiry without replacing diagnosis.

19. A - A selection criterion should relate to successful job performance and be applied consistently. A vague personality preference may invite subjective screening and can create disparate effects. HR should translate the business need into observable, job-related competencies and a reliable assessment method before adding it. It protects rights and supports consistent review.

20. D - The selection ratio is hires divided by applicants: 21 divided by 140 equals 0.15, or 15%. It describes how many applicants were selected, not whether the process was valid or fair. HR should examine qualification rates, sourcing mix, and outcomes before interpreting the ratio. It informs inquiry without replacing diagnosis.

21. A - School pedigree may be a weak proxy that narrows access without demonstrating job relevance. HR should examine the role requirements, validate the criterion, and consider equivalent education or experience. Speed or assumptions about motivation do not establish that the screen is necessary, consistent, or inclusive. It protects rights and supports consistent review.

22. B - A workforce plan should address both the supply problem and the business need. HR can evaluate internal development, temporary capacity, redesigned work, targeted sourcing, and realistic requirements while preserving job-related standards. Waiting, indiscriminate lowering, or informal work transfer may create operational and employee-relations risk. It supports consistent follow-through and later review.

23. C - A capability gap can be addressed through development, external hiring, contingent support, technology, partnerships, or work redesign. Comparing those alternatives connects the response to timing, cost, risk, and capacity. Requisitions, assumptions, and volunteer effort alone do not constitute a workforce strategy. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

24. D - Structured interviews improve comparability by using common job-related questions and defined rating anchors. Interviewers can still probe relevant answers, but the core evidence should be consistent. Personal intuition and different questions make comparisons less reliable and can create unexplained or biased selection outcomes. It supports consistent follow-through and later review.

25. B - A request connected to a disability should prompt a focused discussion about an effective adjustment, not a demand for unnecessary diagnosis details or a presumption of inability. HR should

preserve the essential job criteria while making the interview accessible and documenting the process. It protects rights and supports consistent review.

26. A - Recruiting decisions should be based on job-related qualifications, not genetic information or family medical history. HR should limit unnecessary collection, separate the material from the selection process, and remind recruiters not to solicit such information. Using or expanding the information creates legal and privacy risk. It protects rights and supports consistent review.

27. C - Recruiting quality depends on a clear job analysis. HR should confirm the work, essential functions, qualifications, reporting relationship, compensation range, and approvals before sourcing. A generic or copied posting can mislead candidates, weaken assessment, and complicate accommodation or performance decisions later. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

28. B - A disparity is a signal for analysis, not proof of cause or a reason to adjust scores arbitrarily. HR should identify the step producing the difference, review job-related validity and business necessity, and consider effective alternatives with less impact. That approach supports fair, evidence-based decision-making. It protects rights and supports consistent review.

29. A - A hiring decision should rest on job-related qualifications and consistently applied compensation practices, not assumptions about age, cost, or adaptability. HR should document the legitimate criteria and review the decision for consistency. Concealing the reason or using age as a proxy creates discrimination risk. It protects rights and supports consistent review.

30. C - If 12% of offers are expected to be declined, 88% are expected to be accepted. Dividing 36 openings by 0.88 gives approximately 40.9, so the planning estimate is 41 offers. The result is a forecast, not a guarantee; HR should update it as actual acceptance data becomes available. It informs inquiry without replacing diagnosis.

31. D - Early performance should be interpreted in context. HR and the manager should confirm expectations, training, tools, supervision, and time to proficiency before concluding that the selection was wrong. Immediate termination or complete delay can be unfair and prevents the organization from correcting a preventable onboarding gap. It supports consistent follow-through and later review.

32. C - When an employment decision uses a consumer report, HR should follow the applicable notice, authorization, and adverse-action procedures. Ordering first or substituting an informal search does not eliminate those obligations. Clear communication also lets the candidate understand what information may be used and how it will be handled. It protects rights and supports consistent review.

33. B - Completion shows exposure, not transfer. L&D should examine whether objectives match the required behavior, whether learners practiced it, whether managers reinforced it, and whether the work environment supports application. Improving appearance or speed may change completion without improving performance or compliance. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

34. A - The completion rate is 207 divided by 230, which equals 0.90, or 90%. That measure shows participation but not mastery, transfer, or business impact. L&D should pair it with assessment results and workplace evidence before concluding that the program achieved its purpose. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

35. D - Instruction should be organized around the decisions and behaviors learners must perform, not the length of the source material. L&D should identify critical outcomes, sequence the content, and provide practice and feedback. Omitting prioritization or leaving requirements to learner preference weakens transfer and consistency. It supports consistent follow-through and later review.

36. C - Training cannot correct every performance problem. HR should diagnose whether unclear authority, workload, tools, or incentives are contributing, then design learning where a skill gap exists. Addressing both structure and capability produces a more credible intervention than treating attendance as the outcome. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

37. A - Assessment validity depends on alignment with the intended objectives. L&D should test the knowledge or behavior the course is designed to develop and use appropriate difficulty. Unrelated difficulty, time alone, or no assessment can produce misleading results about learning. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

38. B - Feedback is a performance skill that improves through modeled examples, practice, and coaching. Scenarios allow supervisors to rehearse difficult choices and receive specific feedback. A document or terminology test may communicate policy but does not demonstrate whether the supervisor can conduct the conversation effectively. It balances empathy with consistent follow-through.

39. D - Unchanged errors require analysis of transfer and operating conditions. HR should examine observation, tools, workload, incentives, manager reinforcement, and whether the assessment measured the needed skill. Slide counts, dates, and branding may matter administratively, but they do not explain unchanged performance. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

40. D - A global program should preserve the common capability or compliance objective while adapting examples, language, delivery, and support to local context. Total uniformity can reduce relevance, while uncontrolled local changes can undermine the intended standard. Governance should define what is fixed and what may vary. It supports consistent follow-through and later review.

41. A - A targeted program should begin with a clear capability and business need, not a vendor or a reward promise. HR should define the desired behavior, audience, baseline, support, and success evidence. That foundation allows a proportionate solution and prevents course completion from becoming an unsupported promotion guarantee. It supports consistent follow-through and later review.

42. C - The same result can arise from unclear expectations, missing information, competing priorities, inadequate resources, or a skill gap. HR should diagnose the cause before choosing training or

discipline. A rushed label may fail to address the real barrier and can make future performance conversations less fair. It supports consistent follow-through and later review.

43. B - Sensitive training should be accurate, accessible, and connected to the organization's response and reporting processes. It cannot promise that misconduct will never occur, and anecdotes alone may mislead. Employees need to know how to raise concerns and what the organization will do with them. It protects rights and supports consistent review.

44. C - The proportion is 12 divided by 18, which simplifies to $\frac{2}{3}$, or approximately 66.7%. The measure may describe an outcome associated with the program, but it does not prove the program caused the assignments. HR should compare similar employees and examine selection criteria and timing. It informs inquiry without replacing diagnosis.

45. D - Compa-ratio equals salary divided by the range midpoint. Dividing \$57,600 by \$64,000 produces 0.90. The ratio helps compare pay to the midpoint, but it is not a complete equity conclusion. HR should also examine experience, performance, scope, market data, and internal comparators. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

46. A - A pay review should begin with accurate job, employee, and compensation data, followed by analysis of documented factors such as scope, experience, performance, and location. Immediate equalization or private negotiation may overlook legitimate differences, while delay leaves a potential equity problem unexamined. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

47. B - Salary alone does not establish an exemption from overtime requirements. HR should review the actual duties, salary basis, and applicable rule before classifying the role. Titles, preferences, and managerial convenience are not substitutes for the required analysis and can create payroll and employee-relations risk. It protects rights and supports consistent review.

48. B - HR should preserve the record, confirm the time worked, and apply the governing overtime and approval process. A lack of prior approval may be addressed through coaching or discipline, but it does not authorize deleting compensable time. Reclassification after the fact does not solve the issue. It protects rights and supports consistent review.

49. C - The Equal Pay Act permits differences only when supported by a recognized factor other than sex, such as a seniority or merit system, production measure, or another bona fide factor. Personal assumptions and undocumented preference do not establish a defensible basis for unequal pay. It protects rights and supports consistent review.

50. D - Benefits communication should make the decision usable. Employees need to understand available options, costs, eligibility, tradeoffs, deadlines, and the action required. Marketing language, incomplete lists, or informal explanations can leave employees unable to compare choices and may create avoidable enrollment errors. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

51. A - 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.

52. 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 balances empathy with consistent follow-through.

53. C - Retirement plans require clear participant information and proper administration. HR should direct the employee to the governing plan materials and established disclosure process, rather than relying on memory or withholding information. Accurate communication supports informed participation and reduces the risk of inconsistent explanations. It protects rights and supports consistent review.

54. A - Continuation coverage involves defined notice and election processes after qualifying events. HR should coordinate timely, accurate information about the available option, cost, duration, and election process. Removing the record or making unsupported promises can deprive the employee of information and create administrative exposure. It protects rights and supports consistent review.

55. D - The average budget per hire is the total budget divided by the planned hires: \$420,000 divided by 14 equals \$30,000. This is a planning average, not a required salary for every role. HR should still account for job level, market position, benefits, and internal equity. It informs inquiry without replacing diagnosis.

56. C - Wellness programs can involve sensitive health information and must be designed with appropriate privacy and nondiscrimination safeguards. HR should review the program structure, disclosures, data handling, voluntariness, and applicable requirements before collecting information. Popularity or a manager's access does not make disclosure appropriate. It protects rights and supports consistent review.

57. A - Market pricing is useful only when the jobs and survey data are comparable. HR should match duties, scope, location, and data quality, then consider more than one source and internal relationships. Titles alone or the highest rate can distort pay decisions and undermine consistency. It informs inquiry without replacing diagnosis.

58. B - A religious accommodation request calls for a respectful, fact-specific discussion of workable options and any applicable hardship analysis. HR should not outsource sincerity judgments to coworkers or reject every schedule adjustment automatically. The goal is to preserve the employee's practice while maintaining legitimate business operations. It protects rights and supports consistent review.

59. D - Benefit eligibility should be governed by legitimate, consistently applied criteria rather than assumptions about age or retirement. HR should review the rule, correct the decision if necessary, and

examine comparable cases. Requiring proof or trading the benefit for lower pay would compound the concern. It protects rights and supports consistent review.

60. C - Total rewards communicates the full employment value proposition, which can include pay, benefits, development, recognition, flexibility, and work conditions. HR should include meaningful elements and explain them clearly. Cash-only or name-only presentations can make employees undervalue important parts of the employment experience. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

61. A - The difference between midpoint and minimum is \$18,000. Dividing \$18,000 by \$54,000 gives one-third, or approximately 33.3%. Range calculations help describe structure, but they do not determine whether an individual's pay is appropriate without considering job scope, market data, and internal equity. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

62. D - 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. B - The response rate is calculated by dividing responses by invitations: 196 divided by 280 equals 0.70, or 70%. 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. B - 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. D - 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. A - 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. C - 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 balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

68. B - 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. A - 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. D - 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. C - 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. B - 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. C - 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. D - 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. A - 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 - With no additions, the 234 year-end employees represent the employees who remained from the original 260. Dividing 234 by 260 gives 0.90, or 90%. HR should state the assumption because retention

calculations change when transfers, acquisitions, or new hires are included. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

77. B - Perceived favoritism weakens the motivational value of recognition. HR should define observable criteria, create accessible nomination or recognition channels, and review awards for patterns across teams. Declaring subjectivity unavoidable or ending the program avoids the governance problem and leaves trust concerns unresolved. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

78. D - Social connection can help, but it cannot substitute for manageable workload, staffing, priority, or control. HR should diagnose and address the structural condition while using voluntary connection activities where helpful. Mandatory events may intensify the burden and send the wrong message about the source of strain. It balances empathy with consistent follow-through.

79. C - Confidential feedback loses value if managers can use it to target respondents. HR should protect the process, share aggregated themes, and work with the manager on observable behaviors and actions. Naming employees or inviting guesses can create retaliation risk and suppress future participation. It protects rights and supports consistent review.

80. B - Employees may have protected rights to discuss wages and working conditions, including in nonunion settings. HR should preserve the evidence, pause impulsive discipline, and review the conduct and context under the applicable rule. Routing all discussion to HR or deleting the record does not resolve the concern. It protects rights and supports consistent review.

81. D - Removing an opportunity soon after protected activity can create a retaliation concern even when the manager uses a neutral label. HR should stop the impulsive action, preserve the report, and assess legitimate, documented reasons consistently with comparable cases. Conditioning review on withdrawal is improper. It protects rights and supports consistent review.

82. A - HR should take the report seriously, preserve relevant information, assess interim protection, and conduct a fair, prompt review. Private resolution or delay can allow harm to continue. Moving the reporting employee without examining the conduct may burden the person who raised the concern. It protects rights and supports consistent review.

83. C - Religion is protected in employment, and a supervisor's dismissive response can create both conduct and accommodation concerns. HR should address the comment, understand the employee's request or practice, and apply the applicable rule to the facts. A blanket ban or coworker judgment is not a substitute for analysis. It protects rights and supports consistent review.

84. A - Safety reporting should be handled through the established review process, and HR should assess whether the proposed discipline is linked to the report. Legitimate performance or conduct concerns must be supported by independent evidence and consistent treatment. Punishing embarrassment can create retaliation and safety risk. It protects rights and supports consistent review.

85. C - A fair investigation gathers relevant evidence from the reporting person, the subject, and witnesses, then evaluates consistency, credibility, corroboration, and policy requirements. A one-sided

interview may miss context or exculpatory information. A written report cannot cure an incomplete fact-gathering process. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

86. B - The investigator should be sufficiently independent to gather and assess facts without a conflicting interest. HR should identify the conflict, assign an appropriate reviewer, and protect confidentiality. Knowledge of the team does not override impartiality, and a denial is evidence to evaluate rather than a conclusion. It supports consistent follow-through and later review.

87. D - Fair discipline considers whether the expectation was clear, whether the rule was consistently enforced, the seriousness and evidence of the conduct, and the employee's prior history. A serious outcome does not eliminate the need for notice. Rewriting the rule after the event weakens defensibility. It supports consistent follow-through and later review.

88. C - HR should explain the applicable leave process, review eligibility and required information, and coordinate coverage without prejudging the request. Business need does not replace the governing process, and a manager's opinion is not a legal determination. Resignation is not an appropriate substitute for leave analysis. It protects rights and supports consistent review.

89. A - Military service can trigger reemployment and nondiscrimination protections. HR should verify the facts, apply the applicable process, and coordinate the return consistently with the governing rule. Treating service as resignation or requiring an unnecessary competition can defeat the protection and create avoidable risk. It protects rights and supports consistent review.

90. D - Reduction-in-force decisions should use clear, job-related criteria that can be explained and tested across comparable employees. Subjective labels can conceal inconsistent or biased decisions. HR should document the method, review impact, and preserve evidence rather than relying on flexibility without accountability. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

91. B - Age or assumptions about retirement should not substitute for legitimate, documented selection criteria. HR should review the proposed factors, compare similar employees, and document the business rationale. Asking for a volunteer or concealing the suggestion does not cure the discriminatory reasoning. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

92. C - Family medical history is genetic information, and HR should avoid requesting or using it for employment decisions. The concern should be documented, the inquiry stopped, and the facts reviewed under the applicable rule. Informal wording does not remove the risk or justify expanding the information collected. It protects rights and supports consistent review.

93. D - The employee's preferred accommodation may not be the only effective option, but inconvenience alone does not end the analysis. HR should understand the limitation, explore effective alternatives, preserve essential functions, and assess documented hardship under the applicable rule. Coworker votes are not a substitute for that review. It protects rights and supports consistent review.

94. B - A complaint record should be preserved accurately, secured, and accessible only to people with a legitimate need. Deletion or informal storage undermines the review, while broad sharing violates confidentiality. HR can protect morale through careful handling without erasing the evidence. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

95. A - When representation rights apply, HR should follow the governing rule and the organization's labor-relations process before conducting the interview. Secret or automatically denied meetings can invalidate the process and damage labor relations. HR should coordinate timing, roles, and the purpose of the meeting clearly. It protects rights and supports consistent review.

96. A - Labor agreements create binding procedures that HR and managers must administer consistently. HR should review the language, determine whether the missed step affects the employee's rights, and apply the agreement's remedy or extension process. Manager workload does not erase the organization's procedural obligation. It protects rights and supports consistent review.

97. D - The resolution rate is 18 divided by 24, which equals 0.75, or 75%. The measure describes timely case resolution, not whether outcomes were fair or durable. HR should review case type, complexity, appeals, and employee experience before using the rate as a performance conclusion. It informs inquiry without replacing diagnosis.

98. C - An apology may be relevant but does not automatically resolve a policy or safety concern. HR should assess the conduct, reinforce reporting expectations, and determine whether follow-up, documentation, or interim action is needed. Private handling can hide patterns and leave the organization without an accurate record. It supports consistent follow-through and later review.

99. B - Close timing can support a retaliation concern, but it does not decide the matter alone. HR should preserve both records, examine the performance evidence, decision makers, comparable cases, and stated rationale, and correct any inconsistency. Neither automatic approval nor automatic cancellation is a fair review. It protects rights and supports consistent review.

100. B - A group complaint about working conditions may involve protected concerted activity, even when it appears on social media. HR should preserve the post, assess the employee's role and context, and review the rule before discipline. Device ownership, dislike, or prior silence does not answer the legal question. It protects rights and supports consistent review.

101. C - Near-miss reporting can reveal hazards before an injury occurs. HR should stop any instruction that suppresses reporting, preserve the available information, and reinforce the reporting and nonretaliation process. A favorable score produced by missing data is not a safety control and may increase exposure. It protects rights and supports consistent review.

102. A - Discipline should consider notice, evidence, severity, past practice, and comparable treatment. The organization can address a real violation while recognizing a training or policy gap and choosing proportionate action. Maximum punishment, complete inaction, or retroactive changes would weaken

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

103. D - HR should explain that information will be handled discreetly but may need to be shared with people who must review or respond. Absolute secrecy may be impossible, while broad disclosure is unnecessary. Clear expectations preserve trust and allow the organization to conduct a fair review. It supports consistent follow-through and later review.

104. D - The separation rate is separations divided by the average workforce: 12 divided by 240 equals 0.05, or 5%. HR should define the period and population consistently and then examine cause, tenure, location, and labor-market context before treating the rate as a problem diagnosis. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

105. C - Duplicate cleanup requires a controlled matching rule, evidence validation, and an auditable merge process. Names alone may match different people, and creation date does not establish which record is authoritative. HR should protect payroll, benefits, reporting, and history before changing source data. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

106. B - Data minimization connects collection and access to a defined business purpose. HR should identify what the owner actually needs, provide only necessary fields, and document the use and access controls. Full exports increase exposure without improving the decision, while removing everything prevents legitimate work. It improves reliability and supports later review.

107. A - The completeness rate is 486 divided by 540, which equals 0.90, or 90%. HR should identify which fields or populations are incomplete and assign remediation owners. A single percentage is a useful control signal, but it does not show whether the missing fields have equal operational or compliance importance. It improves reliability and supports later review.

108. D - Medical information requires careful segregation and restricted access. A staffing plan generally does not require supervisors to see underlying documentation. HR should provide only the minimum authorized information needed for the decision and preserve the records in the appropriate secure system. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

109. B - HR reporting should balance usefulness with confidentiality and minimum necessary access. Small-team detail and names can make sensitive information identifiable beyond the business need. Aggregation or suppression can preserve decision value while reducing unnecessary disclosure; deleting all reporting is not the only option. It improves reliability and supports later review.

110. C - Access termination should be tied to a reliable status change and reviewed for exceptions. Manager memory and indefinite access create security risk, while deleting the HR record can damage retention and auditability. The control should coordinate HR, IT, and accountable managers without destroying needed data. It improves reliability and supports later review.

111. A - The employment-verification process requires the employer to complete the form and review acceptable documentation without improperly demanding a particular document. HR should follow the current USCIS instructions, document the review, and avoid substituting appearance or assumption for the required process. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

112. B - An improper transmission may expose sensitive employee data. HR should follow the incident process, contain further access, preserve evidence, notify the responsible security or privacy owner, and assess required communications. Trust in the vendor does not make an uncontrolled channel acceptable. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

113. D - The appropriate-access rate is 34 divided by 40, which equals 0.85, or 85%. HR should investigate the six exceptions, remove or correct access as needed, and determine whether the sample indicates a broader control weakness. The percentage is a signal, not the remediation itself. It improves reliability and supports later review.

114. A - When a consumer report influences employment, HR should follow the applicable notice, authorization, dispute, and adverse-action procedures. A vendor's involvement does not remove the employer's responsibilities. Deleting the application or shifting the burden without following the process can deny the applicant a meaningful opportunity to respond. It protects rights and supports consistent review.

115. C - A legal hold overrides routine destruction for records within its scope. HR should preserve the affected information, identify custodians and systems, and follow the legal team's instructions. Selective deletion or personal storage can compromise evidence and make the retention program inconsistent. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.