

PRACTICE EXAM 12: 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 regional business plan adds a new service line but does not identify the people capabilities required. What should HR do first?
 - A. Open requisitions for every possible title
 - B. Wait until the service line launches to assess staffing
 - C. Translate the strategy into capabilities, capacity, and workforce risks
 - D. Copy staffing levels from the existing service line

2. A project budget includes \$96,000 for recruiting 16 planned hires. What is the average recruiting cost per planned hire?
 - A. \$4,000
 - B. \$5,000
 - C. \$8,000
 - D. \$6,000

3. A compliance review finds that a critical HR process has no named owner. What should the HR director establish first?
 - A. Add more reviewers without assigning responsibility
 - B. Assign accountable ownership and define the control's required evidence
 - C. Let each location interpret the process independently

D. Wait for an audit finding before assigning ownership

4. Operations, finance, and HR disagree about a new shift model. Which tool should HR use to make the decision process clearer?

A. A popularity vote among all employees

B. A stakeholder map showing authority, input, impact, and implementation roles

C. A list of everyone who attended the meeting

D. A decision made by the stakeholder with the strongest opinion

5. A policy rollout will change approval steps for several manager groups. What should HR assess before announcing the change?

A. Impact, readiness, training needs, dependencies, and adoption risks

B. Only the date the policy will be posted

C. Whether the policy uses the same font as older policies

D. Which manager has the largest department

6. An HR analyst finds that a dashboard combines current headcount with a prior month's revenue. What should HR do?

A. Publish the dashboard because the numbers are directionally useful

B. Replace the revenue measure with a manager opinion

C. Correct the time alignment and document the metric definition

D. Delete the headcount history so the periods match

7. An executive asks HR to remove a known control failure from a risk report before the board meeting. What is the best response?

A. Remove the item and restore it after the meeting

B. Leave it out but document the request privately

- C. Ask the executive to present the risk without HR involvement
- D. Preserve the accurate record and escalate the request through the ethics process

8. Two acquired companies use different employee-data definitions for turnover. What should HR do before combining the reports?

- A. Average the two percentages without reviewing the formulas
- B. Use the definition from the larger company automatically
- C. Discard the older report and start with the combined total
- D. Reconcile definitions, populations, time periods, and source ownership

9. A vendor proposes a new HR analytics module that will combine performance and absence data. What should HR review before approval?

- A. Purpose, access, retention, security controls, and employee communication
- B. Only the module's subscription discount
- C. Whether the vendor can activate it immediately
- D. Whether managers prefer a larger dashboard

10. Senior leaders want one measure to show whether a workforce initiative is improving operations. Which measure is strongest?

- A. Number of HR newsletters issued
- B. Critical-role vacancy days compared with service-level performance
- C. Number of employees enrolled in the HR portal
- D. Number of meetings held by the project team

11. A policy exception is used frequently, but no one can explain who approves it. What should HR do first?

- A. Remove every exception immediately

- B. Permit managers to approve exceptions without records
- C. Clarify the exception's purpose, approval authority, and documentation standard
- D. Ignore the issue because exceptions are informal

12. A leadership team asks why a wellbeing initiative has not changed absence. What should HR analyze before declaring it ineffective?

- A. Only the number of sessions delivered
- B. One favorable comment from a participant
- C. The intervention logic, timing, participation, leading indicators, and other causes
- D. Whether the initiative had attractive branding

13. A manager asks HR to skip a documented selection step because a candidate can start tomorrow. What should HR emphasize?

- A. A known candidate does not need the standard criteria
- B. A fast start justifies avoiding all records
- C. Urgency permits managers to choose by personal referral
- D. Accelerated timing still requires job-related, consistent, documented decisions

14. A company plans to open a second facility and expects 72 of 90 managers to complete the required readiness program. What completion rate is expected?

- A. 80%
- B. 60%
- C. 72%
- D. 90%

15. A merger team wants to select one HR process by choosing the cheapest current option. What should HR recommend instead?

- A. Choose the process with the fewest approval steps
- B. Compare requirements, risk, employee impact, cost, and transition effort
- C. Use the process preferred by the acquiring company
- D. Keep both processes permanently without governance

16. An HR project has completed its planned activities, but leaders cannot identify what decision the project supports. What should HR add?

- A. A clear business question, success measure, owner, and decision point
- B. More activities with the same undefined purpose
- C. A longer project title and a larger status deck
- D. A promise to report results after all work is complete

17. A critical role has only one possible successor, and that person lacks two required capabilities. What should HR recommend?

- A. Name the employee successor without development support
- B. Wait until the role becomes vacant to begin planning
- C. Build a documented development plan while evaluating additional talent options
- D. Remove the capabilities from the role profile

18. A recruiter makes 24 offers and 24 are accepted. What is the offer-acceptance rate?

- A. 75%
- B. 100%
- C. 80%
- D. 90%

19. A hiring manager wants interviewers to score candidates on overall 'professionalism.' What should HR do?

- A. Keep the term broad to preserve manager discretion
- B. Allow each interviewer to define professionalism privately
- C. Replace the interview with a personal-reference check
- D. Define observable job-related behaviors and anchored rating standards

20. A candidate asks for an accessible interview format because of a disability. What should HR do?

- A. Discuss an effective adjustment while preserving the essential selection criteria
- B. Ask for a diagnosis before discussing the interview
- C. Remove the candidate from consideration to avoid delay
- D. Require the candidate to find and pay for every adjustment

21. A recruiter learns that an applicant's parent has a serious inherited condition. What should HR instruct the recruiter to do?

- A. Ask for more family medical details
- B. Store the information with the applicant's profile
- C. Use the information to estimate future attendance
- D. Avoid requesting or using the genetic information in the selection process

22. A recruiter wants to order a background report before asking the finalist for permission. What should HR require?

- A. Order the report first because the finalist has been selected
- B. Use the report without telling the applicant if it is favorable
- C. Follow the required disclosure and authorization process before ordering
- D. Ask the manager to obtain the report through a personal account

23. A new role is approved, but the hiring team cannot agree on its essential functions. What should HR complete before sourcing?

- A. A generic posting using the manager's title
- B. A job analysis that separates essential work from preferred qualifications
- C. A salary offer before the work is defined
- D. A candidate search based on current employee names

24. A talent source produces many applicants but very few who meet the minimum qualifications. What should HR examine?

- A. Only the number of clicks on the job advertisement
- B. Whether the source has the most attractive logo
- C. Whether to increase postings without reviewing the funnel
- D. Qualified yield, source audience, screening criteria, and stage conversion

25. A selection test produces different pass rates across groups. What should HR review first?

- A. Raise the cutoff for every group
- B. The specific step, job-related validity, and less-disparate alternatives
- C. Assume the lower-scoring group lacks motivation
- D. Delete the data so the difference is not visible

26. A department forecasts 18 separations among a workforce of 240 next year. What is the projected separation rate?

- A. 7.5%
- B. 5%
- C. 6%
- D. 10%

27. A company needs a scarce technical skill within three months. Which workforce response is most complete?

- A. Post one permanent requisition and wait
- B. Lower every qualification without reviewing the work
- C. Compare internal development, external hiring, contingent support, and work redesign
- D. Ask current employees to absorb the work indefinitely

28. An employer uses Form I-9 documents selected by a manager rather than by the employee. What should HR correct?

- A. Require the document the manager trusts most
- B. Use the approved process and avoid demanding a particular acceptable document
- C. Skip verification when the employee appears authorized
- D. Accept an unlisted document without recording it

29. A manager says a candidate is too close to retirement to justify hiring and asks HR to remove the application. What should HR do?

- A. Approve the removal because the manager controls the requisition
- B. Ask the candidate to promise a minimum tenure
- C. Require job-related criteria and reject age-based assumptions
- D. Keep the application but avoid documenting the reason

30. A recruiting team wants to reduce time-to-fill by removing all approval checkpoints. What should HR recommend?

- A. Remove every review so offers can be made instantly
- B. Add more approvals to ensure no risk remains
- C. Let recruiters decide which controls apply by role
- D. Streamline unnecessary steps while retaining essential controls and accountability

31. A candidate withdraws after receiving inconsistent information about schedule, pay, and remote work. What should HR improve first?

- A. Create an accurate, shared candidate communication standard
- B. Blame candidates for not asking enough questions
- C. Let each interviewer describe the role differently
- D. Hide uncertain details until after the offer

32. A workforce plan assigns the same headcount target to teams with very different workload forecasts. What should HR recommend?

- A. Give every team the same number of hires for fairness
- B. Let each manager request unlimited positions
- C. Use workload, capacity, skills, timing, and service requirements to set staffing needs
- D. Use last year's headcount as the only forecast

33. A training request says employees need 'better judgment' but gives no examples of the problem. What should L&D do first?

- A. Clarify the required decisions, observable behaviors, and performance evidence
- B. Select a leadership course immediately
- C. Measure attendance before defining the need
- D. Ask employees to choose any development topic

34. A required course has 168 completions among 210 assigned learners. What is the completion rate?

- A. 70%
- B. 80%
- C. 75%
- D. 90%

35. A new manager course lists ten broad topics but does not state what managers should be able to do afterward. What should L&D revise?

- A. Add more topics without changing the course goal
- B. Replace objectives with a longer reading list
- C. Measure success only through learner satisfaction
- D. Write observable learning objectives tied to job performance

36. Employees complete a new software course but continue entering transactions incorrectly. What should L&D investigate next?

- A. Whether the course had enough slides
- B. Transfer conditions, practice quality, system usability, and manager reinforcement
- C. Whether completion certificates were issued promptly
- D. Whether the software logo appeared in every module

37. A classroom session must include employees who use screen readers and employees who work different shifts. What should L&D plan?

- A. One standard format with no adjustments
- B. Separate learners from the course whenever possible
- C. Let each learner choose different objectives
- D. Accessible materials and delivery options that preserve the same objectives

38. A team has a recurring quality problem, but employees already know the required procedure. What should HR recommend?

- A. Examine process, tools, workload, incentives, and supervision before adding training
- B. Assign the same training again to everyone
- C. Discipline the team for failing to remember the procedure
- D. Remove the quality standard to reduce complaints

39. A course assessment tests terminology, but the job requires employees to make prioritization decisions. What should L&D change?

- A. Add more terminology questions
- B. Remove the assessment to improve completion
- C. Assess realistic decisions using scenarios and evidence-based criteria
- D. Grade learners on time spent in the course

40. An employee's performance issue is described as a communication problem after one missed deadline. What should HR ask before assigning training?

- A. Whether the employee should attend training immediately
- B. Whether the employee has a positive personality
- C. Whether all future work should be reassigned
- D. Whether expectations, priorities, resources, or skills explain the missed deadline

41. A mentoring program has strong enrollment but no agreement about what mentors may promise. What should HR establish?

- A. A guarantee that mentoring leads to promotion
- B. Purpose, boundaries, roles, confidentiality limits, and escalation routes
- C. A rule that all mentoring conversations remain secret
- D. A requirement that mentors make employment decisions

42. A learning team wants to evaluate whether a coaching program helped new supervisors. Which evidence is strongest?

- A. The number of coaching meetings completed
- B. A single positive comment from one supervisor
- C. Observed behavior and team outcomes compared with a meaningful baseline
- D. The color and length of the coaching workbook

43. A required conduct course includes a reporting process that changed after the course was written. What should L&D do before launch?

- A. Update the content, reporting route, accessibility, and manager guidance
- B. Launch the old content and explain changes verbally later
- C. Remove reporting information to avoid confusion
- D. Use employee anecdotes instead of the current process

44. A high-potential employee's development plan lists a promotion date but no capabilities or evidence. What should HR change?

- A. Define capabilities, experiences, support, and evidence of readiness
- B. Keep the date because it motivates the employee
- C. Remove development goals and rely on manager intuition
- D. Promise promotion after course completion

45. An employee earns \$63,000 while the job's range midpoint is \$70,000. What is the compa-ratio?

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

46. A pay review identifies unexplained differences among employees performing substantially equal work. What should HR do first?

- A. Equalize all pay immediately without analysis
- B. Ask employees to negotiate separately with managers
- C. Validate the data and analyze documented factors that may explain differences
- D. Wait until the next compensation cycle

47. A manager says a role is exempt because the employee receives a salary. What should HR review?

- A. Only the title printed in the HRIS

- B. Whether the employee prefers a fixed schedule
- C. Whether overtime would exceed the department budget
- D. Actual duties, salary basis, and the applicable exemption requirements

48. A nonexempt employee reports working beyond the scheduled hours without obtaining prior approval. What should HR do?

- A. Delete unapproved time from the record
- B. Verify hours, pay required time, and address approval separately
- C. Pay only the published schedule
- D. Change the employee's classification for that week

49. Two employees perform substantially equal work, but one is paid less because a manager assumes the employee will not negotiate. What should HR do?

- A. Review the difference under the applicable equal-pay standard and correct unsupported reasoning
- B. Accept negotiation confidence as a permanent pay factor
- C. Ask the lower-paid employee to keep the issue private
- D. Wait for the manager to propose a future adjustment

50. Employees misunderstand a new health plan because communications emphasize features but omit employee costs and tradeoffs. What should HR change?

- A. Use more promotional language about competitiveness
- B. Send only the plan names and provider logos
- C. Ask supervisors to interpret the plans individually
- D. Explain choices, costs, eligibility, tradeoffs, and required actions

51. An employee loses group health coverage after a qualifying event. What should HR provide?

- A. A statement that coverage ends with no further options

- B. A promise that the employer will pay all continuation premiums
- C. The applicable continuation-coverage notice and election information
- D. An informal decision by the employee's department manager

52. A retirement-plan committee wants to change investment options without reviewing participant communications. What should HR recommend?

- A. Make the change because the vendor selected the options
- B. Review fiduciary responsibilities, plan documents, controls, and participant information
- C. Announce the change after the first employee complaint
- D. Allow managers to explain the change from memory

53. A total-rewards statement lists salary and benefits but omits flexibility, recognition, and development. What should HR do?

- A. Include meaningful reward elements and explain their employee value
- B. Include only cash-paid items
- C. List every program name without explanation
- D. Remove benefits so the statement stays brief

54. A job range has a minimum of \$48,000 and a midpoint of \$60,000. What is the spread from minimum to midpoint as a percentage of the minimum?

- A. 12%
- B. 20%
- C. 30%
- D. 25%

55. The employer contributes \$18,000 annually toward a benefit for 15 eligible employees. What is the average annual contribution per employee?

- A. \$900
- B. \$1,000
- C. \$1,500
- D. \$1,200

56. A wellness vendor wants employees to disclose diagnoses to receive a program incentive. What should HR do before approving the design?

- A. Approve it because participation is optional
- B. Give managers access to the diagnoses
- C. Review privacy, voluntariness, data handling, and applicable requirements
- D. Collect the information first and review the rules later

57. An employee requests a schedule adjustment for a religious observance. What should HR do?

- A. Reject all schedule changes as inconsistent with operations
- B. Ask coworkers to decide whether the belief is sincere
- C. Discuss an effective accommodation and assess documented hardship under the applicable rule
- D. Require the employee to use unpaid leave for every observance

58. A manager removes an older employee from a benefit-eligible project because the manager expects retirement soon. What should HR review?

- A. The eligibility rule and whether age-based assumptions affected the decision
- B. Whether the manager had discretion to make the assignment
- C. Whether the employee will accept a lower salary
- D. Whether the decision can be omitted from the record

59. A payroll audit finds that 9 of 180 deductions were not supported by a current employee election. What control should HR strengthen?

- A. Wait for employees to report errors after payday
- B. Require validated elections, change approval, and exception review before payroll
- C. Delete the unsupported deductions without preserving evidence
- D. Allow managers to approve deductions verbally

60. A compensation committee wants to use a single external survey for every job family. What should HR recommend?

- A. Use the highest survey rate for all jobs
- B. Match comparable work and triangulate reliable market and internal data
- C. Match only by job title
- D. Ignore internal relationships because survey data is objective

61. A company is considering a pay transparency communication. What should HR prepare first?

- A. A slogan promising that every employee will earn the midpoint
- B. A list of salaries without job or range context
- C. An announcement before reviewing the underlying pay data
- D. Accurate ranges, decision criteria, manager guidance, and a consistent explanation

62. An employee survey is distributed by supervisors who can see individual responses. What should HR address before launch?

- A. Whether supervisors can increase response pressure
- B. Whether all comments should be published with names
- C. Confidentiality, access, reporting rules, and the purpose of the feedback
- D. Whether the survey should avoid numerical questions

63. A listening survey receives 225 responses from 300 invited employees. What is the response rate?

- A. 75%

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

64. Employees say managers acknowledge problems but never explain what happens afterward. Which intervention should HR prioritize?

- A. Increase the number of survey reminders
- B. Teach managers to communicate follow-up, limits, and next steps
- C. Require employees to submit every concern anonymously
- D. Publish raw comments without manager preparation

65. A team goal says 'be more collaborative' but does not define success. What should HR recommend?

- A. Convert the goal into observable actions, measures, owners, and timing
- B. Keep the phrase broad so each manager can interpret it
- C. Replace the goal with a personality profile
- D. Evaluate collaboration only from informal impressions

66. Two managers apply the same performance scale very differently. What should HR facilitate?

- A. A forced distribution that ignores role context
- B. Identical ratings for every employee
- C. Calibration using shared definitions and comparable evidence
- D. A vote on which manager is most demanding

67. Which question would produce the most actionable information in a stay conversation?

- A. Which coworker should receive less recognition?
- B. Would you promise to stay for two more years?
- C. Why have you never requested a promotion?

D. What could make you consider leaving, and what could improve your experience?

68. Employees report that recognition goes only to visible individual wins, not dependable team contributions. What should HR change?

- A. End recognition to avoid comparing contributions
- B. Use transparent criteria that recognize meaningful individual and team behavior
- C. Give the same reward to everyone regardless of behavior
- D. Limit nominations to senior executives

69. Remote employees say key decisions are made in informal office conversations. What should managers add?

- A. Require remote employees to work onsite more often
- B. Send every informal conversation to the whole company
- C. Expect remote employees to reconstruct decisions themselves
- D. Document decisions and use intentional channels accessible to all employees

70. An employee resource group wants funding but has no stated purpose or governance. What should HR do?

- A. Deny funding because participation is voluntary
- B. Convert the group into a management committee
- C. Define purpose, roles, support, measures, and boundaries with the group
- D. Use the group as the formal complaint process

71. A plant's engagement score falls after a leadership change. What should HR do before choosing a companywide intervention?

- A. Review the local context and gather targeted qualitative and operational evidence
- B. Publish the plant's score as a warning

- C. Replace the survey because the result is inconvenient
- D. Assume the leadership change caused every negative response

72. Employees report exhaustion after repeated priority changes and understaffing. What should HR examine with leadership?

- A. Whether employees need more motivational events
- B. Which employees appear least enthusiastic
- C. Workload, staffing, control, priorities, recovery, and job design
- D. Whether all performance expectations should be removed

73. Exit feedback uses different words, but departures cluster under one manager. What should HR do?

- A. Treat each explanation as unrelated because wording differs
- B. Confront the manager with anonymous accusations
- C. Stop exit interviews because they are not identical
- D. Analyze the pattern and test it against other evidence fairly

74. A team has 228 employees at year-end and 240 at the beginning, with no new hires during the period. What is the retention rate?

- A. 85%
- B. 95%
- C. 90%
- D. 98%

75. A manager wants to improve morale by scheduling mandatory social events while workload remains excessive. What should HR recommend?

- A. Address workload and work design while using voluntary connection activities selectively
- B. Use the events as the complete morale strategy

- C. Require attendance to demonstrate commitment
- D. Eliminate all social interaction from the workplace

76. An engagement score falls, and the manager asks HR to identify every negative respondent. What should HR do?

- A. Protect confidentiality and focus the response on themes and observable behavior
- B. Provide names so the manager can confront them
- C. Delete the comments and close the survey
- D. Ask coworkers to guess who wrote each response

77. A survey asks three questions about one topic using different response scales. What should HR improve?

- A. Keep the scales different to create more data
- B. Add unrelated questions to balance the survey
- C. Use only open comments and discard the scales
- D. Use clear, consistent scales and items aligned to the intended construct

78. A change announcement explains the decision but not how employees will be supported. What should HR add?

- A. A promise that no employee will experience difficulty
- B. Roles, timeline, impact, support resources, feedback routes, and follow-up
- C. More executive quotations without practical information
- D. A rule that questions must wait until implementation

79. An employee discusses scheduling concerns with coworkers, and a supervisor proposes discipline for 'disloyalty.' What should HR review?

- A. Whether the employees used personal phones

- B. Whether the supervisor disliked the criticism
- C. Whether the discussion involved protected concerted activity about working conditions
- D. Whether the employee had complained previously

80. A supervisor removes an employee from a desirable assignment soon after a discrimination report. What should HR do?

- A. Approve the change because assignments are discretionary
- B. Pause the action and compare the stated reason with evidence and similar cases
- C. Ask the employee to withdraw the report
- D. Move the employee quietly to avoid a formal record

81. A manager asks HR to publish raw employee comments to demonstrate transparency. What should HR recommend?

- A. Publish every comment with the team and author
- B. Delete comments that criticize managers
- C. Share themes while protecting confidentiality and removing unnecessary identifiers
- D. Share comments only with the manager who requested them

82. An employee reports repeated insulting remarks by a coworker. What should HR do first?

- A. Acknowledge the report, assess interim protection, and begin a prompt review
- B. Tell the employee to solve it privately
- C. Wait for a second report before acting
- D. Transfer the reporting employee without reviewing the conduct

83. An investigation is assigned to a manager who is named in the complaint. What should HR do?

- A. Let the manager investigate because the manager knows the team
- B. Ask the complainant to conduct the interviews

- C. Close the matter if the manager denies the allegation
- D. Use an impartial investigator and manage the conflict of interest

84. A complaint is received, but a manager says the relevant messages can be deleted because the issue is informal. What should HR do?

- A. Delete the messages after interviewing the manager
- B. Ask the complainant to recreate the messages from memory
- C. Move the messages to a personal account
- D. Preserve potentially relevant evidence and follow the investigation process

85. An employee reports an unsafe condition, and a supervisor proposes discipline because the report made the team look bad. What should HR do?

- A. Approve discipline to discourage public criticism
- B. Require employees to report hazards only after approval
- C. Separate the safety report from any independently supported conduct issue
- D. Remove the report from the employee's file

86. An employee requests protected family leave, and the manager asks HR to deny it because the team is short-staffed. What should HR do?

- A. Explain the leave process and assess eligibility and required documentation
- B. Deny the request based only on staffing needs
- C. Ask the manager to decide whether the condition is serious
- D. Require resignation before approving any leave

87. An employee returns from military service and asks about returning to the prior role. What should HR do?

- A. Treat the service as a voluntary resignation

- B. Apply the applicable reemployment and nondiscrimination process
- C. Require the employee to compete for the role again
- D. Deny return because the team has changed

88. A reduction-in-force proposal uses a manager's undocumented view of who is a 'culture fit.' What should HR require?

- A. Allow each manager to define fit independently
- B. Clear job-related criteria, evidence, consistency review, and impact analysis
- C. Use only manager preference to preserve flexibility
- D. Avoid documentation so the process stays confidential

89. A manager recommends selecting an older employee first for a reduction because retirement is expected soon. What should HR do?

- A. Reject the age assumption and apply documented, legitimate selection criteria
- B. Approve the recommendation to reduce future cost
- C. Ask the employee to volunteer for separation
- D. Keep the recommendation out of the RIF record

90. An employee requests a workplace adjustment, but the manager rejects the request without discussing alternatives. What should HR do?

- A. Approve the manager's rejection because inconvenience is enough
- B. Ask coworkers to vote on the request
- C. Require the employee to perform without support
- D. Begin the accommodation discussion and explore effective alternatives

91. A manager asks an employee about family medical history during a performance discussion. What should HR do?

- A. Ask for additional 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 conversational

92. A union representative requests to attend an interview that may 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

93. A collective bargaining agreement requires a grievance response within a stated period, but the supervisor missed the deadline. What should HR do?

- A. Deny the grievance automatically because the deadline passed
- B. Ignore the lapse because the supervisor was busy
- C. Review the agreement and determine the appropriate procedural cure
- D. Rewrite the timeline in the employee handbook

94. A grievance panel resolves 15 of 20 cases within the target period. What is the timely-resolution rate?

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

95. A manager receives a misconduct report but decides an apology resolves it without documentation. What should HR do?

- A. Close every matter after an apology
- B. Assess the conduct, preserve the record, and determine whether follow-up is required
- C. Discipline the reporting employee for causing conflict
- D. Tell managers to keep future complaints informal

96. A performance warning follows a discrimination complaint by ten days. What should HR examine?

- A. Timing, evidence, decision process, comparable cases, and stated rationale
- B. Dismiss the concern because performance action is always allowed
- C. Cancel the warning without reviewing the performance record
- D. Require the employee to withdraw the complaint before review

97. A private-sector employee posts a group complaint about scheduling and is disciplined for 'disloyalty.' What should HR review?

- A. Whether the employee used a personal device
- B. Whether the supervisor disliked the tone
- C. Whether the conduct was protected concerted activity about working conditions
- D. Whether the employee had never raised a concern before

98. A safety committee learns that near misses are not being reported because a supervisor fears a poor score. What should HR do?

- A. Accept the practice to protect the safety metric
- B. Count only events requiring medical treatment
- C. Ask employees to report after the quarter closes
- D. Stop the suppression, preserve reports, and reinforce hazard-reporting expectations

99. An investigation confirms a policy violation, but the rule was unclear and similar cases received coaching. What should HR consider?

- A. Apply the maximum penalty to demonstrate seriousness
- B. Ignore the violation because the rule was unclear
- C. Change the prior case records to match the new decision
- D. Use proportionate, consistent action and correct the policy or training gap

100. A manager promises an employee that a complaint will remain completely secret. What should HR clarify?

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

101. A manager proposes attendance discipline for an employee who has used protected leave. What should HR review first?

- A. Leave status, protected absences, policy, timing, and comparable treatment
- B. Count every absence identically
- C. Approve discipline because attendance is objective
- D. Ask the employee to return before reviewing the record

102. A manager terminates an employee after the employee asked coworkers about wage differences. What should HR investigate?

- A. Whether pay questions are disruptive by definition
- B. Whether the employee used a company device
- C. The wage discussion, timing, decision rationale, and protected-activity risk
- D. Whether the manager deleted the discussion from notes

103. A case reviewer discovers that the investigator is a close friend of the accused manager. What should HR do?

- A. Continue because the investigator knows the manager well
- B. Assign an independent reviewer and disclose the conflict to the decision owner
- C. Ask the investigator to hide the relationship
- D. Close the case if the investigator expects a denial

104. A labor-relations dashboard shows 9 separations in an average workforce of 180. What is the separation rate?

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

105. An HRIS migration produces duplicate employee profiles for some workers. What should HR do before merging them?

- A. Delete the older profile automatically
- B. Let employees choose which history remains
- C. Validate identity, source ownership, history, and a controlled merge rule
- D. Merge any profiles with similar names

106. A manager requests a report containing every available employee field, although the stated purpose needs only three fields. What should HR do?

- A. Provide only necessary fields and document the business purpose and access
- B. Send the full database for future convenience
- C. Include every field because the manager is internal
- D. Reject all reporting to eliminate privacy risk

107. A data-quality review finds 432 complete records among 480 reviewed. What is the completeness rate?

- A. 75%
- B. 80%
- C. 95%
- D. 90%

108. A supervisor asks to see employee medical documentation to schedule work. What should HR provide?

- A. The full medical file because the supervisor manages the team
- B. Only the minimum authorized information needed for the staffing decision
- C. A de-identified copy of every document
- D. A shared folder containing the records

109. An analyst wants to show absence rates by named employee in a small team dashboard. What should HR do?

- A. Aggregate or suppress details that could identify individuals unnecessarily
- B. Publish the names because the calculation is accurate
- C. Replace names with job titles and publish every row
- D. Remove all absence reporting from management dashboards

110. An employee's termination status is entered in the HRIS, but several application accounts remain active. What control should HR strengthen?

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

111. An employer tells a new hire which specific document to present for employment verification. What should HR correct?

- A. Require the document easiest for the manager to verify
- B. Skip the form if the employee appears authorized
- C. Accept any document without recording the review
- D. Follow current instructions and allow the employee to choose acceptable documents

112. A payroll file is accidentally sent through an unapproved personal email account. What should HR do first?

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

113. An access review finds 36 appropriate accounts among 45 reviewed. What is the appropriate-access rate?

- A. 70%
- B. 80%
- C. 75%
- D. 90%

114. An applicant disputes a consumer-report item used in a hiring decision. What should HR do?

- A. Tell the applicant the vendor owns all responsibility
- B. Delete the application and end the review
- C. Follow the applicable disclosure, dispute, and adverse-action process
- D. Ask the applicant to prove the report wrong without providing process information

115. A retention schedule calls for deletion, but legal issues arise involving the affected records. What should HR do?

- A. Delete them on schedule because the retention policy is automatic
- B. Delete only the records most likely to matter
- C. Move them to a personal drive without notifying the legal owner
- D. Suspend routine destruction for records within the legal hold and follow instructions

Practice Exam 12: Answer Key and Explanations

1. **C** - HR should begin with the work and capabilities the strategy requires. Translating the plan into skills, capacity, timing, and risks lets leaders compare hiring, development, technology, and redesign options. Immediate requisitions or delayed analysis can produce headcount without the capability needed to deliver the new service. It supports consistent follow-through and later review.
2. **D** - Average recruiting cost is calculated by dividing the total planned recruiting budget by the number of planned hires. \$96,000 divided by 16 equals \$6,000. The average supports planning, but HR should also examine role mix, source cost, quality, and whether the budget reflects actual hiring conditions. It informs inquiry without replacing diagnosis.
3. **B** - A process owner is accountable for performance, controls, evidence, and escalation. Additional reviewers or local variation cannot substitute for clear ownership. Assigning responsibility before the next audit allows HR to define standards, monitor exceptions, and correct failures before they become repeated findings. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.
4. **B** - A stakeholder map clarifies who owns the decision, who must provide expertise, who is affected, and who will implement the result. Attendance, popularity, or forcefulness does not establish authority or evidence. The map creates a practical route for resolving disagreement and communicating the final decision. It supports consistent follow-through and later review.
5. **A** - A change assessment identifies who is affected, what behavior changes, which systems or policies are connected, and what support is needed. Posting date, appearance, or department size does not reveal readiness or implementation risk. The assessment helps HR sequence communication, training, testing, and reinforcement. It supports consistent follow-through and later review.
6. **C** - Metrics are meaningful only when their definitions, populations, and time periods align. HR should correct the data, document the calculation, and identify any decisions made from the flawed dashboard. Directional usefulness or deleting history does not restore reliability or create an auditable measurement process. It improves reliability and supports later review.
7. **D** - HR should not knowingly create a misleading risk record. The practitioner should preserve the facts, document the request, and use the established ethics, audit, legal, or governance escalation route. A private note or delayed correction still permits a material misrepresentation and weakens professional accountability. It protects rights and supports consistent review.

- 8. D** - Turnover figures cannot be combined responsibly until HR understands what counts as a separation, which employees are included, and which time period is measured. Reconciliation produces a common definition and preserves source accountability. Averaging or discarding data can hide meaningful differences and corrupt the baseline. It informs inquiry without replacing diagnosis.
- 9. A** - Combining sensitive employee data requires a defined purpose, limited access, appropriate retention, and documented security and vendor responsibilities. Price, speed, and manager preference do not establish that the use is proportionate or controlled. HR should also plan clear communication about how the information will be used. It improves reliability and supports later review.
- 10. B** - The strongest measure links a workforce condition to an operating result. Critical-role vacancy days can be examined beside service performance to test whether staffing capacity matters. Newsletter, enrollment, and meeting counts show activity but do not demonstrate whether the initiative is affecting the business problem. It informs inquiry without replacing diagnosis.
- 11. C** - Frequent exceptions may signal a policy design or governance problem. HR should understand the purpose, define who may approve the exception, and establish evidence and review criteria. Immediate deletion, undocumented discretion, or inaction can produce inconsistent treatment and make the underlying need invisible. It supports consistent follow-through and later review.
- 12. C** - An outcome may not change because participation was low, implementation was incomplete, timing was short, or other factors drove absence. HR should compare the intervention logic with participation and leading indicators before concluding. Session counts, comments, and branding describe activity but do not establish impact. It informs inquiry without replacing diagnosis.
- 13. D** - Urgency can shorten the schedule but does not justify arbitrary selection or missing documentation. HR should identify which steps are essential, apply job-related criteria, and record any approved adjustment. A fast hire made without consistency can create legal exposure and make later performance decisions difficult to defend. It protects rights and supports consistent review.
- 14. A** - The expected completion rate is 72 divided by 90, which equals 0.80, or 80%. The rate is a planning estimate rather than evidence that the program will improve readiness. HR should track actual completion, capability evidence, and facility outcomes after implementation. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.
- 15. B** - A target process should meet legal and operational requirements while managing employee impact, control risk, total cost, and transition work. Cheapest, easiest, or acquirer-preferred does not automatically mean suitable. A structured comparison supports a defensible design and makes tradeoffs visible to decision makers. It supports consistent follow-through and later review.
- 16. A** - A project should connect its activities to a decision or outcome. Defining the business question, success measure, accountable owner, and decision point helps leaders judge progress and act on evidence. More activity or a larger status deck does not fix an unclear purpose. It supports consistent follow-through and later review.

17. C - Succession planning should identify readiness, development needs, risk, and alternative coverage. A documented plan can build the internal candidate while HR examines other internal or external options. Naming an unready successor, waiting, or deleting requirements hides the risk rather than reducing it. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

18. B - The offer-acceptance rate is accepted offers divided by offers made: 24 divided by 24 equals 1.00, or 100%. The result may reflect a small or unusually selected group, so HR should also examine time period, role mix, source, and whether declined offers were recorded consistently. It informs inquiry without replacing diagnosis.

19. D - Broad labels invite inconsistent and potentially biased judgments. HR should translate the need into observable, job-related behaviors and use anchored standards that interviewers can apply consistently. Personal discretion or reference checks cannot substitute for a structured assessment of the work requirements. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

20. A - HR should begin an accommodation discussion focused on an effective way to assess the essential criteria. The process should not demand unnecessary diagnosis details or presume inability. Preserving job-related standards while improving access supports a fair selection process and reduces avoidable barriers. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

21. D - Family medical history is genetic information and should not be solicited or used to make employment decisions. HR should stop unnecessary inquiry, limit access to information already received, and keep selection focused on job-related qualifications. Using it to predict attendance creates both legal and privacy concerns. It protects rights and supports consistent review.

22. C - Consumer-report use requires an appropriate disclosure and authorization process before the report is obtained. A finalist's status or a manager's personal account does not remove the employer's responsibility. HR should also follow the applicable steps if information may lead to adverse action. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

23. B - A job analysis clarifies duties, essential functions, qualifications, reporting, and working conditions. Separating essential from preferred requirements improves sourcing, assessment, accommodation, and later performance management. A generic posting or title-based search leaves the organization without a reliable basis for selection. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

24. D - Source quality should be assessed across the funnel, including qualified yield and progression to later stages. Low fit may reflect the audience, job message, screening criteria, or role requirements. Clicks and branding show exposure, while increasing volume without diagnosis may increase workload without improving hiring. It informs inquiry without replacing diagnosis.

25. B - A group difference calls for analysis of the particular practice, its job-related validity, business necessity, and alternatives. Arbitrary cutoff changes, assumptions, or deleting data do not address the cause. HR should preserve the evidence and evaluate whether a different method can measure the need fairly. It protects rights and supports consistent review.

26. A - The projected separation rate is 18 divided by 240, which equals 0.075, or 7.5%. Forecasts should be used with tenure, role, location, and historical patterns rather than treated as certainty. The rate can help plan recruiting and retention work but does not identify cause by itself. It informs inquiry without replacing diagnosis.

27. C - A short deadline calls for a portfolio of options. HR should compare build, buy, borrow, automate, and redesign choices against time, cost, quality, and risk. One requisition, indiscriminate qualification changes, or indefinite overload may leave the capability gap unresolved. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

28. B - The employment-verification process requires the employer to complete the form and review acceptable documentation without improperly specifying the employee's choice. HR should follow current USCIS instructions and document the review. Appearance, manager preference, or an unlisted document does not establish compliance. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

29. C - Selection should be based on job-related qualifications and consistently applied criteria, not assumptions about age or retirement. HR should preserve the record, review the decision, and correct any inconsistent treatment. A promise of tenure or undocumented reasoning does not cure the underlying concern. It protects rights and supports consistent review.

30. D - Improvement should target delay without eliminating controls that protect consistency, budget, job design, and compliance. HR can map the process, remove duplication, assign service standards, and retain essential approvals. Removing all checkpoints or adding unlimited review makes the process either unsafe or impractical. It supports consistent follow-through and later review.

31. A - Candidate experience depends on accurate, consistent information about the work and employment terms. HR should define what can be promised, who communicates it, and how changes are documented. Blaming candidates or delaying important details can damage trust and increase offer declines or early turnover. It balances empathy with consistent follow-through.

32. C - Headcount should reflect the work and capability required, not an equal distribution or historical habit. HR should compare workload, capacity, skills, timing, service levels, and constraints across teams. A structured forecast makes staffing tradeoffs visible and supports a more credible allocation decision. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

33. A - A useful needs analysis translates a vague concern into decisions, behaviors, current evidence, and desired performance. Choosing a course or measuring attendance before defining the gap risks

solving the wrong problem. Clear outcomes allow L&D to select proportionate learning and nonlearning interventions. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

34. B - The completion rate is 168 divided by 210, which equals 0.80, or 80%. Completion indicates participation, not mastery or workplace transfer. L&D should review assessment results, application evidence, barriers, and manager reinforcement before concluding that the course achieved its intended purpose. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

35. D - Learning objectives should describe observable knowledge or behavior connected to the job. More topics, readings, or satisfaction scores do not establish what learners should do differently. Clear objectives guide content, practice, assessment, and post-course evaluation. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

36. B - Persistent errors may reflect weak practice, poor transfer support, confusing system design, workload, or missing manager reinforcement. L&D should examine those conditions before adding content. Slide counts, certificates, and branding describe delivery but do not explain why workplace behavior remains unchanged. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

37. D - Inclusive design preserves the common learning objective while providing accessible materials, flexible delivery, and appropriate support. A single inaccessible format creates barriers, while excluding learners or changing objectives undermines consistency. L&D should test the experience before delivery and document needed adjustments. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

38. A - Training is not the answer when knowledge is already present. HR should investigate whether tools, workflow, staffing, incentives, supervision, or unclear accountability block performance. Repeating training, disciplining without diagnosis, or removing the standard can leave the cause intact and weaken credibility. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

39. C - An assessment should match the performance the course intends to develop. Scenarios can test prioritization, judgment, and application more directly than terminology recall. More vocabulary items, no assessment, or time-based grading may produce a score without showing whether employees can perform the required work. It supports consistent follow-through and later review.

40. D - The same missed deadline can result from unclear expectations, competing priorities, missing resources, workflow problems, or a skill gap. HR should diagnose the cause before choosing development or discipline. A quick label can misdirect the intervention and make the later performance discussion less fair. It supports consistent follow-through and later review.

41. B - Mentoring should support development without becoming an informal promise, evaluation system, or complaint channel. HR should define purpose, roles, boundaries, confidentiality limits, and

escalation routes. Guarantees and absolute secrecy create misleading expectations, while employment decisions should remain with authorized leaders. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

42. C - Program evaluation should connect the intervention to observable behavior and relevant outcomes, using a baseline or comparison where possible. Meeting counts, isolated comments, and workbook appearance show activity or reaction. They do not demonstrate that supervisors improved or that teams benefited. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

43. A - Sensitive training must describe the current expectations and reporting route accurately. L&D should update the content, test accessibility, and prepare managers to reinforce the process. Outdated instructions or anecdotes can misdirect employees and weaken confidence in the organization's response. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

44. A - Development plans should describe the capabilities and experiences needed, the support available, and the evidence that will show readiness. A date alone can create an unsupported promise, while intuition or course completion does not demonstrate performance. Clear evidence supports fairer talent decisions. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

45. B - Compa-ratio is salary divided by the range midpoint. $\$63,000$ divided by $\$70,000$ equals 0.90. The ratio is one indicator, not a complete pay decision. HR should also review experience, performance, scope, market position, location, and comparable employee data. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

46. C - HR should confirm job, employee, and pay data, then examine documented factors such as seniority, merit, production, scope, or other applicable bases. Immediate equalization or private negotiation may overlook legitimate distinctions, while delay leaves a potential equity concern unexamined. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

47. D - Salary alone does not establish exemption from overtime requirements. HR should review actual duties, salary basis, and the applicable rule. Titles, schedule preference, and budget convenience do not substitute for the required classification analysis and can create payroll exposure. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

48. B - HR should preserve and verify time worked, apply the governing pay requirement, and address any failure to follow approval procedures through coaching or discipline. Removing time or changing classification after the fact does not resolve the compensation obligation or improve the underlying process. It protects rights and supports consistent review.

49. A - Negotiation style or a manager's assumption is not, by itself, a reliable documented basis for unequal pay. HR should examine the work and legitimate factors, compare similar employees, and

correct unsupported reasoning. Secrecy and delay do not create a defensible compensation practice. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

50. D - Benefits communication should support an informed employee decision. Clear information about choices, costs, eligibility, tradeoffs, deadlines, and actions is more useful than promotional language or informal explanations. Complete communication also reduces enrollment errors and helps employees understand the value and limits of each option. It balances empathy with consistent follow-through.

51. C - Continuation coverage involves a defined notice and election process after qualifying events. HR should provide accurate information about the available option, cost, duration, and election steps. An unsupported promise or a manager's informal decision can deprive the participant of important information. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

52. B - Plan changes should be evaluated against governing documents, fiduciary responsibilities, controls, and clear participant communication. Vendor selection alone does not transfer oversight, and delayed or informal explanations can mislead participants. HR should coordinate review before implementation and preserve the decision record. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

53. A - Total rewards can include pay, benefits, development, recognition, flexibility, and work conditions. HR should include meaningful elements and explain them in employee-friendly language. Cash-only or name-only statements can cause employees to undervalue programs and make the employment proposition harder to understand. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

54. D - The difference between midpoint and minimum is \$12,000. Dividing \$12,000 by \$48,000 produces 0.25, or 25%. The calculation describes the range structure; it does not determine individual pay placement without considering job scope, market data, performance, experience, and internal equity. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

55. D - The average annual contribution is \$18,000 divided by 15 employees, or \$1,200 per employee. The average is useful for planning, but individual coverage or eligibility may vary. HR should confirm the plan terms and avoid treating an average as an employee-specific entitlement. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

56. C - Wellness programs may involve sensitive health information and require careful privacy and nondiscrimination analysis. HR should review the design, disclosures, data flow, access, and applicable requirements before collecting information. Optional participation or popularity does not make unnecessary diagnosis disclosure appropriate. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

57. C - HR should engage in a fact-specific discussion about an effective accommodation while considering legitimate operational effects. Automatic rejection, coworker judgment, or a mandatory

leave requirement bypasses the applicable analysis. The goal is to respect the practice while maintaining workable business operations. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

58. A - Eligibility and assignments should rely on legitimate, consistently applied criteria rather than assumptions about age or retirement. HR should review the rule, comparable cases, and decision record. Discretion, a salary trade, or omitted documentation does not remove the discriminatory concern. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

59. B - Payroll deductions should be supported by current, authorized elections and a controlled change process. HR should preserve evidence, correct exceptions, and strengthen validation and review before payroll closes. Post-payday complaints, deletion, or verbal approval leaves the same control weakness in place. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

60. B - Market pricing requires comparable duties, scope, location, and reliable data. HR should match jobs carefully and compare external information with internal relationships and documented pay practices. Titles alone or the highest rate can distort structure and create inequity rather than improving competitiveness. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

61. D - Transparency is credible only when the underlying ranges, job architecture, pay factors, and manager guidance are accurate. HR should validate the data and prepare a consistent explanation of placement and review. A slogan or unexplained list may create confusion rather than trust. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

62. C - Employees are less likely to answer candidly when they believe supervisors can identify or punish them. HR should explain confidentiality, restrict access, define reporting rules, and clarify how feedback will be used. Pressure, named comments, or removing numerical questions does not create trust in the process. It balances empathy with consistent follow-through.

63. A - The response rate is responses divided by invitations: 225 divided by 300 equals 0.75, or 75%. Participation does not prove that findings are representative or that employees are satisfied. HR should examine response patterns, survey administration, comments, and other evidence before deciding what action is justified. It informs inquiry without replacing diagnosis.

64. B - Trust grows when employees understand how concerns are reviewed and what action or limitation follows. Manager follow-up is therefore more useful than reminders, anonymity alone, or raw publication. Clear communication does not require promising every requested change; it requires a credible explanation of the process. It balances empathy with consistent follow-through.

65. A - A useful goal translates an intention into observable behaviors, measures, ownership, and review timing. Broad language and personality labels make expectations difficult to coach or evaluate. Specific

evidence helps employees adjust and gives managers a fair basis for recognizing progress or addressing gaps. It supports consistent follow-through and later review.

66. C - Calibration helps managers apply common standards to comparable evidence while recognizing real differences in role and performance. Forced distributions, identical ratings, or votes do not improve decision quality. The aim is consistent definitions and rationale, not an artificial sameness of outcomes. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

67. D - A stay conversation should explore retention risks and improvement opportunities while the employee is still present. The best question invites specific information without demanding a promise or comparing coworkers. Promotion assumptions and loyalty pledges can make the conversation defensive and less useful. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

68. B - Recognition is more credible when criteria reflect the behaviors and contributions the organization values, including teamwork and reliable progress. Ending recognition or limiting nominations does not solve the visibility problem. Transparent criteria and accessible channels reduce favoritism concerns and improve the program's motivational value. It balances empathy with consistent follow-through.

69. D - The concern is an information-access and inclusion gap. Managers should identify decisions made informally, document the relevant outcome and context, and use channels available to all affected employees. More onsite requirements or irrelevant message volume does not create reliable information flow. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

70. C - Support is easier to govern when the group and HR agree on purpose, roles, measures, and boundaries. The group should preserve employee voice and should not replace formal complaints or management authority. Denial or conversion into management avoids the design question rather than solving it. It balances empathy with consistent follow-through.

71. A - A local score is a signal that requires context. HR should examine response patterns, leadership behavior, workload, recent events, comments, and operating data before selecting action. Public blame, discarded data, or a single-cause assumption can damage trust and miss the actual issue. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

72. C - Sustained demands combined with limited resources or control can create burnout risk. HR should examine workload, staffing, priorities, autonomy, recovery, and management practices. Events may support connection, but they cannot correct a structural workload problem, and removing expectations is not a diagnosis. It balances empathy with consistent follow-through. It balances empathy with the need for consistent follow-through.

73. D - Different descriptions may reflect a common experience, so HR should analyze timing, role, manager, workload, and other evidence. A pattern warrants a fair review, not an accusation or

abandonment of the data source. Ending interviews would remove information needed to test the concern. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

74. B - With no new hires, the 228 year-end employees represent those retained from the original 240. Dividing 228 by 240 equals 0.95, or 95%. HR should state the assumption because transfers, acquisitions, and new hires can change the meaning of a retention calculation. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

75. A - Social connection may help, but it cannot substitute for manageable workload, staffing, priorities, or control. HR should address structural causes and use voluntary connection activities where useful. Mandatory events may increase the burden and signal that employees, rather than the work design, are the problem. It balances empathy with consistent follow-through.

76. A - Confidential feedback loses value if it can be used to target respondents. HR should restrict access, share aggregated themes, and help the manager choose observable actions. Naming employees or inviting guesses can create retaliation risk and suppress future participation. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

77. D - Consistent scales and aligned questions improve interpretation and comparability. Different scales can confuse respondents and distort aggregation, while unrelated questions or comments alone may not measure the intended construct reliably. HR should test the survey and explain how results will be used. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

78. B - Employees need practical information about what changes, when it changes, how roles are affected, where to get support, and how feedback will be handled. Absolute promises and delayed questions reduce credibility. A clear transition plan makes the change understandable and actionable. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

79. C - Group discussion about scheduling and working conditions may be protected concerted activity. HR should preserve the evidence, examine context and employee roles, and review the rule before discipline. Device ownership, a supervisor's feelings, or prior silence does not answer the rights question. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

80. B - A negative change soon after protected activity can raise retaliation concerns even when labeled discretionary. HR should preserve the report, pause the action, and compare the rationale, evidence, timing, and treatment of similar employees. Conditioning review on withdrawal is improper. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

81. C - Transparency should not expose employees or permit retaliation. HR can communicate themes, actions, and limits while protecting confidentiality and removing unnecessary identifiers. Publishing names or deleting criticism undermines trust, and manager-only access can distort the organization's

response. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

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

83. D - An 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. A denial is evidence to evaluate, not a reason to close the matter. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

84. D - Relevant messages and records should be preserved while HR determines the scope and process for review. Deletion, memory-based reconstruction, or personal storage can compromise evidence and fairness. Preservation also protects the organization from making decisions on an incomplete record. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

85. C - Safety reporting should be handled through the hazard-review process, not punished because it is embarrassing. HR should preserve the report and assess whether any proposed discipline rests on independent evidence and consistent treatment. Discouraging reports can increase risk and create retaliation concerns. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

86. A - HR should apply the applicable leave process, assess eligibility, and request only required information while coordinating coverage. Staffing pressure 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.

87. B - Military service may trigger reemployment and nondiscrimination protections. HR should verify the facts, apply the governing process, and coordinate the return consistently. Treating service as resignation or imposing an unnecessary competition can defeat the protection and create avoidable risk. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

88. B - RIF decisions should use clear, job-related criteria that can be explained and tested across comparable employees. Subjective labels can conceal inconsistency or bias. HR should document the method, review impact, and preserve the rationale rather than relying on undocumented flexibility. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

89. A - Selection should be based on legitimate, documented criteria rather than assumptions about age or retirement. HR should review comparable employees, the business rationale, and the decision record. A volunteer request or omitted note does not cure discriminatory reasoning. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

90. D - The employee's preferred solution may not be the only effective one, but the process should explore alternatives and assess actual hardship under the applicable rule. Automatic rejection, coworker votes, and unsupported assumptions bypass the interactive review and may leave an effective option undiscovered. It protects rights and supports consistent review.

91. C - Family medical history is genetic information and should not be requested or used for employment decisions. HR should stop the inquiry, document the concern, limit access to information already received, and review the facts under the applicable rule. Informal wording does not remove the risk. It protects rights and supports consistent review.

92. A - When representation rights apply, HR should follow the governing rule and labor-relations process before the interview. Secret or automatically denied meetings can undermine the process. HR should clarify the meeting's purpose, participants, timing, and roles while preserving the organization's rights. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

93. C - Labor agreements create binding procedures that HR and managers must administer consistently. HR should review the language, determine whether the lapse affects employee rights, and apply the agreement's remedy or extension process. Workload does not erase the organization's procedural obligation. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

94. D - The timely-resolution rate is 15 divided by 20, which equals 0.75, or 75%. The measure describes process timing, not whether outcomes were fair, durable, or accepted. HR should review case type, complexity, appeals, and employee experience before treating the percentage as a complete performance conclusion. It informs inquiry without replacing diagnosis.

95. B - An apology may matter, but it does not automatically resolve a policy, safety, or harassment concern. HR should assess the facts, preserve documentation, and decide whether follow-up or interim action is needed. Informal handling can hide patterns and leave the organization without a reliable record. It supports consistent follow-through and later review.

96. A - Close timing can support a retaliation concern, but it does not decide the issue alone. HR should preserve both records and compare evidence, decision makers, rationale, and treatment of similar cases. Automatic approval or cancellation would not provide a fair, fact-based review. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

97. C - A group complaint about scheduling or working conditions may be protected concerted activity. HR should preserve the post, evaluate the employee's role and context, and review the rule before discipline. Device ownership, tone, or prior silence does not resolve the applicable rights question. It protects rights and supports consistent review.

98. D - Near-miss information can reveal hazards before injuries occur. HR should stop instructions that suppress reporting, preserve available evidence, and reinforce the reporting and nonretaliation process.

A favorable score based on missing data is not a safety control and may increase risk. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

99. D - Discipline should consider notice, evidence, severity, past practice, and comparable treatment. HR can address a real violation while recognizing a policy or training gap and choosing proportionate action. Maximum punishment, inaction, or retroactive record changes would weaken consistency and credibility. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

100. B - 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 permit a fair review. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

101. A - Attendance decisions should distinguish protected leave or accommodation-related absences from unprotected conduct. HR should review status, documentation, timing, policy, and comparable treatment before recommending action. Treating every absence identically can produce an inaccurate record and create interference or retaliation risk. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

102. C - Questions or discussions about wages may be protected activity, so HR should preserve evidence and examine whether the proposed action is connected to that activity. Device ownership and managerial discomfort do not establish misconduct. Deleting notes can compound the concern rather than resolve it. It protects rights and supports consistent review.

103. B - A close personal relationship can undermine perceived and actual impartiality. HR should disclose the conflict, assign an independent reviewer, and preserve the existing evidence for an appropriate assessment. Hidden conflicts and predicted outcomes weaken the credibility of the investigation. It supports consistent follow-through and later review. It also makes the decision repeatable across comparable cases.

104. B - The separation rate is 9 divided by 180, which equals 0.05, or 5%. HR should define the period and population consistently and then examine cause, tenure, location, manager, and labor-market context. The percentage is a signal for inquiry, not a complete explanation. It informs inquiry without replacing diagnosis. A useful metric informs inquiry; it does not replace inquiry.

105. C - Duplicate resolution requires validated identity, authoritative source information, preservation of history, and an auditable merge rule. Creation date or similar names do not establish which record is correct. HR should protect payroll, benefits, reporting, and employment history before changing source data. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

106. A - Data minimization links access to a defined business purpose. HR should identify the fields needed, limit the report, and document access and use. A full export increases exposure without

improving the decision, while refusing all reporting prevents legitimate work. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

107. D - Completeness is calculated as complete records divided by records reviewed: 432 divided by 480 equals 0.90, or 90%. HR should identify which fields and populations are incomplete and assign remediation owners. The percentage is a control signal, not proof that every missing field has equal significance. It improves reliability and supports later review.

108. B - Medical information should be segregated and accessed only for a legitimate need. A staffing decision generally does not require the underlying documentation. HR should provide a limited authorized answer and preserve the secure file, reducing unnecessary exposure while supporting the business decision. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

109. A - Accurate information can still be unnecessarily identifying. HR should balance decision usefulness with confidentiality by aggregating or suppressing small-cell details and limiting access. Deleting all reporting is not necessary, while names or near-identifiers may expose sensitive information beyond the business purpose. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

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

111. D - The employment-verification process requires review of acceptable documentation without improperly demanding a particular document. HR should follow current USCIS instructions and document the process. Appearance, manager preference, or an undocumented document review does not establish a compliant record. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

112. A - An uncontrolled transmission may expose sensitive employee data. HR should contain further access, preserve evidence, notify security or privacy owners, and follow the incident process. Trust in the recipient does not make the channel acceptable, and deleting evidence can impair assessment. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

113. B - The appropriate-access rate is 36 divided by 45, which equals 0.80, or 80%. HR should investigate the nine exceptions, correct access, and determine whether the sample indicates a broader weakness. The percentage identifies a control signal; it does not complete remediation. It improves reliability and supports later review. Good governance connects the control to a defined business purpose.

114. C - When a consumer report influences employment, HR should follow applicable disclosure, authorization, dispute, and adverse-action procedures. Vendor involvement does not remove the

employer's responsibilities. Deleting the application or shifting the burden without explaining the process can deny a meaningful opportunity to respond. It protects rights and supports consistent review. The record should show the facts, timing, and rationale.

115. D - A legal hold suspends routine destruction for records within its scope. HR should preserve the information, identify systems and custodians, and follow the responsible legal or records owner. 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.