

PRACTICE EXAM 13: 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 plan adds a subscription service but says nothing about the capabilities or capacity required to deliver it. What should HR do first?
 - A. Translate the strategy into capabilities, capacity, timing, and workforce risks
 - B. Open requisitions for every possible title
 - C. Wait until launch to assess the workforce
 - D. Copy staffing levels from the current service

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

3. An audit of a newly centralized HR service finds no person accountable for a critical control. What should the HR director establish first?
 - A. Add 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 clarify the decision process?

A. A popularity vote among all employees

B. A list of everyone who attended the meeting

C. A decision by the stakeholder with the strongest opinion

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

5. A company will replace manual approvals with a workflow used by 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 dashboard combines current headcount with the prior month's revenue. What should HR do before using the dashboard for decisions?

A. Publish it because the numbers are directionally useful

B. Correct the time alignment and document the metric definition

C. Replace revenue with a manager opinion

D. Delete headcount history so the periods match

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

A. Remove it and restore it after the meeting

B. Leave it out but document the request privately

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

8. Two acquired companies use different definitions of turnover. What should HR do before combining their reports?

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

9. A vendor proposes an analytics module that combines performance and absence data. What should HR review before approval?

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

10. A board asks for evidence that a staffing project improved business operations. Which measure is strongest?

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

11. A recurring exception to the attendance process has no approval trail. What should HR do first?

- A. Remove every exception immediately
- B. Clarify the exception's purpose, approval authority, and documentation standard

- C. Permit managers to approve exceptions without records
- D. Ignore the issue because exceptions are informal

12. Absence remains unchanged six months after a wellbeing initiative. What should HR analyze before declaring it ineffective?

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

13. A plant manager asks to bypass one required selection step to make a tomorrow start. What should HR emphasize?

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

14. A company expects 72 of 90 managers to complete a readiness program. What completion rate is expected?

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

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

- A. Choose the process with the fewest approvals

- B. Use the process preferred by the acquirer
- C. Keep both processes permanently without governance
- D. Compare requirements, risk, employee impact, cost, and transition effort

16. An HR project has completed its 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 larger status deck
- D. A promise to report results after all work ends

17. A critical role has one possible successor who lacks two required capabilities. What should HR recommend?

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

18. A recruiter makes 24 offers and 30 are accepted because some offers were made in an earlier reporting period. What acceptance rate should the recruiter report for the period?

- A. Report 125% as the acceptance rate
- B. Divide accepted offers by current headcount
- C. Match the offers and acceptance cohorts before calculating
- D. Use the number of interviews as the denominator

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

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

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

- A. Discuss an effective accommodation and coordinate it without unnecessary disclosure
- B. Ask the candidate to compete without adjustment
- C. Require diagnosis details from every interviewer
- D. Cancel the interview until the request is withdrawn

21. A background-report vendor returns information that may disqualify an applicant. What should HR do before taking adverse action?

- A. Tell the hiring manager to reject the applicant immediately
- B. Ask the vendor to decide whether the person is employable
- C. Follow the required disclosure and pre-adverse-action process
- D. Delete the report and proceed without notifying anyone

22. A newly created role has an inflated list of preferred qualifications. What should HR do before posting it?

- A. Keep every preference to maximize choice
- B. Separate essential duties from trainable or unnecessary preferences
- C. Remove all qualifications to widen the pool
- D. Use the prior role's list without reviewing the work

23. A recruiter has a large applicant pool but very few qualified candidates reach interviews. What should HR examine first?

- A. Increase advertising spend without diagnosis
- B. Interview every applicant regardless of requirements
- C. Close the requisition and reopen it later
- D. The sourcing channels, screening criteria, and funnel conversion by stage

24. A new hire says the offer process required repeating the same information to recruiting, payroll, and the manager. What should HR improve?

- A. Create a coordinated handoff with a single source of truth
- B. Ask the candidate to repeat information more carefully
- C. Add another approval without changing ownership
- D. Let each function keep separate unverified records

25. A hiring team asks an applicant to present a particular identity document for employment verification. What should HR correct?

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

26. A manager wants to reject a candidate because the applicant's family responsibilities might make travel difficult. What should HR do?

- A. Ask all candidates about family responsibilities
- B. Refocus assessment on stated job requirements and consistent, job-related questions
- C. Reject the candidate to avoid future scheduling issues
- D. Offer the job only if the candidate promises no absences

27. A workforce forecast shows demand could be either 40 or 70 technicians depending on a customer contract. What should HR prepare?

- A. Hire 70 immediately to eliminate uncertainty
- B. Hire 40 and ignore the higher-demand case
- C. Scenario-based staffing options with triggers, lead times, and capability risks
- D. Wait for the contract and begin planning afterward

28. A recruiting manager wants to improve candidate experience. Which evidence is most useful?

- A. Candidate feedback linked to stage-level delays, withdrawals, and communication gaps
- B. The number of branded career-page visits
- C. The total number of recruiter meetings
- D. One positive comment from a finalist

29. A company wants more internal movement into hard-to-fill roles. What should HR do first?

- A. Reserve every role for current incumbents
- B. Require managers to nominate only their favorites
- C. Post openings externally before reviewing internal capability
- D. Make skills, eligibility, openings, and development paths visible to employees

30. A hiring leader says applicants over age 55 will not adapt to a new system. What should HR do?

- A. Screen out older applicants to reduce training cost
- B. Ask older applicants to prove they can learn
- C. Reject the age assumption and use job-related evidence for technology readiness
- D. Keep the comment out of the selection records

31. A selection process screens 18 of 24 applicants into final interviews. What is the screening-through rate?

- A. 60%
- B. 75%

- C. 72%
- D. 80%

32. A plant expects 12 hires in the next quarter, but onboarding capacity is limited to four new employees per month. What should HR do?

- A. Make all offers for the same start date
- B. Delay every hire until capacity expands
- C. Ignore onboarding capacity because recruiting is separate
- D. Sequence hiring with capacity, start dates, training resources, and business demand

33. A quality team reports errors after a new software release. What should L&D determine before building training?

- A. Schedule a generic course for everyone
- B. Assume the errors prove low motivation
- C. Whether the gap is knowledge, skill, process, system design, or capacity
- D. Buy the most comprehensive available program

34. A compliance program enrolls 120 employees, and 84 complete it by the deadline. What is the completion rate?

- A. 60%
- B. 70%
- C. 70%
- D. 84%

35. A course objective says employees will analyze a case, but the assessment asks them only to recall a definition. What should L&D change?

- A. Align the assessment with the objective's required level of performance

- B. Lower the objective to match the recall quiz
- C. Add more definitions to increase test length
- D. Remove assessment and rely on attendance

36. Training evaluations are positive, but supervisors report no change in the targeted behavior. What should L&D examine?

- A. Declare the training successful from satisfaction scores
- B. Repeat the same course without diagnosis
- C. Transfer conditions, supervisor reinforcement, opportunity to practice, and job barriers
- D. Remove the behavior from the performance discussion

37. A new supervisor asks for help giving difficult feedback. Which development response is strongest?

- A. Send a policy link without practice
- B. Assign a generic leadership video
- C. Wait for a complaint before offering support
- D. Practice with realistic cases, coaching, and feedback tied to the skill

38. A course has low attendance because required shifts overlap the class. What should L&D do?

- A. Label the employees uncommitted
- B. Adjust delivery and scheduling while preserving the objective
- C. Keep the schedule and increase reminders
- D. Remove the learning requirement entirely

39. A global course uses examples that assume one country's communication norms. What should L&D do?

- A. Adapt examples and facilitation while keeping the core objective consistent
- B. Use the same examples everywhere for efficiency

- C. Remove all examples to avoid cultural differences
- D. Create unrelated objectives for each location

40. A succession review shows that several ready-now candidates lack experience with a critical process. What should L&D provide?

- A. Mark all candidates not ready without support
- B. Replace the succession list with external names
- C. Targeted development evidence and assignments tied to the capability gap
- D. Ignore the gap because performance ratings are high

41. Employees complete a mentorship program, but mentors and participants report unclear expectations. What should L&D do?

- A. End the program because participation occurred
- B. Define roles, goals, meeting norms, and a way to review progress
- C. Let every pair invent the program privately
- D. Measure success only by the number of matches

42. A safety course is mandatory, but the system records only attendance and not completion of the knowledge check. What should L&D add?

- A. Capture completion evidence and assessment results linked to the required audience
- B. Assume attendance proves understanding
- C. Delete employees who miss the quiz
- D. Replace the course with a general announcement

43. An employee asks for accessible training materials because the current video has no captions. What should L&D do?

- A. Require the employee to use the video anyway

- B. Ask coworkers to summarize the content informally
- C. Remove the training requirement for the employee
- D. Provide an accessible equivalent and review the course design for recurring barriers

44. A manager wants a development plan to prepare an analyst for a future role. What should L&D do first?

- A. Assign the employee every available course
- B. Promise a promotion after one course
- C. Use the manager's preferred topic without analysis
- D. Compare the future role's capabilities with current evidence and interests

45. An employee earns \$78,000 and the midpoint of the assigned salary range is \$72,000. What is the approximate compa-ratio?

- A. 108.3%
- B. 90.0%
- C. 100.0%
- D. 115.0%

46. Leaders ask HR to reduce salary offers because the organization is emphasizing flexibility and development. What should HR do?

- A. Cut base pay for every role immediately
- B. Treat flexibility as a substitute for all pay analysis
- C. Evaluate the full total-rewards proposition and employee-value tradeoffs
- D. Let each manager describe rewards differently

47. A supervisor asks an hourly employee to work off the clock to finish a report. What should HR reinforce?

- A. Permit off-the-clock work if it is voluntary
- B. Record all compensable time and follow the applicable overtime and timekeeping rules
- C. Pay only the scheduled shift
- D. Let the supervisor decide whether the work counts

48. Two employees perform substantially equal work, but one is paid less based only on sex. What should HR review?

- A. Whether the lower-paid employee negotiated poorly
- B. Whether the manager prefers the higher-paid employee
- C. Whether the employees have different personalities
- D. Review the Equal Pay Act issue and recognized defenses

49. Employees misunderstand a new health plan because the enrollment message lists features but not employee costs or deadlines. What should HR change?

- A. Explain choices, costs, deadlines, eligibility, and where to get help
- B. Send the same feature list again
- C. Ask managers to interpret the plan individually
- D. Publish only the insurer's marketing summary

50. A group health plan ends coverage after a qualifying event. What should HR ensure?

- A. Tell the employee to ask the insurer after coverage ends
- B. Provide the required continuation-coverage notices and election information
- C. Cancel coverage without written information
- D. Offer continuation only to employees who request it first

51. A retirement plan committee wants to change an investment option without reviewing fees, participant impact, or governing documents. What should HR recommend?

- A. Choose the option with the best recent return
- B. Let employees vote informally without analysis
- C. Follow the plan's governance process and evaluate fiduciary and participant considerations
- D. Make the change through payroll only

52. A recognition program awards gift cards only to employees whose managers submit nominations. What should HR examine?

- A. Keep the program because nominations are easy to count
- B. Eliminate recognition to avoid all discretion
- C. Let managers reward friends without criteria
- D. Assess, criteria, nomination patterns, and whether the reward reflects the intended behavior

53. A sales incentive rewards volume but ignores returns and customer complaints. What should HR recommend?

- A. Balance the target with quality, compliance, and sustainable customer outcomes
- B. Increase the volume target only
- C. Pay the incentive before returns are known
- D. Remove all performance measures from the plan

54. A company wants to compare pay for similar jobs across locations. What should HR standardize first?

- A. Job titles alone
- B. The highest salary in each location
- C. Job scope, level, data period, employee population, and geographic assumptions
- D. Manager opinions about which roles seem similar

55. A wellness vendor gives HR individual biometric results. What should HR do?

- A. Share names with supervisors for coaching
- B. Limit employer access to permitted aggregate information and protect individual data
- C. Add individual results to performance files
- D. Publish results so teams can compete

56. An employee seeks a schedule adjustment for a religious holiday. What should HR evaluate?

- A. Whether the request is popular with coworkers
- B. Whether all religious requests can be denied uniformly
- C. Whether the employee will work without any schedule discussion
- D. A reasonable accommodation and whether an undue hardship is supported by facts

57. A manager recommends reducing an older employee's benefits because the employee is close to retirement. What should HR do?

- A. Approve the reduction to manage future cost
- B. Ask the employee to retire voluntarily
- C. Reject age-based assumptions and apply the plan and legal rules consistently
- D. Hide the reason from the benefits record

58. Payroll shows 15 more paid hours than the approved time records for a department. What should HR do first?

- A. Reconcile the records, identify the source, and correct the control or payment as needed
- B. Ignore the difference because payroll was already processed
- C. Change the time records to match payroll without review
- D. Blame the supervisor before checking the data

59. A pay transparency review finds that range postings differ for the same level without a documented reason. What should HR do?

- A. Allow each recruiter to publish any range
- B. Define consistent range governance and investigate the unexplained differences
- C. Remove all ranges from postings
- D. Use the range preferred by the hiring manager

60. A market-pricing review finds that a critical technical role is 12% below the target market reference. What should HR do?

- A. Raise the role by exactly 12% automatically
- B. Assess market position alongside internal equity, budget, retention risk, and role requirements
- C. Ignore the comparison because internal pay is consistent
- D. Cut other roles to fund the adjustment

61. A total-rewards survey has 54 usable responses from 90 invited employees. What is the response rate?

- A. 60%
- B. 45%
- C. 54%
- D. 66%

62. An engagement survey vendor wants to send managers a file with named comments. What should HR do?

- A. Send every comment because managers own the results
- B. Publish names so employees can clarify comments
- C. Limit reporting to the promised level of confidentiality and aggregate small groups
- D. Cancel the survey after data collection

63. A survey receives 312 responses from 480 invited employees. What is the response rate?

- A. 52%
- B. 60%
- C. 75%
- D. 65%

64. Survey results show low trust in a department, but leaders want to announce a solution before speaking with employees. What should HR recommend?

- A. Announce a morale bonus immediately
- B. Ignore the result until the next annual survey
- C. Use focused listening to understand causes before selecting an action
- D. Publish the scores without any context

65. A goal says a team will improve collaboration. What should HR help the manager add?

- A. A more inspirational slogan
- B. A requirement that everyone work longer
- C. A general instruction to communicate better
- D. Observable behaviors, measures, ownership, timing, and review points

66. Managers give widely different ratings for similar work. What should HR do before the review cycle closes?

- A. Average all ratings without discussion
- B. Calibrate expectations with evidence, criteria, and comparable examples
- C. Allow each manager to use a private standard
- D. Raise every rating to avoid disagreement

67. A stay interview shows that high performers lack visibility into career opportunities. What should HR do?

- A. Connect the feedback to transparent opportunities, development, and manager follow-up
- B. Promise promotions to retain every person
- C. Record the concern without assigning an owner
- D. Offer the same generic course to everyone

68. A recognition program celebrates only individual sales results, while a service team depends on collaboration. What should HR recommend?

- A. Keep sales as the only visible measure
- B. Stop recognition until every result is identical
- C. Let managers recognize friends privately
- D. Expand criteria to recognize behaviors and outcomes that support the team's work

69. Remote employees report that key decisions happen in informal office conversations. What should HR support?

- A. Require remote employees to relocate
- B. Ask office employees to summarize only when asked
- C. Create inclusive communication and decision records accessible to all affected employees
- D. Limit decisions to formal annual meetings

70. An employee resource group wants funding but has no purpose, sponsor, or measures. What should HR do?

- A. Clarify the group's purpose, governance, resources, and expected contribution
- B. Approve any spending to demonstrate support
- C. Deny funding because ERGs should be informal
- D. Let the group report only through social media

71. One location reports low morale after a leadership change, while other locations do not. What should HR do?

- A. Apply the same intervention everywhere
- B. Compare local facts and listen for location-specific causes before prescribing a companywide fix
- C. Dismiss the result as a temporary mood
- D. Replace the local leader based only on the score

72. Absence, overtime, and pulse comments rise together in one team. What should HR do first?

- A. Launch a wellness poster campaign
- B. Triangulate the signals with workload, staffing, manager, and employee evidence
- C. Assume the team lacks resilience
- D. Discipline employees for increased absence

73. A retention dashboard shows 18 departures from an average workforce of 240. What is the approximate turnover rate?

- A. 5.0%
- B. 7.0%
- C. 7.5%
- D. 12.0%

74. A manager wants to place an employee on a performance plan based on vague concerns about attitude. What should HR require?

- A. Specific expectations, observable evidence, support, and a reasonable review period
- B. A confidential label that avoids difficult conversations
- C. A plan with no measurable standards
- D. Immediate separation because attitude is subjective

75. An employee leaves after receiving no information about benefits, pay records, or equipment return. What should HR improve?

- A. Rely on the departing manager's memory
- B. Send all information after the final paycheck
- C. End access before explaining the process
- D. Use a consistent offboarding checklist with owners, timing, and employee communication

76. A pulse survey has a high response rate but asks six leading questions that all assume dissatisfaction. What should HR do?

- A. Keep the survey because participation is high
- B. Add more leading questions for consistency
- C. Treat every negative response as a confirmed issue
- D. Revise questions for neutral wording, distinct topics, and a stated use of results

77. Employees report that a transformation is being announced without explaining how their work will change. What should HR help leaders communicate?

- A. Only the final implementation date
- B. The reason, expected impact, timeline, support, and employee feedback route
- C. A promise that no role will ever change
- D. A slogan about innovation without operational detail

78. Employees discuss wage differences in a group chat, and a manager wants to discipline everyone for causing disruption. What should HR review?

- A. Whether the discussion concerns protected concerted activity about working conditions
- B. Whether the chat used personal phones
- C. Whether the manager disliked the comments
- D. Whether the group included only top performers

79. A comment in a survey alleges harassment by a named supervisor. What should HR do?

- A. Delete it because the survey was anonymous
- B. Publish it to invite witnesses
- C. Preserve the comment, assess risk, and route it appropriately
- D. Treat it as ordinary engagement feedback only

80. A quarterly engagement review shows 420 favorable responses out of 600 valid responses. What is the favorable rate?

- A. 60%
- B. 65%
- C. 75%
- D. 70%

81. A department has repeated conflicts because employees do not know who owns final decisions. What should HR help the manager establish?

- A. Decision rights, escalation routes, communication norms, and follow-up expectations
- B. A larger meeting for every decision
- C. A rule that the most senior person always wins
- D. A survey asking employees to choose the owner

82. An employee reports a threatening comment and asks HR not to tell anyone. What should HR do first?

- A. Promise complete secrecy before asking questions
- B. Acknowledge the report, assess immediate safety, and explain confidentiality limits
- C. Tell the entire department to prevent rumors
- D. Ask the employee to investigate alone

83. A complaint names a manager who normally handles all investigations in that department. What should HR do?

- A. Let the named manager investigate to save time
- B. Ask the complainant to investigate the manager
- C. Assign an impartial investigator with no conflict and preserve the evidence
- D. Close the matter because the manager denies it

84. A safety supervisor tells employees not to report near misses because the site's incident rate is being compared with peers. What should HR do?

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

85. A manager proposes discipline for absences that include time approved under protected family leave. What should HR review first?

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

86. A returning service member asks to be restored to the position the employee would have attained without military leave. What should HR review?

- A. Place the employee in any open job
- B. The applicable reemployment rights, escalator position, notice, and service records
- C. Deny reemployment because the role changed
- D. Require the employee to compete with external applicants

87. A reduction-in-force proposal uses manager preference and expected retirement to select employees. What should HR require?

- A. Allow each manager to select the least preferred employee
- B. Use expected retirement to reduce future cost
- C. Keep the criteria informal to preserve flexibility
- D. Documented, job-related criteria reviewed for consistency and potential disparate impact

88. During a workforce reduction, a vice president suggests choosing an employee because retirement is near. What should HR do?

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

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

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

90. A supervisor asks whether an employee's parent has a hereditary condition. What should HR do?

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

91. A union representative asks to attend an interview that may lead to discipline. What should HR do?

- A. Refuse automatically because HR owns the meeting

- B. Proceed secretly so the employee answers freely
- C. Allow representation only after discipline is decided
- D. Apply the applicable representation rights and established meeting process

92. Of 20 grievance files, 15 met the service target. What is the timely-resolution rate?

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

93. A collective bargaining agreement's grievance deadline passed while a site manager was on leave. What should HR do?

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

94. A written warning was issued ten days after an employee made a discrimination complaint. What should HR examine?

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

95. 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

96. A warehouse team has stopped logging near misses because a supervisor fears a poor safety score. What should HR do?

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

97. An investigation substantiates a violation, but handbook wording was ambiguous and comparable 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 prior case records to match the new decision
- D. Use proportionate, consistent action and correct the policy or training gap

98. An employee submits a complaint after a leader promised total secrecy. What should HR clarify?

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

99. Attendance records include several absences coded as protected family leave. What should HR review before discipline?

- A. Count every absence identically

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

100. A supervisor recommends ending employment after an employee compared pay with coworkers. 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

101. HR learns that the assigned investigator shares a close friendship with the accused manager. What should HR do?

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

102. A labor-relations report lists 9 separations against an average headcount of 180. What is the separation rate?

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

103. A mediation request concerns a disputed communication issue, but one party wants the mediator to impose discipline. What should HR clarify?

- A. Whether mediation is suitable and keep facilitation separate from disciplinary authority
- B. Promise that mediation will decide discipline
- C. Force mediation before assessing safety or policy issues
- D. Reject mediation because conflict is never appropriate

104. A labor team closes 7 of 35 cases during the month. What is the closure rate?

- A. 7%
- B. 15%
- C. 20%
- D. 35%

105. During a personnel-file conversion, the same worker appears twice. What should HR do before merging the records?

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

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

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

107. An audit finds 432 of 480 employee records complete. What is the completeness rate?

- A. 75%

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

108. A scheduler asks HR to send a supervisor the employee's medical file. What should HR provide?

- A. The full medical file because the supervisor manages the team
- B. A de-identified copy of every document
- C. Only the minimum authorized information needed for the staffing decision
- 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 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. When an employee's termination transaction posts, three application accounts remain active. What control should HR strengthen?

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

111. During I-9 completion, a coordinator tells a new hire to bring a specific document. 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. An employee census file is mistakenly attached to an email sent from a personal account. What should HR do first?

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

113. A security review finds 36 of 45 sampled HR accounts still match approved access. What is the appropriate-access rate?

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

114. An applicant challenges a background-report entry used to reject the application. What should HR do?

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

115. A litigation notice arrives after the HR retention schedule marks certain records for deletion. What should HR do?

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

Practice Exam 13: Answer Key and Explanations

1. **A** - HR should start 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 clarifies ownership and supports consistent review.
2. **C** - 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. Access should match the business purpose.
4. **D** - 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 clarifies ownership and supports consistent 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 clarifies ownership and supports consistent review.
6. **B** - Metrics are meaningful only when their definitions, populations, and time periods align. HR should correct the data, document the calculation, and identify 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. **C** - 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. A** - Turnover figures cannot be combined responsibly until HR understands what counts as a separation, which employees are included, and which 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. C** - 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. D** - 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. B** - 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 clarifies ownership and supports consistent review.
- 12. B** - 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. A** - Urgency can shorten the schedule but does not justify arbitrary selection or missing documentation. HR should identify essential steps, 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. C** - 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. Context determines what action the number can justify.
- 15. D** - 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 clarifies ownership and supports consistent 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 clarifies ownership and supports consistent review.

17. B - 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. The record should show the evidence and decision owner.

18. C - An acceptance rate requires a matched cohort and period. Accepted offers should be linked to offers made under the same reporting definition; otherwise the rate can exceed 100% or mix unrelated activity. A clean denominator makes source comparisons and recruiting decisions more meaningful. Context determines what action the number can justify.

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 and timing.

20. A - HR should engage in an appropriate accommodation discussion and arrange an effective format without exposing unnecessary medical information. Requiring the candidate to compete without support or sharing diagnosis details can create barriers and privacy risk. The goal is a fair assessment of essential job requirements. It protects rights and supports consistent review.

21. C - When a consumer report may affect employment, HR should follow applicable disclosure, authorization, dispute, and adverse-action procedures. The vendor does not make the employer's decision, and immediate rejection can deny the applicant a meaningful opportunity to respond. Documentation should show each required step. It protects rights and supports consistent review.

22. B - Job analysis should distinguish essential work requirements from preferences that may unnecessarily narrow the pool. Keeping every preference can reduce valid candidates, while removing all requirements undermines selection quality. Reviewing the actual work supports defensible sourcing, assessment, and onboarding decisions. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

23. D - A funnel review shows whether the problem is source quality, unclear requirements, screening, timing, or interviewer capacity. More spending or indiscriminate interviews may increase volume without improving fit. Stage-by-stage conversion and candidate characteristics give HR a basis for targeted correction. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

24. A - A coordinated handoff reduces duplicate requests, conflicting information, and onboarding delay. A single source of truth with clear ownership lets recruiting, payroll, and the manager complete their parts without making the candidate reconcile internal records. More approvals or separate records can amplify friction. It clarifies ownership and supports consistent review.

25. 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 review does not establish a compliant record. It protects rights and supports consistent review. The record should show the facts and timing.

26. B - Hiring decisions should be based on job-related requirements rather than assumptions about family responsibilities. HR should use consistent questions and evaluate the candidate's ability to perform stated duties. Broad personal inquiries and conditional promises create inconsistent treatment and can introduce bias. It protects rights and supports consistent review. The record should show the facts and timing.

27. C - Scenario planning allows HR to prepare different staffing, development, vendor, and overtime options before demand is certain. Triggers and lead times show when action must begin. Hiring to one assumption or waiting until demand arrives can leave the organization without timely capability. The record should show the evidence and decision owner.

28. A - Candidate experience is better diagnosed through feedback connected to process stages, delays, withdrawals, and communication. Traffic and meeting counts describe activity, while one comment is not representative. Linked evidence helps HR identify where expectations fail and which change could improve the journey. Context determines what action the number can justify.

29. D - Internal mobility improves when employees can see opportunities, understand requirements, and access development or assessment support. Incumbent control and informal nominations can hide talent, while external-first recruiting may miss available capability. Transparent criteria help employees and managers plan realistic moves. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

30. C - Employment decisions should not rely on assumptions about age or learning ability. HR should use consistent, job-related assessments of the system skills required and document the criteria. A separate burden for older applicants or an undocumented exclusion does not cure discriminatory reasoning. The record should show the facts and timing.

31. B - The screening-through rate is 18 divided by 24, which equals 0.75, or 75%. The rate describes movement through one stage, not selection quality or hiring success. HR should examine role, source, assessor, and downstream outcomes before using the number to redesign screening. Context determines what action the number can justify.

32. D - Hiring volume should be coordinated with onboarding, training, equipment, and manager capacity. Sequencing start dates protects the employee experience and operational readiness while still meeting demand. Same-day offers, total delay, or functional silos can create bottlenecks and reduce early productivity. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

33. C - Training is appropriate only when a capability gap contributes to the problem. L&D should distinguish knowledge or skill from process, system, workload, and motivation causes. A generic course

can consume resources without changing behavior when the real barrier lies elsewhere. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

34. B - The completion rate is 84 divided by 120, which equals 0.70, or 70%. Completion indicates participation through the required endpoint, but it does not prove understanding or behavior change. L&D should examine assessment results, application, and remaining barriers before concluding the program worked. Context determines what action the number can justify.

35. A - Assessment should measure the performance stated in the objective. An analysis objective requires a case or task that reveals analysis, not only recall. Lowering the objective or relying on attendance hides whether employees can perform the capability the program promises to build. The record should show the evidence and decision owner.

36. C - Positive reactions show that learners liked or accepted the course, not that they transferred the skill. L&D should examine practice, tools, supervisor reinforcement, opportunity, and workload barriers. Repeating the course or ignoring the behavior does not identify why application failed. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

37. D - Difficult feedback is a performance skill that improves through practice, observation, coaching, and feedback. A policy link or generic video may provide context but cannot demonstrate skill. Waiting for a complaint shifts the learning cost to employees and the organization. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

38. B - Attendance can reflect an access problem rather than motivation. L&D should preserve the objective while adjusting delivery, scheduling, manager coverage, or asynchronous access. More reminders do not solve a structural conflict, and removing the requirement abandons the capability the business needs. The record should show the evidence and decision owner.

39. A - Global consistency is strongest when the required capability remains stable but examples, language, facilitation, and practice reflect local context. One-country examples can reduce relevance, while removing examples weakens application. Adaptation should preserve the shared outcome and standards. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

40. C - Succession data should connect readiness to the capabilities the future role requires. Targeted assignments, coaching, and evidence let leaders see whether candidates can close the gap. High ratings or external replacements alone do not explain development needs or create bench strength. The record should show the evidence and decision owner.

41. B - A mentorship program needs a shared purpose, roles, boundaries, goals, and a light review process. Matching counts and completion do not show whether relationships support development. Clear expectations improve participant experience while allowing pairs flexibility in how they work. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

42. A - Attendance documents exposure, not necessarily understanding or completion of required learning. L&D should capture the assigned population, completion status, assessment result, and follow-

up needs. A reliable record supports remediation and lets the organization demonstrate that the program reached its intended outcome. It improves reliability and supports later review. Access should match the business purpose.

43. D - Accessible design should let the employee receive the required content and demonstrate the same objective. Providing an equivalent alone may solve the immediate barrier, while reviewing the course prevents repeated exclusion. Informal summaries or removing the requirement do not ensure equal access or learning. It protects rights and supports consistent review.

44. D - A useful development plan starts with the future role, current capability evidence, employee interests, and available experiences. More courses do not guarantee readiness, and a promotion promise can create false expectations. The comparison identifies targeted learning, practice, coaching, and milestones. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

45. A - Compa-ratio compares pay with the range midpoint. Dividing \$78,000 by \$72,000 gives approximately 1.0833, or 108.3%. The ratio is a diagnostic, not an automatic pay decision; HR should also consider role scope, performance, market data, equity, and documented pay practices. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

46. C - Total rewards includes pay, benefits, flexibility, development, recognition, and the employee experience. HR should evaluate how the package supports attraction, retention, equity, and market competitiveness rather than treating one element as a universal substitute. Consistent communication also prevents manager-by-manager promises. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

47. B - Work performed for the employer generally must be recorded and compensated under applicable wage-and-hour rules. Voluntary language or manager preference does not make unrecorded work acceptable. HR should correct the time record, reinforce reporting, and address the supervisor's instruction. It protects rights and supports consistent review. The record should show the facts and timing.

48. D - The Equal Pay Act addresses sex-based pay differences for substantially equal work, subject to recognized defenses such as seniority, merit, production, or another factor other than sex. Personal preference and negotiation assumptions do not replace a documented, legitimate explanation. It protects rights and supports consistent review. The record should show the facts and timing.

49. A - Benefits communication should help employees make informed choices. Clear costs, eligibility, deadlines, comparisons, and support contacts reduce confusion and prevent inconsistent manager explanations. Repeating promotional language or delegating interpretation without guidance leaves employees without the information needed for a time-sensitive decision. The record should show the evidence and decision owner.

50. B - COBRA administration requires timely communication of continuation rights and election information after qualifying events, subject to the plan and applicable rules. Informal direction to contact

an insurer does not replace the notice process. HR should coordinate with the plan administrator and document delivery. It protects rights and supports consistent review.

51. C - Retirement-plan changes should follow governing documents and a documented review of fees, performance, participant impact, and responsibilities. A recent return or informal vote does not establish a prudent process. HR should coordinate with plan fiduciaries and preserve the decision record. It protects rights and supports consistent review. The record should show the facts and timing.

52. D - Recognition programs should have clear criteria, accessible nomination routes, and monitoring for uneven participation. Nomination counts alone can reflect manager habits rather than employee contribution. Reviewing patterns helps HR preserve meaningful recognition while reducing favoritism and unintended exclusion. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

53. A - Incentives shape behavior, so a volume-only plan may encourage harmful sales practices. HR should include quality, compliance, and sustainable customer outcomes, with clear definitions and timing. Raising volume or paying before results are known can reinforce the wrong behavior. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

54. C - Market and equity comparisons require comparable work, levels, populations, dates, and geographic assumptions. Titles or single salaries can conceal different scope and labor markets. Standardizing the comparison creates a more reliable basis for pay decisions and communication. It improves reliability and supports later review. Access should match the business purpose.

55. B - Individual health information should not become a management performance file merely because a vendor provides it. HR should limit access, clarify the program's purpose, use aggregate reporting when appropriate, and protect individual records. Competition and supervisor access can create unnecessary exposure. It improves reliability and supports later review. Access should match the business purpose.

56. D - Title VII requires consideration of reasonable accommodation for religious observance unless the employer can establish undue hardship under the applicable standard. Popularity and blanket denial do not provide the analysis. HR should discuss options, operational impact, and evidence supporting any limitation. It protects rights and supports consistent review. The record should show the facts and timing.

57. C - Benefits decisions should not be based on assumptions about age or expected retirement. HR should apply the plan and applicable legal requirements consistently, then review any difference through documented, legitimate criteria. A voluntary request or hidden rationale does not cure discriminatory reasoning. The record should show the facts and timing.

58. A - Payroll reconciliation should identify whether the difference came from timing, entry, approval, or system integration. HR should preserve the records, correct any employee impact, and strengthen the control. Unreviewed changes or blame before fact-finding can hide the real failure. It improves reliability and supports later review. Access should match the business purpose.

59. B - Consistent range governance helps employees and candidates understand pay practices and lets HR investigate unexplained variation. Removing ranges or allowing manager preference does not solve the underlying inconsistency. HR should review job level, location, market data, and approval records. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

60. B - Market data is one input, not an automatic pay instruction. HR should consider role scope, internal equity, budget, retention, performance, and data quality before recommending action. An exact adjustment or offsetting cuts may create new inequity or fail to address the real risk. Context determines what action the number can justify.

61. A - The response rate is 54 divided by 90, which equals 0.60, or 60%. HR should assess whether respondents represent the workforce and whether confidentiality was credible. The percentage describes participation, not satisfaction or the quality of the reward program. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

62. C - Employees' willingness to speak depends on credible confidentiality and appropriate reporting. HR should honor the stated privacy design, aggregate small groups, and share only what leaders need for action. Named comments can expose employees and undermine future participation even when the vendor can technically provide them. It improves reliability and supports later review.

63. D - The response rate is 312 divided by 480, which equals 0.65, or 65%. The figure describes participation, not engagement or representativeness. HR should examine response patterns, confidentiality, and group differences before interpreting the results or choosing interventions. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

64. C - A survey identifies a signal, not necessarily its cause. Focus groups, interviews, or targeted follow-up can clarify whether trust reflects communication, workload, fairness, leadership, or another issue. Acting without diagnosis can waste resources, while silence undermines the feedback process. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

65. D - A usable goal translates collaboration into observable behaviors and measures with an owner and review timing. A slogan or vague instruction cannot show progress, and longer hours may worsen the problem. Specific expectations let the manager coach, recognize, and adjust performance fairly. The record should show the evidence and decision owner.

66. B - Calibration helps leaders apply performance standards consistently by comparing evidence, role expectations, and examples. Averaging or raising ratings can hide real differences and weaken development decisions. Private standards create uneven treatment and make ratings harder to explain to employees. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

67. A - Stay-interview feedback should lead to a specific action owner and a realistic response. Transparent opportunities, development, and manager follow-up address the stated concern without

promising an outcome HR cannot guarantee. A record without action or a generic course may not change retention risk. Clear expectations help the parties move forward.

68. D - Recognition should reinforce the behaviors and outcomes the organization values. Expanding criteria to include collaboration, service, quality, and contribution makes the program more relevant. A single metric or private favoritism can distort behavior and reduce trust in the reward process. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

69. C - Inclusive work practices make important information, input, and decisions accessible regardless of location. Shared channels, clear meeting practices, and decision records reduce proximity bias. Relocation or informal summaries leave remote employees dependent on access they cannot reliably control. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

70. A - An ERG can support inclusion and connection while still needing clear purpose, governance, budget ownership, and boundaries. Structure does not diminish employee voice; it makes support accountable. Automatic funding or total informality can create confusion about role and organizational expectations. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

71. B - Local variation is useful evidence. HR should examine leadership behavior, workload, communication, change impact, and employee experience in the affected location before selecting a response. A companywide fix may miss the cause, while dismissal or automatic replacement exceeds what one score can establish. Context determines what action the number can justify.

72. B - Several signals together justify inquiry, not an immediate conclusion about cause. HR should compare workload, staffing, scheduling, manager practices, employee comments, and timing. A poster or discipline response may ignore a capacity or work-design problem and can further reduce trust. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

73. C - The turnover rate is 18 divided by 240, which equals 0.075, or 7.5%. HR should define the period and denominator consistently, 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. Context determines what action the number can justify.

74. A - A performance plan should identify job-related expectations, evidence, support, timing, and consequences. Vague attitude labels are difficult to coach and can invite inconsistent treatment. Clear standards give the employee a fair opportunity to improve and give the manager a defensible basis for follow-up. It clarifies ownership and supports consistent review.

75. D - Offboarding should coordinate pay, benefits, records, equipment, access, and communication through a clear checklist. A consistent process protects the employee experience and the organization. Memory, delayed information, or unexplained access changes can create errors and unnecessary distrust. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

76. D - Response volume cannot correct biased question design. Neutral, focused questions produce more interpretable evidence and help employees understand how results will be used. Leading wording can inflate or distort concern, so HR should revise the instrument before drawing conclusions. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

77. B - Change communication should explain why the change is occurring, what employees can expect, when milestones occur, and where support and questions will go. A date or slogan leaves uncertainty, while an absolute promise may be inaccurate. Clear communication supports participation and trust. The record should show the evidence and decision owner.

78. A - Group discussion about wages or working conditions may be protected concerted activity. HR should preserve the messages, understand the employees' role and context, and review the rule before discipline. Device ownership and managerial discomfort do not determine whether the conduct is protected. The record should show the facts and timing.

79. C - A named allegation may require a prompt, impartial response even when it arrives through a survey. HR should preserve the information, assess safety and retaliation risk, and route it to the appropriate process. Deletion, broad publication, or ordinary treatment can lose evidence and delay protection. It protects rights and supports consistent review.

80. D - The favorable rate is 420 divided by 600, which equals 0.70, or 70%. The measure should be reported with its question definition, population, period, and response context. It shows the selected response pattern, not the full explanation for employee sentiment or the best intervention. It informs inquiry without replacing diagnosis.

81. A - Clear decision rights reduce repeated conflict by defining authority, input, escalation, and communication. More meetings or seniority alone may not resolve ambiguity. A practical structure also lets the manager review whether the process works and adjust it based on evidence. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

82. B - HR should respond promptly, assess immediate safety, and explain that information will be shared discreetly with people who need to address the concern. Absolute secrecy may be impossible, while broad disclosure is unnecessary. The response should protect the employee and preserve a fair process. It balances empathy with consistent follow-through.

83. C - An investigator should be impartial and able to evaluate evidence without a conflict. HR should assign an appropriate reviewer, preserve records, and protect against retaliation. The accused manager or complainant should not control the investigation, and a denial is not a substitute for fact-finding. It clarifies ownership and supports consistent review.

84. A - 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 and timing.

85. C - Attendance decisions should distinguish protected leave 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 and timing.

86. B - USERRA reemployment analysis considers notice, eligibility, service limits, timely return, and the position the employee would have attained absent service. HR should review the facts and apply the required process rather than treating return as a new external application or choosing any vacant role. It protects rights and supports consistent review.

87. D - RIF decisions should use clear, job-related criteria that can be explained and tested across comparable employees. Subjective preference and retirement assumptions 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.

88. C - 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 and timing.

89. B - 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 interactive review and may leave an effective option undiscovered. The record should show the facts and timing.

90. A - 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.

91. D - 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 and timing.

92. A - 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.

93. D - 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 and timing.

94. B - 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. The record should show the facts and timing.

95. 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.

96. C - 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 and timing.

97. 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 clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

98. A - 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. The record should show the evidence and decision owner.

99. B - 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 and timing.

100. 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.

101. D - A close personal relationship can undermine perceived and actual impartiality. HR should disclose the conflict, assign an independent reviewer, and preserve existing evidence for an appropriate assessment. Hidden conflicts and predicted outcomes weaken the credibility of the investigation. It clarifies ownership and supports consistent review. The record should show the evidence and decision owner.

102. 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. Context determines what action the number can justify.

103. A - Mediation can help parties reach a voluntary resolution, but it may not be suitable for safety threats, power imbalance, or issues requiring an organizational finding. HR should clarify scope, authority, confidentiality, and alternatives before proceeding. Facilitation should not be confused with disciplinary decision making. It clarifies ownership and supports consistent review.

104. C - The closure rate is 7 divided by 35, which equals 0.20, or 20%. The rate should be paired with case age, complexity, intake volume, and outcome quality before leaders judge performance. A percentage alone cannot show whether the backlog is improving or whether cases were closed appropriately. It informs inquiry without replacing diagnosis.

105. A - 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. Access should match the business purpose.

106. D - 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. Access should match the business purpose.

107. B - 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. C - 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. Access should match the 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. Access should match the business purpose.

110. B - 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 and timing.

112. B - 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. Access should match the business purpose.

113. C - 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. Access should match the business purpose.

114. D - 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. The record should show the facts and timing.

115. A - 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. The record should show the facts and timing.