

PRACTICE EXAM 14: 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 company plans to automate order processing next year. What should HR provide before leaders approve the workforce plan?
 - A. A capability map showing changed work, skills, capacity, and transition risks
 - B. A list of every current employee by title
 - C. A promise that automation will require no training
 - D. A hiring request based only on current headcount

2. A transformation budget assigns \$84,000 to 14 planned HR hires. What is the average recruiting cost per hire?
 - A. \$4,000
 - B. \$5,000
 - C. \$7,000
 - D. \$6,000

3. A risk workshop asks HR to rank a payroll outage and a minor policy formatting error. Which approach is strongest?
 - A. Rank risks by which executive mentions them first
 - B. Treat every risk as equally urgent
 - C. Assess likelihood and impact, then prioritize mitigation for material exposure

D. Address only risks that have already caused harm

4. Finance owns a cost decision, operations owns implementation, and HR owns workforce readiness. What should HR use to clarify responsibilities?

A. A meeting attendance list

B. A vote among all affected employees

C. A decision-rights matrix identifying accountable, consulted, and implementing roles

D. An informal agreement between the loudest stakeholders

5. A new HR portal will change how managers approve employee changes. What should HR assess before launch?

A. Only the portal's visual design

B. Whether the vendor can launch immediately

C. Which department has the most employees

D. User impact, readiness, dependencies, training, testing, and adoption risk

6. An executive asks HR to report only favorable workforce metrics to a governance committee. What should HR do?

A. Present accurate results, explain limitations, and escalate any pressure to mislead

B. Remove unfavorable measures and keep a private backup

C. Report favorable results now and correct them later

D. Let the executive choose the final numbers without documentation

7. A workforce dashboard shows turnover rising, but the current report uses a different denominator from last quarter. What should HR do first?

A. Publish the increase because the direction seems plausible

B. Reconcile definitions and populations before interpreting the trend

- C. Average the two percentages
- D. Delete the older report to create one baseline

8. A department has 11 direct reports for one supervisor after a reorganization. What should HR examine?

- A. Work complexity, manager capacity, employee support, and decision quality
- B. A fixed span-of-control rule applied to every role
- C. Only whether the supervisor accepts the arrangement
- D. Whether every team has the same number of reports

9. A continuity exercise shows that only one employee can perform a critical payroll process. What should HR recommend?

- A. Keep the process confidential from other employees
- B. Wait for the employee to request a backup
- C. Replace the process with an untested shortcut
- D. Document backup capability and cross-train a second qualified person

10. Customer demand could increase by 10% or 35% next year. What should HR prepare for leadership?

- A. Hire for the highest case immediately
- B. Scenario-based staffing options with triggers, lead times, and cost assumptions
- C. Plan only for the lowest case
- D. Delay workforce planning until demand is certain

11. A vendor will host performance data in a new analytics platform. What should HR review before signing?

- A. Only the subscription price
- B. Whether the vendor can add more dashboard features

- C. Purpose, access, retention, security, data return, and vendor accountability
- D. Whether managers prefer the vendor's branding

12. A project team completed all planned activities but cannot say what business decision will follow. What should HR add?

- A. A defined decision question, success measure, owner, and decision date
- B. More activities with the same unclear purpose
- C. A longer status report
- D. A promise to evaluate the project someday

13. A readiness program has 42 expected completers among 56 assigned managers. What completion rate should HR plan for?

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

14. A culture review finds that leaders praise collaboration but reward only individual output. What should HR recommend?

- A. Publish the values again without changing practices
- B. Remove all individual measures
- C. Ask employees to interpret collaboration for themselves
- D. Align recognition, performance measures, and leader behavior with the stated values

15. An audit finds that a corrective action has no assigned owner or due date. What should HR establish?

- A. A general reminder to the entire HR team
- B. A second audit without changing the action

- C. An accountable owner, completion date, evidence, and escalation path
- D. A private note that does not identify responsibility

16. A cost-reduction proposal would remove training for a safety-critical role. What should HR contribute?

- A. Compare short-term savings with capability, compliance, safety, and service risks
- B. Approve the savings because training is discretionary
- C. Keep the proposal secret until implementation
- D. Replace training with an informal email

17. A succession review identifies one ready-now candidate for a role that needs three specialized capabilities. What should HR recommend?

- A. Name the candidate and remove the capability gaps
- B. Wait until the vacancy occurs
- C. Create targeted development and alternative coverage plans
- D. Use tenure as a substitute for readiness

18. A recruiting team made 44 offers and received 33 acceptances from the same cohort. What is the offer-acceptance rate?

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

19. An interviewer wants to score applicants on whether they seem like a good cultural fit. What should HR require?

- A. Keep fit undefined so interviewers retain discretion

- B. Let each interviewer use personal intuition
- C. Ask applicants about private lifestyle choices
- D. Use observable, job-related behaviors and anchored rating standards

20. An applicant asks for extra time in an online assessment because of a disability. What should HR do?

- A. Deny the request to keep every candidate identical
- B. Discuss an effective accommodation and preserve the assessment's job-related purpose
- C. Ask the applicant to disclose the diagnosis to all interviewers
- D. Remove the applicant from the process

21. A consumer report contains potentially disqualifying information about an applicant. What should HR do before final action?

- A. Reject the applicant immediately
- B. Let the reporting vendor make the employment decision
- C. Follow the required disclosure, review, and pre-adverse-action process
- D. Delete the report and continue without notice

22. A new role description lists ten preferred qualifications but only four are needed for the essential work. What should HR do?

- A. Separate essential requirements from preferences and trainable capabilities
- B. Keep all preferences to maximize manager choice
- C. Remove every qualification from the posting
- D. Use the old role description without analysis

23. A campus recruiting source produces many applicants but few qualified finalists. What should HR analyze?

- A. Increase advertising before checking the funnel
- B. Interview every applicant regardless of requirements
- C. Close the role without reviewing the data
- D. Stage conversion, source quality, screening criteria, and role requirements

24. A coordinator tells a new hire to bring a specific identity document for employment verification. What should HR correct?

- A. Allow the employee to choose acceptable documents under current instructions
- B. Require the document easiest for the coordinator
- C. Skip verification if the employee looks authorized
- D. Accept any document without recording the review

25. A manager wants to classify a regular full-time worker as an independent contractor because the department lacks a position number. What should HR do?

- A. Use the manager's label as the classification
- B. Evaluate the actual work relationship under applicable classification rules
- C. Classify every worker as a contractor during hiring
- D. Treat payroll setup as the only classification test

26. A labor forecast shows demand for 18 or 32 analysts depending on a pending contract. What should HR prepare?

- A. Hire 32 immediately
- B. Plan only for 18 and ignore the higher case
- C. Wait for the contract before assessing the labor market
- D. Two staffing scenarios with decision triggers, lead times, and capability options

27. Candidates report receiving conflicting information about start dates from recruiting and hiring managers. What should HR improve?

- A. Tell candidates to choose the message they prefer
- B. Let each manager set dates independently
- C. Create a controlled communication process with one accountable source
- D. Stop sharing dates until the first workday

28. A company wants more employees to move into hard-to-fill roles. Which practice is strongest?

- A. Reserve roles for manager-selected nominees
- B. Make openings, skill requirements, eligibility, and development routes visible
- C. Post externally before reviewing internal capability
- D. Let employees learn about openings through informal networks

29. A hiring manager says applicants over age 50 are unlikely to learn a new system. What should HR do?

- A. Use consistent, job-related evidence of the required learning capability
- B. Screen out older applicants to reduce training time
- C. Ask only older applicants to prove adaptability
- D. Keep the comment out of the selection record

30. A selection process advances 14 of 20 screened candidates to final interviews. What is the advancement rate?

- A. 55%
- B. 65%
- C. 70%
- D. 80%

31. An online posting repeatedly uses the phrase recent graduate for a role that requires independent judgment. What should HR change?

- A. Keep the phrase to attract energetic applicants
- B. Add an age preference to make the intent clearer
- C. Use the phrase only on one recruiting site
- D. Describe the work and qualifications without age-coded language

32. A recruiting handoff sends a new hire's information separately to payroll, IT, and the manager. What should HR improve?

- A. Use a coordinated handoff with clear ownership and a validated source record
- B. Ask the employee to repeat the information to every team
- C. Add another approval without changing the process
- D. Let each function maintain unverified copies

33. A customer-service team is missing a new quality target. What should L&D determine before selecting a course?

- A. Schedule generic training for every affected employee
- B. Assume the problem reflects low employee motivation
- C. Buy the most comprehensive program without diagnosis
- D. Determine the gap's cause before choosing a course

34. A safety module is assigned to 88 employees, and 66 complete it by the deadline. What is the completion rate?

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

35. A course objective says employees will evaluate cases, but the final quiz asks only for vocabulary definitions. What should L&D do?

- A. Lower the objective to match recall
- B. Add more vocabulary questions
- C. Match the quiz to the objective's performance level
- D. Use attendance as the outcome

36. Learners rate a workshop highly, but supervisors see no transfer of the targeted skill. What should L&D examine?

- A. Treat satisfaction as proof of transfer
- B. Practice, tools, supervisor reinforcement, opportunity, and job barriers
- C. Repeat the workshop without diagnosis
- D. Remove the skill from performance discussions

37. A new manager struggles to conduct coaching conversations. Which development response is strongest?

- A. Send a policy link only
- B. Assign a generic leadership video
- C. Wait for a complaint before providing support
- D. Use realistic practice, observation, feedback, and follow-up coaching

38. A required course has no captions and an employee requests accessible materials. What should L&D do?

- A. Provide an accessible equivalent and correct recurring design barriers
- B. Require the employee to use the current video
- C. Ask coworkers to summarize it informally
- D. Excuse the employee from the learning objective

39. A succession candidate has strong performance ratings but lacks experience with a critical process. What should L&D recommend?

- A. Mark the candidate ready without further evidence
- B. Replace the candidate immediately with an external hire
- C. Provide a targeted assignment and collect evidence of capability growth
- D. Ignore the gap because performance ratings are high

40. Mentorship participants are matched, but pairs do not know their goals or boundaries. What should L&D establish?

- A. Measure only the number of matches
- B. Let every pair invent expectations privately
- C. End the program because matching occurred
- D. Purpose, roles, meeting norms, goals, and a light progress review

41. A global course uses examples that conflict with local workplace practices. What should L&D do?

- A. Adapt examples and facilitation while preserving the common learning objective
- B. Use the same examples everywhere for consistency
- C. Remove examples completely
- D. Create unrelated objectives for each location

42. A compliance system records attendance but not the required knowledge-check result. What should L&D add?

- A. Assume attendance proves understanding
- B. Delete learners who miss the quiz
- C. Capture assigned population, completion, assessment result, and follow-up status
- D. Replace the course with a general announcement

43. An instructor's evaluation is positive, but employees still cannot perform the new workflow. What should L&D do?

- A. Declare the program successful from satisfaction scores
- B. Review the assessment, practice design, job aids, and transfer conditions
- C. Increase the instructor's presentation time
- D. Remove the workflow from the learning objectives

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

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

45. Leaders want to replace part of base pay with flexible work for every role. What should HR evaluate?

- A. Make the same tradeoff for every job
- B. Treat flexibility as a substitute for pay analysis
- C. The full rewards mix, market position, equity, role feasibility, and employee impact
- D. Let managers describe different packages informally

46. An employee earns \$79,500 and the salary-range midpoint is \$75,000. What is the approximate compa-ratio?

- A. 106%
- B. 94%
- C. 100%
- D. 112%

47. A supervisor tells an hourly employee to finish a report after clocking out. What should HR reinforce?

- A. Allow the work if the employee volunteers
- B. Pay only the scheduled shift
- C. Let the supervisor decide whether the work counts
- D. Record all compensable time and follow applicable timekeeping rules

48. Two employees perform substantially equal work, and the only stated pay difference is sex. What should HR review?

- A. Which employee negotiated more aggressively
- B. The Equal Pay Act issue and any recognized defense
- C. Which employee the manager likes more
- D. Whether the employees have different personalities

49. Employees receive a benefits message listing plan features but not costs, eligibility, or deadlines. What should HR improve?

- A. Explain choices, costs, eligibility, deadlines, and support contacts
- B. Send the feature list again
- C. Ask managers to interpret the plan independently
- D. Publish only the insurer's marketing summary

50. An employee loses group health coverage after a qualifying event. What should HR ensure?

- A. Tell the employee to call the insurer after coverage ends
- B. Cancel coverage without written information
- C. Provide required continuation-coverage notices and election information
- D. Offer continuation only after a second request

51. A retirement-plan committee proposes a fund change without reviewing fees, participant impact, or plan documents. What should HR recommend?

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

52. A recognition program accepts nominations only from department heads. What should HR examine?

- A. Keep the process because nominations are easy to count
- B. End recognition to eliminate all discretion
- C. Let leaders reward anyone without criteria
- D. Access, criteria, nomination patterns, and whether contribution is measured fairly

53. A sales incentive rewards new contracts but ignores cancellations and customer complaints. What should HR recommend?

- A. Raise the contract target only
- B. Pay incentives before cancellations are known
- C. Balance volume with quality, compliance, and sustainable customer outcomes
- D. Remove performance measures from the plan

54. A market-pricing review compares jobs across regions. What should HR standardize first?

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

55. A wellness vendor sends HR individually identifiable biometric readings. What should HR do?

- A. Share names with supervisors for coaching
- B. Limit employer access to permitted aggregate information and protect individual data

- C. Place individual results in performance files
- D. Publish results so teams can compete

56. An employee asks for a schedule adjustment for a religious observance. What should HR evaluate?

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

57. A manager proposes lowering an older employee's benefits because retirement is expected soon. What should HR do?

- A. Approve the change to reduce future cost
- B. Ask the employee to retire voluntarily
- C. Reject age assumptions and apply the plan and legal rules consistently
- D. Leave the rationale out of the benefits record

58. Payroll shows 17 more paid hours than the approved time records for a department. What should HR do first?

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

59. A benefits enrollment team receives 27 completed elections from 36 eligible employees. What is the completion rate?

- A. 60%
- B. 70%

- C. 85%
- D. 75%

60. A pay-range review finds the same level posted with different ranges and no documented location or market rationale. What should HR do?

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

61. A plan administrator asks HR to change a life-event record without supporting documentation. What should HR do?

- A. Follow the plan's documented verification and approval process
- B. Make the change because the employee requested it
- C. Ask a manager to approve it informally
- D. Delete the prior record to avoid confusion

62. An engagement vendor offers managers named survey comments even though employees were promised confidential reporting. What should HR do?

- A. Share names because managers own the results
- B. Honor the stated confidentiality design and aggregate identifying details
- C. Publish comments so employees can explain them
- D. Cancel the survey after receiving the data

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

- A. 60%
- B. 70%

- C. 75%
- D. 85%

64. Survey scores show low trust in one unit, but leaders want to announce a solution before listening to employees. What should HR recommend?

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

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

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

66. Managers use different standards to rate similar work. What should HR do before final reviews?

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

67. A stay interview shows high performers cannot see realistic career paths. What should HR do?

- A. Connect the feedback to transparent opportunities, development, and manager follow-up
- B. Promise promotion to every person
- C. Record the concern without an owner

D. Offer one generic course to everyone

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

- A. Keep sales as the only visible measure
- B. Stop recognition until all results are identical
- C. Recognize behaviors and outcomes that support the team's work
- D. Let managers recognize friends privately

69. Remote employees say important decisions occur in informal office conversations. What should HR support?

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

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

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

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

- A. Compare local facts and listen for location-specific causes before prescribing a broad fix
- B. Apply the same intervention everywhere

- C. Dismiss the result as a temporary mood
- D. Replace the local leader based only on the score

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

- A. Launch a wellness poster campaign
- B. Assume employees lack resilience
- C. Discipline employees for increased absence
- D. Investigate workload, staffing, managers, and employee evidence

73. A retention report shows 16 departures in an average workforce of 200. What is the turnover rate?

- A. 4%
- B. 6%
- C. 8%
- D. 10%

74. A team reports burnout after workload increased, but the manager wants a resilience course as the only response. What should HR recommend?

- A. Assess work design, staffing, priorities, recovery time, and individual support
- B. Require the course and keep workload unchanged
- C. Treat burnout as an employee attitude issue
- D. Wait for turnover before taking action

75. A manager wants to place an employee on a performance plan for being unprofessional. What should HR require?

- A. A private attitude label
- B. Specific job-related expectations, evidence, support, and review timing

- C. A plan without measurable standards
- D. Immediate separation because professionalism is subjective

76. An employee leaves without receiving equipment-return, benefits, or final-pay information. What should HR improve?

- A. Use an offboarding checklist with owners, timing, and employee communication
- B. Rely on the departing manager's memory
- C. Send all information after the final paycheck
- D. End access without explaining the process

77. A pulse survey uses leading questions that assume employees are dissatisfied. 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 stated use

78. A flexible-scheduling benefit is available, but managers apply eligibility inconsistently. What should HR do?

- A. Let each manager decide by personal trust
- B. Remove flexibility from everyone
- C. Define transparent criteria, train managers, and review outcomes
- D. Offer it only to the loudest requesters

79. Employees say a transformation announcement did not explain how daily work will change. What should HR help leaders communicate?

- A. Only the final implementation date
- B. Reason, expected impact, timeline, support, and feedback route

- C. A promise that no role will ever change
- D. A slogan about innovation without operational detail

80. Employees discuss wage differences in a group chat, and a manager wants to discipline them for 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 high performers

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

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

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

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

83. A complaint names a manager who normally investigates every issue in the department. What should HR do?

- A. Let the named manager investigate to save time
- B. Ask the complainant to investigate the manager
- C. Close the matter because the manager denies it

D. Assign an impartial investigator and preserve relevant evidence

84. A safety manager tells workers to report only incidents that require medical treatment. What should HR do?

- A. Accept the practice to protect the incident rate
- B. Count only events that affect production
- C. Stop suppression and reinforce the complete hazard-reporting process
- D. Ask employees to report after the quarter ends

85. A supervisor proposes discipline for absences that include approved family leave. What should HR review?

- 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

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

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

87. A reduction-in-force proposal uses manager preference rather than documented role criteria. What should HR require?

- A. Clear job-related criteria reviewed for consistency and potential disparate impact
- B. Allow each manager to choose the least preferred employee

- C. Use expected retirement to reduce future cost
- D. Keep selection criteria informal for flexibility

88. A leader recommends selecting an employee for a reduction because the employee is close to retirement. 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 legitimate documented criteria
- D. Keep the reason out of the RIF record

89. An employee asks for a job adjustment, and the supervisor rejects it without exploring other options. 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 grievance panel closes 21 of 28 cases within its service target. What is the timely-resolution rate?

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

91. A manager asks an employee whether a parent has a hereditary illness during a performance meeting. What should HR do?

- A. Ask for more family history to complete the record
- B. Store the information in the performance file

- C. Treat it as harmless conversation
- D. Stop unnecessary inquiry and review the conduct under genetic-information rules

92. A union steward asks to sit in during a fact-finding meeting that could result in discipline. What should HR do?

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

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

- A. Deny the grievance automatically
- B. Ignore the lapse because the manager 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 shortly after an employee made a discrimination complaint. What should HR examine?

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

95. A private-sector employee posts a group concern about schedules and is disciplined for disloyalty. What should HR review?

- A. Whether the conduct was protected concerted activity about working conditions

- B. Whether the employee used a personal device
- C. Whether the supervisor disliked the tone
- D. Whether the employee had never complained before

96. A near-miss log is empty even though employees privately describe several hazards. What should HR do?

- A. Reinforce reporting, preserve available information, and assess retaliation risk
- B. Accept the empty log as evidence of safety
- C. Count only injuries requiring medical treatment
- D. Ask employees to report after the reporting period

97. A policy violation is confirmed, but the rule 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. Use proportionate, consistent action and correct the policy or training gap
- D. Change prior records to match the new decision

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

- A. Promise absolute secrecy regardless of 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

99. A labor team closes 8 of 40 cases during the month. What is the closure rate?

- A. 8%

- B. 15%
- C. 25%
- D. 20%

100. A supervisor tells an employee not to request family leave because the team is short staffed. What should HR do?

- A. Treat the comment as ordinary scheduling advice
- B. Require the employee to resign before taking leave
- C. Count the requested leave as an attendance problem
- D. Stop the discouragement and review the conduct under protected-leave rules

101. A manager recommends discipline after an employee asked coworkers about wage differences. What should HR investigate?

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

102. The assigned investigator is a close personal friend of the manager named in the complaint. What should HR do?

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

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

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

104. A case team resolves 14 of 70 matters during the quarter. What is the resolution rate?

- A. 10%
- B. 14%
- C. 25%
- D. 20%

105. During a personnel-data conversion, one worker appears in two profiles with different histories. What should HR do before merging?

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

106. A manager asks for every employee field even though the stated project needs only four fields. What should HR do?

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

107. A quality review finds 255 complete records among 300 reviewed. What is the completeness rate?

- A. 75%

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

108. A supervisor asks HR to send an employee's medical file so the supervisor can schedule work. What should HR provide?

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

109. An analyst wants a small-team dashboard showing absence by named employee. What should HR do?

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

110. An employee's termination status posts in the HRIS, but three 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. During I-9 completion, a coordinator tells a new hire to bring a particular document. What should HR correct?

- A. Require the document easiest for the coordinator
- 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 sent from a personal email 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. An access review finds 28 appropriate accounts among 35 sampled accounts. What is the appropriate-access rate?

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

114. An applicant challenges an entry in a consumer report used to reject the application. What should HR do?

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

115. A litigation notice arrives after certain personnel records are scheduled for deletion. What should HR do?

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

Practice Exam 14: Answer Key and Explanations

1. **A** - HR should translate the business change into future work, skills, capacity, and transition needs. A capability map lets leaders compare development, redeployment, hiring, and technology options. Current titles, no-training assumptions, or headcount alone cannot show whether the organization will be ready to operate the new process. It clarifies ownership and supports consistent review.
2. **D** - Average recruiting cost is calculated by dividing the planned recruiting budget by planned hires. \$84,000 divided by 14 equals \$6,000. The average supports a planning comparison, but HR should still examine role mix, source cost, quality, timing, and whether the estimate reflects actual hiring conditions. It informs inquiry without replacing diagnosis.
3. **C** - A risk assessment considers likelihood, impact, existing controls, and the cost of mitigation. That comparison helps HR prioritize material exposure instead of relying on attention, equal urgency, or past harm. A visible control trail also lets leaders understand why one action comes before another. It clarifies ownership and supports consistent review.
4. **C** - A decision-rights matrix identifies who is accountable, who provides expertise, who must be consulted, and who implements the result. Attendance, voting, or forcefulness does not establish authority. Clarifying roles before the decision reduces duplication and gives stakeholders a reliable route for escalation and communication. It clarifies ownership and supports consistent review.
5. **D** - A launch assessment considers affected users, behavior changes, system dependencies, readiness, training, testing, and adoption risk. Visual design, vendor speed, or department size does not reveal whether the process will work. The assessment lets HR sequence communication and support before employees encounter avoidable failures. It clarifies ownership and supports consistent review.
6. **A** - HR should preserve an accurate record and explain what the data does and does not show. Omitting unfavorable results, delaying correction, or surrendering control of the record can mislead decision makers. Ethical escalation protects governance quality and keeps the organization's decisions tied to reliable evidence. It protects rights and supports consistent review.
7. **B** - A trend is meaningful only when the definition, population, period, and calculation are comparable. HR should reconcile the denominator and document any restatement before interpreting the change. Publishing, averaging, or deleting records can create a false trend and weaken later review of the decision. It informs inquiry without replacing diagnosis.

8. A - Span of control should be evaluated in context. Work complexity, geographic spread, employee experience, manager capacity, and decision quality matter more than one universal number. HR should examine evidence and possible design changes instead of assuming that a uniform ratio or manager preference settles the issue. It clarifies ownership and supports consistent review.

9. D - A single point of failure creates continuity risk. HR should document the required capability, establish controlled backup coverage, and cross-train another qualified person with appropriate access. Secrecy, waiting, or an untested shortcut leaves the organization exposed when the primary employee is unavailable. Comparable cases can then follow the same process.

10. B - Scenario planning helps HR prepare different staffing, development, vendor, and scheduling options before demand is certain. Triggers and lead times identify when action must begin. Hiring to one assumption or waiting until demand arrives can leave the organization without timely capability or budget control. It clarifies ownership and supports consistent review.

11. C - A vendor review should address the business purpose, access limits, retention, security, data return, and accountability for incidents or errors. Price, feature volume, and branding do not establish that the use is controlled. HR should document responsibilities before sensitive employee data is transferred. It improves reliability and supports later review.

12. A - Project activity is not the same as business value. HR should identify the decision question, success measure, accountable owner, and timing for action. More activity or a longer status report does not tell leaders how evidence will be used or whether the work solved the intended problem. It clarifies ownership and supports consistent review.

13. B - The planned completion rate is 42 divided by 56, which equals 0.75, or 75%. This is a planning assumption, not evidence that participants will demonstrate readiness. HR should track actual completion, assessment results, application, and operational outcomes after the program begins. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

14. D - Culture is reinforced by what leaders measure, reward, model, and tolerate. HR should compare stated values with performance and recognition practices, then recommend aligned behavior and evidence. Repeating values or removing all individual measures does not make the desired culture observable or credible. Clear expectations help the parties move forward.

15. C - Corrective actions need ownership, timing, evidence, and escalation so leaders can determine whether the control improved. A reminder, repeat audit, or private note does not create accountability. Clear follow-through also allows HR to close the issue without losing the evidence behind the decision. It improves reliability and supports later review.

16. A - HR should assess the full business tradeoff rather than treating training as an isolated expense. Safety-critical capability, compliance, operational continuity, and employee risk may outweigh short-term savings. A documented comparison gives leaders a defensible basis for choosing, redesigning, or rejecting the proposal. The record should show the facts and timing.

17. C - Succession planning should show readiness, gaps, risk, and coverage alternatives. Targeted development can build capability while HR evaluates additional internal or external options. Naming an unready successor, waiting, or substituting tenure hides risk instead of creating a stronger bench for the future role. It clarifies ownership and supports consistent review.

18. B - The offer-acceptance rate is accepted offers divided by offers made: 33 divided by 44 equals 0.75, or 75%. HR should still examine role mix, source, timing, compensation, and candidate experience. A clean rate supports comparison, but it does not explain why candidates accepted or declined. It informs inquiry without replacing diagnosis.

19. D - Undefined cultural fit can invite personal bias and inconsistent decisions. HR should translate the role's needs into observable, job-related behaviors and anchored standards. Personal intuition or private questions does not produce a reliable assessment and can expose information unrelated to the work. The record should show the facts and timing.

20. B - HR should discuss an effective accommodation while preserving the assessment's essential, job-related purpose. Identical treatment is not always equal access, and broad disclosure is unnecessary. Removing the applicant or demanding diagnosis details can create a barrier rather than measuring the actual capability required. 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 decide whether the person is employable. Immediate rejection or deletion can deny the applicant an opportunity to review and respond to potentially inaccurate information. It protects rights and supports consistent review.

22. A - Job analysis should distinguish essential duties and capabilities from preferences that may unnecessarily narrow the pool. Keeping every preference can reduce valid candidates, while removing all requirements weakens selection quality. The resulting description supports fair sourcing, assessment, onboarding, and later performance conversations. Comparable cases can then follow the same process.

23. D - Stage-level analysis can show whether the problem is source quality, unclear requirements, screening, timing, or interviewer capacity. Increasing volume or interviewing everyone may consume resources without improving fit. Reviewing the funnel gives HR a basis for targeted change and source evaluation. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

24. A - Employment verification requires review of acceptable documents without improperly demanding a particular choice. HR should follow current USCIS instructions and document the process. Appearance, coordinator preference, or an undocumented review does not establish a compliant record or protect the employee from unnecessary barriers. It protects rights and supports consistent review.

25. B - Worker classification depends on the actual relationship, control, and economic realities under applicable rules, not a position number or manager label. HR should review duties, supervision, independence, and other relevant facts before determining treatment. A payroll setup choice cannot cure an incorrect classification. It protects rights and supports consistent review.

26. D - Scenario planning lets HR prepare hiring, development, vendor, and overtime options before demand is certain. Triggers and lead times show when action must begin. Planning to only one outcome or waiting until demand arrives can make the organization late, expensive, or unable to deliver. It clarifies ownership and supports consistent review.

27. C - Candidate trust improves when recruiting and managers share a controlled, accurate message. One accountable source, documented updates, and clear ownership reduce conflicting expectations. Asking candidates to choose or withholding basic timing information shifts an internal coordination problem onto the person being recruited. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

28. B - Transparent internal mobility shows employees what opportunities exist and how to prepare for them. Informal networks and manager-only nominations can hide qualified talent, while external-first recruiting may miss internal capability. Clear criteria support realistic development and more consistent movement decisions. It clarifies ownership and supports consistent review. The record should show evidence and timing.

29. A - HR should reject age-based assumptions and use consistent, job-related evidence of the system capability required. Screening out older applicants or imposing an extra burden creates unequal treatment. Omitting the comment from the record does not cure the underlying reasoning or protect the process. It protects rights and supports consistent review.

30. C - The advancement rate is 14 divided by 20, which equals 0.70, or 70%. 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.

31. D - Recruiting language should describe legitimate duties and qualifications rather than age-coded assumptions. Replacing the phrase with actual requirements broadens access and improves consistency. Keeping or strengthening age cues does not show whether a candidate can perform the role and can discourage qualified applicants. It protects rights and supports consistent review.

32. A - A coordinated handoff reduces duplicate requests, inconsistent records, and onboarding delays. Clear ownership and a validated source record let each function complete its work without shifting reconciliation to the employee. More approvals or separate unverified copies can amplify errors and weaken accountability. Comparable cases can then follow the same process.

33. D - 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 performance when the real barrier lies elsewhere. It clarifies ownership and supports consistent review. The record should show evidence and timing.

34. B - The completion rate is 66 divided by 88, which equals 0.75, or 75%. Completion shows that learners reached the required endpoint, but it does not prove understanding or behavior change. L&D

should review assessment results, application, and remaining access barriers before declaring success. Context determines what action the number can justify.

35. C - Assessment should measure the performance stated in the objective. An evaluation objective requires cases or tasks that reveal evaluation, not only recall. Lowering the objective or relying on attendance hides whether employees can perform the capability the program was intended to build. Comparable cases can then follow the same process.

36. B - Positive reactions show that learners accepted or liked the workshop, not that they transferred the skill. L&D should examine practice, tools, 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 - Coaching conversations are skills that improve through realistic practice, observation, feedback, and follow-up. A policy link or generic video may provide context but cannot demonstrate performance. Waiting for a complaint shifts the learning cost to employees and delays improvement in manager effectiveness. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

38. A - Accessible design should let the employee receive the required content and demonstrate the same objective. Providing an equivalent addresses the immediate barrier, while reviewing course design prevents repetition. Informal summaries or removing the objective does not provide reliable, equal access to learning. The record should show the facts and timing.

39. C - Readiness should connect performance evidence with the capabilities the future role requires. A targeted assignment, coaching, and assessment can show whether the candidate closes the gap. High ratings or an external replacement alone does not explain development needs or build a stronger succession pipeline. It clarifies ownership and supports consistent review.

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

41. 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 across locations. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

42. C - 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 audience and outcome. It improves reliability and supports later review.

43. B - Instructor ratings measure learner reaction, not necessarily capability. L&D should review the assessment, practice design, job aids, supervisor reinforcement, and opportunity to apply the workflow. More presentation time or removing the objective avoids the evidence rather than improving transfer. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

44. B - A useful development plan starts with the future role, current 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 evidence and timing.

45. C - Total rewards includes pay, benefits, flexibility, development, recognition, and experience. HR should evaluate market competitiveness, equity, role feasibility, and employee impact rather than treating flexibility as a universal substitute. Consistent governance prevents managers from making promises that are difficult to administer or compare. It clarifies ownership and supports consistent review.

46. A - Compa-ratio compares pay with the range midpoint. Dividing \$79,500 by \$75,000 gives 1.06, or 106%. The ratio is a diagnostic rather than an automatic pay decision. HR should also consider role scope, performance, market data, internal equity, and documented pay practices. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

47. D - 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 instruction that created the risk. The record should show the facts and timing.

48. B - 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 or negotiation assumptions do not replace a documented, legitimate explanation for the difference. 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 inconsistent manager explanations. Repeating promotional language or delegating interpretation without guidance leaves employees without information needed for a time-sensitive enrollment decision. It clarifies ownership and supports consistent review. The record should show evidence and timing.

50. C - Continuation coverage requires timely communication of rights and election information after a qualifying event, 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. D - 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 for later review. It protects rights and supports consistent review.

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

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

54. A - 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, communications, and review of unexplained variation. 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 purpose, use aggregate reporting when appropriate, and protect individual records. Competition and supervisor access can create unnecessary exposure without improving the program's legitimate purpose. It improves reliability and supports later review.

56. A - 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 rely on assumptions about age or expected retirement. HR should apply plan and legal requirements consistently, then review any difference through documented, legitimate criteria. A voluntary request or hidden rationale does not cure discriminatory reasoning or protect the process. It protects rights and supports consistent review.

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

59. D - The enrollment completion rate is 27 divided by 36, which equals 0.75, or 75%. HR should also review access, reminders, eligibility, and whether employees understood their choices. The percentage identifies participation but does not by itself prove that communication or plan design was effective. It informs inquiry without replacing diagnosis.

60. D - Consistent range governance helps candidates and employees understand pay practices and lets HR investigate unexplained variation. Removing ranges or allowing manager preference does not solve the underlying inconsistency. HR should review level, location, market data, approvals, and internal equity before recommending action. Comparable cases can then follow the same process.

61. A - Life-event changes affect benefits eligibility, payroll, and records. HR should follow the plan's documented verification and approval process, preserve the prior record, and communicate what is needed. Informal approval or deletion can create unequal treatment, coverage errors, and a weak audit trail. It improves reliability and supports later review. Access should match the business purpose.

62. B - Employee participation depends on credible confidentiality. HR should honor the stated design, aggregate small groups, and share only information leaders need for action. Named comments can expose employees and undermine future trust even when a vendor can technically provide individual-level data. It improves reliability and supports later review. Access should match the business purpose.

63. C - The response rate is 225 divided by 300, which equals 0.75, or 75%. The figure describes participation, not engagement or representativeness. HR should examine response patterns, confidentiality, and group differences before interpreting results or selecting interventions. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

64. D - 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. B - 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 support coaching, recognition, and fair performance review. It clarifies ownership and supports consistent review. The record should show evidence and timing.

66. C - 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 difficult to explain to employees. It clarifies ownership and supports consistent review. The record should show evidence and timing.

67. A - Stay-interview feedback should lead to a specific action owner and realistic response. Transparent opportunities, development, and manager follow-up address the concern without promising an outcome HR cannot guarantee. A record without action or a generic course may not change retention risk. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

68. C - Recognition should reinforce the behaviors and outcomes the organization values. Including 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 evidence and timing.

69. B - 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. D - 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 evidence and timing.

71. A - Local variation is useful evidence. HR should examine leadership, 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. D - 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 further reduce trust. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

73. C - The turnover rate is 16 divided by 200, which equals 0.08, or 8%. 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 - Burnout risk can reflect work design, capacity, priorities, recovery time, leadership, and individual needs. HR should assess the system conditions while offering appropriate support. A course alone may place responsibility on employees and leave the workload drivers unchanged. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

75. B - 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 provide a defensible basis for follow-up. It clarifies ownership and supports consistent review. The record should show evidence and timing.

76. A - 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 evidence and timing.

77. 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 or selecting action. Context determines what action the number can justify.

78. C - Flexible rewards should have clear, job-related criteria and consistent administration. Training and outcome review help HR detect uneven access or unintended impact. Personal trust and loudness are not reliable standards, while removing the benefit may punish employees for a management-control problem. It clarifies ownership and supports consistent review. The record should show evidence and timing.

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

80. A - Group discussion about wages or working conditions may be protected concerted activity. HR should preserve 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. It protects rights and supports consistent review. The record should show the facts and timing.

81. B - 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.

82. C - 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. D - 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. C - Suppressing safety information hides hazards and weakens prevention. HR should stop the instruction, preserve available evidence, and reinforce reporting and nonretaliation expectations. A favorable metric based on missing events is not a safety control and can increase risk to employees and the organization. It protects rights and supports consistent review.

85. B - 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. D - USERRA 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. A - 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 instead of 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 or make the process consistent. It protects rights and supports consistent review.

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 - The timely-resolution rate is 21 divided by 28, 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.

91. D - 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 received, and review the facts under the applicable rule. Informal wording does not remove the risk. It protects rights and supports consistent review.

92. B - 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.

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. C - 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. A - A group concern 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. A - Near-miss information can reveal hazards before injuries occur. HR should preserve available information, reinforce reporting and nonretaliation expectations, and assess why employees did not use the process. A clean log may reflect suppression or lack of trust rather than a safe workplace. The record should show the facts and timing.

97. C - 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 evidence and timing.

98. 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 clarifies ownership and supports consistent review. The record should show evidence and timing.

99. D - The closure rate is 8 divided by 40, 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 cases were closed appropriately. It informs inquiry without replacing diagnosis.

100. D - Employees should not be discouraged from exercising protected leave rights. HR should preserve the facts, stop the instruction, review the supervisor's conduct, and ensure the leave process is available. Staffing pressure does not justify interference, and counting a request as attendance misconduct can create additional risk. It protects rights and supports consistent review.

101. A - 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.

102. C - 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 and can undermine employee trust. It clarifies ownership and supports consistent review.

103. B - Mediation can help parties reach a voluntary resolution, but it may not suit safety threats, power imbalance, or issues requiring an organizational finding. HR should clarify scope, authority, confidentiality, and alternatives. Facilitation should not be confused with disciplinary decision making. It clarifies ownership and supports consistent review. The record should show evidence and timing.

104. D - The resolution rate is 14 divided by 70, which equals 0.20, or 20%. HR should pair the rate with case age, complexity, intake volume, and outcome quality before judging performance. A percentage alone cannot show whether the backlog is improving or whether matters were resolved appropriately. It informs inquiry without replacing diagnosis.

105. B - 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. A - Data minimization links access to a defined business purpose. HR should identify the fields needed, limit the report, and document access and retention. A full export increases exposure without improving the decision, while refusing all reporting prevents legitimate work that could be handled safely. It improves reliability and supports later review.

107. C - Completeness is calculated as complete records divided by records reviewed: 255 divided by 300 equals 0.85, or 85%. 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. A - 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. B - 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 stated business purpose. It improves reliability and supports later review. Access should match the 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, coordinator preference, or an undocumented review does not establish a compliant record or protect the process from avoidable barriers. It protects rights and supports consistent review.

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 or response. It improves reliability and supports later review.

113. C - The appropriate-access rate is 28 divided by 35, which equals 0.80, or 80%. HR should investigate the seven 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. A - 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. 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. The record should show the facts and timing.