

PRACTICE EXAM 17: PHR SIMULATION (115 QUESTIONS)

This standalone practice exam contains 115 multiple-choice questions. For realistic pacing, use the current PHR testing limit of two hours. Select the single best answer for each question. The current PHR exam contains 90 scored questions and 25 pretest questions; HRCI reports a passing scaled score of 500. This practice set is independently written and is not an official HRCI examination.

1. A chief operating officer asks HR to support a new service model. Which response best demonstrates business alignment?

- A. Collect examples of fashionable HR programs from unrelated employers.
- B. Offer a general employee survey before understanding the service model.
- C. Promise that the model will improve morale, productivity, and retention equally.
- D. Translate the model into workforce capabilities, risks, measures, and actions tied to operating results.

2. A company is adding a product line, but managers disagree about who should make staffing decisions. What should HR do first?

- A. Publish new job titles and let each manager interpret authority independently.
- B. Clarify decision rights, reporting relationships, and escalation paths before changing the organization design.
- C. Move every staffing decision to HR without studying the operating work.
- D. Delay clarification until the product line begins missing customer commitments.

3. An HR vendor requests access to employee data that exceeds the service team's documented need. Which action is most appropriate?

- A. Approve broad access because the vendor may need the data later.
- B. Send a complete employee file so the vendor can choose useful fields.

C. Reconfirm the purpose, limit access to necessary fields, and document security and oversight requirements.

D. Allow the vendor to decide which data protections are practical.

4. A leadership dashboard reports improvement in retention, but the calculation changed halfway through the year. What should HR report?

A. Reconcile the definition and recalculate the trend consistently before drawing a performance conclusion.

B. Publish the favorable trend because the newest calculation is more efficient.

C. Replace retention with a different metric that produces a clearer result.

D. Average the incompatible results to create one annual percentage.

5. A new HR initiative affects finance, operations, and information security. Which stakeholder practice is strongest?

A. Send every stakeholder identical technical updates at the same frequency.

B. Map influence and impact, then tailor decision points, information, and escalation to each stakeholder group.

C. Ask only the most senior stakeholder to approve all implementation details.

D. Wait for objections rather than identifying affected groups in advance.

6. An HR director learns that a prospective supplier offered a personal gift to an evaluator. What should happen next?

A. Accept the gift if the supplier has not received a purchase order.

B. Keep the gift private but compare the supplier with other bidders.

C. Ask every evaluator to accept the same gift for equal treatment.

D. Apply the conflict-of-interest policy, disclose the offer, and remove affected personal influence from the evaluation.

7. Which evidence would best reveal whether an organization's stated values influence daily behavior?

- A. Review only the values statement displayed on the company website.
- B. Ask executives to describe the culture without collecting employee evidence.
- C. Compare employee experiences with leader conduct, recognition, promotions, workload, and operating decisions.
- D. Count policy violations without examining ordinary decisions and incentives.

8. A critical customer-support process depends on one employee's undocumented knowledge. What should HR recommend?

- A. Wait for the employee to resign before beginning replacement planning.
- B. Give the employee a retention promise without transferring any knowledge.
- C. Move the process to a manager immediately without preparing another operator.
- D. Create a documented backup plan with cross-training, practice, and access coverage before an absence occurs.

9. A rollout is technically complete, but managers still avoid the new HR workflow. Which intervention is most likely to improve adoption?

- A. Repeat the launch email more often without changing implementation support.
- B. Use local champions, role-specific practice, feedback loops, and sponsor support to remove adoption barriers.
- C. Require immediate use and postpone questions until the first audit.
- D. Let every department create a separate process around the same system.

10. A business unit requests an exception to a travel policy for one senior manager. Which question should HR address first?

- A. What documented business need, policy purpose, equity concern, precedent, and approval control support the exception?
- B. Whether the manager's title automatically permits exceptions without review.
- C. Whether the exception can remain undocumented to prevent similar requests.

D. Whether the manager has complained often enough to receive different treatment.

11. Two departments report different absenteeism rates, but one excludes approved leave. What should HR do before comparing them?

A. Average both rates because each department used the same word.

B. Select the lower rate as the preferred internal benchmark.

C. Align definitions, populations, time periods, exclusions, and denominators before interpreting the rates.

D. Discard the metric because absence has multiple possible causes.

12. A cross-functional initiative has repeated disputes about who approves, performs, and reviews each task. Which tool should HR introduce?

A. A satisfaction survey conducted after the project has already finished.

B. A responsibility matrix that identifies accountable, responsible, consulted, and informed participants.

C. A longer email chain listing everyone who attended the kickoff meeting.

D. A team ranking that assigns one overall score to the initiative.

13. Sales volume may rise or fall during a major expansion. Which workforce analysis should HR present to leaders?

A. Use only the most optimistic demand estimate to set hiring targets.

B. Keep the original staffing plan fixed regardless of business conditions.

C. Wait for service failures before considering capacity changes.

D. Show multiple scenarios with staffing, capability, cost, and trigger-point implications for each assumption.

14. A compliance review finds that managers bypassed a required salary-approval step. What is HR's best recommendation?

- A. Review affected transactions, restore the control, assign corrective owners, and monitor completion by a defined date.
- B. Delete the transactions so the audit finding no longer appears.
- C. Allow the practice because managers understand their employees' needs.
- D. Send a general reminder without identifying owners or follow-up checks.

15. When evaluating a proposed HR technology investment, which information most improves the credibility of the business case?

- A. The vendor's projected savings without testing its assumptions against local data.
- B. The purchase price alone, treated as the complete investment.
- C. Expected benefits, full implementation costs, assumptions, risks, adoption needs, and a measurement plan.
- D. A promise that all avoided cost becomes immediate cash savings.

16. HR is asked to advise on a merger's people risks before the transaction closes. Which deliverable is most useful?

- A. A list of employee names without role, risk, or action information.
- B. A morale prediction based only on a small executive discussion.
- C. A prioritized risk-and-action register covering critical roles, communications, retention, compliance, and integration dependencies.
- D. A promise that culture integration will resolve naturally after closing.

17. A hospital expects demand to vary by season and local events. Which workforce-planning practice is strongest?

- A. Hire the maximum projected workforce before demand is confirmed.
- B. Repeat last year's staffing level without adjusting for current conditions.
- C. Wait for service failures before considering capacity changes.
- D. Model demand scenarios and define staffing triggers for hiring, schedules, overtime, and contingent support.

18. A new analyst role has unclear responsibilities and inconsistent hiring criteria. What should HR complete before recruiting?

- A. Copy a competency list from a different industry's analyst position.
- B. Conduct job analysis to identify duties, outputs, required capabilities, and conditions of successful performance.
- C. Ask the incumbent to choose qualifications based on personal preference.
- D. Use the current employee's degree as the complete job specification.

19. An internal-mobility program is underused even though several departments report skill shortages. What should HR do first?

- A. Build a skills-and-interest inventory and connect current capability to visible development and movement pathways.
- B. Invite everyone to apply without explaining roles, requirements, or development support.
- C. Restrict mobility to employees already performing the destination role.
- D. Ask managers to nominate only their preferred employees for each opening.

20. A remote role requires rare technical skills and independent work. Which sourcing decision is most defensible?

- A. Post the role on one general job board and use no other source.
- B. Rely on the hiring manager's personal network without tracking outcomes.
- C. Use the same sourcing channel for every job regardless of labor-market conditions.
- D. Use targeted communities and referrals while measuring applicant quality, reach, and inclusion across channels.

21. A job advertisement says the employer wants a cultural fit but gives no behaviors or work requirements. Which revision is best?

- A. Keep cultural fit undefined so managers retain maximum hiring discretion.

- B. Describe role outputs, required behaviors, working conditions, and values-related expectations that applicants can understand.
- C. Replace the phrase with a promise that everyone will share the same personality.
- D. Ask applicants to identify which current employee they resemble most.

22. During an interview, a manager asks an applicant about plans to have children. What should HR advise?

- A. Stop the inquiry and redirect discussion to job-related availability, requirements, and qualifications.
- B. Allow the question if it is asked of every applicant.
- C. Ask a follow-up about the applicant's childcare arrangements.
- D. Record the answer because family information may predict attendance.

23. Which evidence best supports using a selection test for a warehouse coordinator role?

- A. Applicants say the test is enjoyable and the vendor offers attractive reports.
- B. The test is inexpensive and popular with other employers.
- C. Evidence that the test measures job-related capability and predicts relevant performance through an appropriate validation process.
- D. High scorers appear confident during an unrelated interview conversation.

24. A hiring panel wants each interviewer to ask different questions and choose a finalist by intuition. What should HR recommend?

- A. Let the most senior interviewer select the finalist after informal discussion.
- B. Average first impressions before reviewing candidate examples.
- C. Allow each interviewer to use personal standards for a flexible experience.
- D. Use consistent job-related questions, anchored criteria, and evidence recorded before a structured debrief.

25. A background report may lead an employer to reject a finalist. What should HR do before final adverse action?

- A. Provide the required pre-adverse-action materials, allow a reasonable response opportunity, and review any dispute.
- B. Reject the finalist immediately so the report cannot be challenged.
- C. Ask the reporting company to make the employment decision for the employer.
- D. Give the report details to every manager involved in hiring.

26. A recruiter describes an experienced opening as seeking a young, energetic worker. Which correction is best?

- A. Keep the wording because it is common in recruiting advertisements.
- B. Describe required skills, schedule, pace, and work demands without age-coded language.
- C. Use recent graduate instead even when graduation is not required.
- D. Use age-related wording only for customer-facing jobs.

27. An applicant asks how HR decides where to place a person within a posted salary range. What should the recruiter explain?

- A. The range allows the company to negotiate differently with every candidate.
- B. Placement cannot be discussed until after the candidate accepts an offer.
- C. Explain objective placement factors such as scope, skills, experience, location, and internal equity.
- D. The hiring manager can choose any amount without a decision framework.

28. Before posting a hybrid position, which issue should HR clarify with the hiring manager?

- A. Expected outputs, collaboration needs, location constraints, equipment, customer coverage, and security requirements.
- B. Only whether the manager personally prefers remote work.
- C. The number of applicants expected before defining the role's duties.
- D. A universal remote arrangement regardless of operational needs.

29. A professional reference conflicts with the application dates for a finalist. Which response is most defensible?

- A. Reject the candidate immediately because any discrepancy proves dishonesty.
- B. Ignore the discrepancy because references are never reliable.
- C. Pause the decision, verify the information consistently, and give the candidate an opportunity to explain.
- D. Request extra documentation only from this candidate without a common standard.

30. Which onboarding sequence most directly supports early effectiveness for a newly hired specialist?

- A. Give a first-day packet and leave the specialist to learn independently.
- B. Delay feedback until the first annual performance review.
- C. Assign the most complex work immediately to test commitment.
- D. Provide access, role clarity, relationships, manageable early work, feedback, and milestones over time.

31. A company plans to use independent contractors for a data project. What should HR confirm before the engagement begins?

- A. Manage every contractor exactly like an employee after signing the contract.
- B. Clarify deliverables, control, payment, access, confidentiality, and worker-classification requirements.
- C. Treat the contract label as conclusive proof of legal classification.
- D. Omit security and confidentiality controls because the project is temporary.

32. A recruiter proposes a knockout question that is unrelated to an essential job duty. What should HR do before using it?

- A. Keep it because knockout questions reduce the number of applications to review.
- B. Use it only for applicants who appear less confident during interviews.
- C. Ask candidates to explain why the unrelated question should matter.

D. Remove the question or connect it to a documented, job-related requirement and consistent evaluation standard.

33. A department misses a quality target because a procedure is confusing, not because employees lack skill. What should HR recommend?

- A. Require a longer course for everyone regardless of the process problem.
- B. Increase testing without changing the unclear procedure or instructions.
- C. Fix the work aid and process first, then train for any remaining knowledge or skill gap.
- D. Discipline employees before diagnosing why the process fails.

34. Which statement is the clearest measurable learning objective for a new case-management process?

- A. Given a case file, the specialist will identify required approvals with 95 percent accuracy.
- B. Understand the approval process and appreciate its importance in routine work.
- C. Learn about approvals through an engaging presentation and group discussion.
- D. Become familiar with documentation and approval controls.

35. A manager requests training after a performance gap appears, but the data are mixed. What should the learning team do first?

- A. Purchase a course before identifying the performance outcome.
- B. Compare required performance, actual results, resources, work conditions, and the employees or groups affected.
- C. Choose a vendor based only on the manager's preferred catalog.
- D. Assume the lowest performers lack motivation without examining the work.

36. Which design best supports a blended program teaching a revised HR procedure?

- A. Replace practice with a longer slide presentation.
- B. Schedule a lecture without giving access to the procedure afterward.

- C. Provide self-paced preparation, live practice with scenarios, and job support after employees return to work.
- D. Let employees decide whether to learn a required procedure.

37. A supervisor begins a developmental coaching conversation after an employee misses a service objective. What should happen first?

- A. Explore the employee's view of the barrier, review evidence, and agree on a focused next action.
- B. Deliver a long lecture about motivation before hearing the employee.
- C. Set a new goal without discussing what prevented the original result.
- D. Compare the employee publicly with a higher-performing coworker.

38. A senior specialist is expected to mentor a newer employee, while a supervisor handles a current performance gap. Which distinction is accurate?

- A. Mentoring is formal discipline, while coaching is only social conversation.
- B. Mentoring supports broader growth and perspective, while coaching addresses specific performance or development needs.
- C. Coaching replaces the supervisor's role, while mentoring measures payroll accuracy.
- D. Mentoring and coaching are identical labels with no different purpose.

39. Which information is most useful when leaders review successors for a critical role?

- A. Tenure alone, without considering capability or future role demands.
- B. A single personality score treated as the readiness decision.
- C. The manager's informal preference without a documented development plan.
- D. Readiness evidence, performance, skills gaps, development actions, mobility interest, and likely role requirements.

40. An expert will retire in six months and holds important tacit knowledge. Which transfer plan is strongest?

- A. Ask the expert to email every past message before leaving.
- B. Record one farewell presentation without testing the stored knowledge.
- C. Capture critical procedures, use shadowing and practice, and verify that another employee can perform independently.
- D. Wait for the successor to learn through trial and error afterward.

41. An LMS shows high course completion, but the targeted workplace error rate is unchanged. What should HR measure next?

- A. Declare the program successful because completion exceeded its target.
- B. Require everyone to repeat the course without observing the work.
- C. Delete the error metric because it does not measure participation.
- D. Demonstrated skill and workplace application, using assessments, observation, quality results, or other outcome evidence.

42. Which learning design choice best supports employees with different access needs?

- A. Use one video format so every learner receives identical materials.
- B. Offer captions, readable materials, keyboard-accessible activities, alternative formats, and a clear support path.
- C. Require access requests only after the course has ended.
- D. Treat accessibility as optional when the topic is mandatory.

43. A new compliance requirement changes the content of a mandatory course. What should the learning team do?

- A. Update the course, retire outdated versions, document the effective date, and confirm the correct audience and records.
- B. Leave the old course active so employees can choose either version.
- C. Change the final quiz but keep the outdated examples and job aids.
- D. Tell managers about the change without updating the learning system.

44. A new supervisor completes training but continues using an ineffective feedback approach. Which transfer intervention is best?

- A. Send another information-heavy course without observing feedback conversations.
- B. Wait for the annual review to determine whether behavior changed.
- C. Give the supervisor a job aid, practice observations, manager reinforcement, and a scheduled follow-up review.
- D. Remove feedback responsibilities until the supervisor feels confident.

45. A company wants a compensation philosophy for a newly expanded labor market. Which evidence should HR use?

- A. Business strategy, talent needs, market data, internal equity, affordability, and the desired employee experience.
- B. The highest salary published by a competitor, regardless of job comparability.
- C. Manager preference without examining business goals or employee movement.
- D. A universal promise to lead every market for every role.

46. A manager wants to place every new hire at the top of a salary range. What should HR explain?

- A. Top-of-range pay is required whenever a candidate negotiates confidently.
- B. Placement should reflect documented factors such as capability, relevant experience, role scope, and internal equity.
- C. The manager may choose any amount if the range exists in writing.
- D. New hires should always receive more than current employees in similar work.

47. Two jobs have different titles but similar work value. Which method helps HR evaluate their relationship?

- A. Pay the job with the more prestigious title more regardless of work content.
- B. Use the current incumbent's salary as the job's permanent value.
- C. Rank the jobs by which department has the larger operating budget.

D. Use job evaluation factors and documented work requirements rather than relying on title or incumbent status.

48. A pay-equity review finds a gap between comparable groups, but job assignments differ. What should HR do next?

- A. Correct every difference immediately without examining role or assignment facts.
- B. Control for legitimate job-related factors, investigate unexplained differences, and document remediation options.
- C. Dismiss the result because group comparisons can never inform review.
- D. Publish individual salaries before completing the analysis.

49. A sales incentive is causing employees to win contracts that later cancel. Which redesign is most appropriate?

- A. Increase the sales payout so employees work even harder for immediate volume.
- B. Pay only for the number of proposals submitted, regardless of results.
- C. Remove all performance measures and give every salesperson the same award.
- D. Balance early sales measures with quality, retention, customer, and compliance outcomes over an appropriate period.

50. Payroll errors appear after managers submit late status changes. Which control should HR strengthen first?

- A. Set a documented cutoff, approval workflow, reconciliation, and exception review before payroll is finalized.
- B. Ask payroll staff to correct errors informally after employees complain.
- C. Remove manager approval so changes can be entered more quickly.
- D. Delay every payroll run until all possible future changes are known.

51. Employees misunderstand a new health-plan change because the announcement lists features but not employee impact. What should HR add?

- A. Repeat the plan name and provider logo in larger type.
- B. Send the full contract without a summary or decision support.
- C. Explain the change, affected employees, timing, costs, coverage, and help available.
- D. Tell employees to ask managers to interpret the coverage individually.

52. A former employee loses group health coverage after a qualifying event. Which HR action is most appropriate?

- A. Provide required continuation-coverage notices and administer the election process under the plan's applicable rules.
- B. End all coverage immediately without notice because employment ended.
- C. Offer an informal extension only if the former employee asks repeatedly.
- D. Tell the manager to decide whether continuation is affordable.

53. A plan committee is revising an employer retirement plan. Which HR practice best supports compliant administration?

- A. Rely on an oral summary from a manager instead of the plan document.
- B. Change employee deductions immediately and explain the change later.
- C. Use the governing plan documents, preserve required disclosures, and coordinate changes through the plan's fiduciary process.
- D. Treat the vendor's marketing material as the controlling plan rule.

54. A nonexempt employee works more than 40 hours in a workweek. Which payroll review is most appropriate?

- A. Erase extra hours if the employee was not specifically assigned overtime.
- B. Confirm recorded hours and apply the required overtime treatment under the applicable wage-and-hour rules.
- C. Pay straight time because the employee has a fixed weekly schedule.
- D. Count only hours approved in advance and ignore recorded work afterward.

55. An employee requests leave for a qualifying family or medical reason. What should HR do before deciding how benefits continue?

- A. Cancel all benefits because the employee will be absent.
- B. Allow the manager to decide benefits treatment case by case.
- C. Wait until the employee returns before reviewing coverage or required notices.
- D. Apply the plan and leave rules consistently, confirm eligibility and notice requirements, and explain benefit consequences.

56. A benefits team is considering a flexible spending design for a varied workforce. Which approach is strongest?

- A. Choose the design with the most features regardless of participation barriers.
- B. Copy a competitor's plan without checking workforce or legal requirements.
- C. Test employee needs, plan rules, communication, administrative cost, and equitable access before selecting the design.
- D. Offer benefits only to employees who ask for them in advance.

57. Which example is a nonmonetary reward that may support retention when it is meaningful to the employee?

- A. A required policy reminder sent to the employee's entire department.
- B. A supported development opportunity, flexible arrangement, recognition, or paid volunteer opportunity.
- C. A vague promise of future consideration without a specific opportunity.
- D. A larger workload described as a test of loyalty.

58. A recognition program favors employees whose managers submit frequent nominations. What should HR change?

- A. Keep the program unchanged because nominations are voluntary.
- B. Give every employee the same award regardless of contribution.
- C. Let only senior leaders decide who deserves recognition.
- D. Define accessible criteria, monitor participation patterns, and provide more than one credible route to recognition.

59. Which element makes a total-rewards statement more useful to an employee?

- A. A clear summary of cash, benefits, development, flexibility, recognition, and the period covered.
- B. A single salary number without benefits, timing, or eligibility context.
- C. A marketing slogan that describes the company but not the employee's rewards.
- D. A comparison with a coworker's personal compensation information.

60. A benefits vendor asks for employee information to market an unrelated financial product. What should HR do?

- A. Share the file because the vendor already supports one benefit.
- B. Let the vendor keep the information for possible future campaigns.
- C. Decline unrelated use, confirm the data purpose, and restrict disclosure to approved service requirements.
- D. Send names only and assume names cannot create a privacy concern.

61. A total-rewards review shows benefits costs rising while employee understanding remains low. Which next step is best?

- A. Cut the most expensive benefit before understanding employee value or usage.
- B. Send the same annual packet again without measuring comprehension.
- C. Assume employees value every benefit equally because the plan is available.
- D. Segment the communication and usage data, identify comprehension barriers, and test targeted improvements.

62. An engagement survey has a very low response rate, with participation concentrated in one location. What should HR report?

- A. Treat the results as representative because many responses were detailed.
- B. State the response limitation, compare participating and total populations, and avoid generalizing beyond the evidence.
- C. Delete the survey because a low response rate has no possible value.
- D. Use only the most positive comments to reassure senior leaders.

63. A company wants a short pulse survey after changing schedules. Which design is most useful?

- A. Ask a few focused questions tied to the change, protect confidentiality, and identify an owner for follow-up.
- B. Repeat the entire annual survey so every topic receives equal attention.
- C. Ask only whether employees like the change without inviting actionable detail.
- D. Collect names publicly so managers can respond to each individual comment.

64. A focus group includes only high-performing employees chosen by one manager. What should HR do?

- A. Use a transparent selection approach that includes relevant perspectives and acknowledges limits in the findings.
- B. Proceed and describe the group as representative of the whole workforce.
- C. Invite only the manager's direct reports to maintain a consistent view.
- D. Replace the discussion with the manager's personal summary of employee sentiment.

65. An employee resource group wants to expand its mission and use company funds. Which governance step should HR require?

- A. Approve every request because employee-led groups need no operating standards.
- B. Clarify purpose, sponsorship, eligibility, funding criteria, records, and alignment with inclusion goals.
- C. Limit membership to one demographic group and prohibit allies.

D. Allow the executive sponsor to spend funds without documenting outcomes.

66. Survey results show that employees want clearer career paths. Which action plan is strongest?

A. Thank employees for the feedback without committing to a response.

B. Launch a new survey before deciding whether career paths matter.

C. Ask managers to solve the issue independently without shared standards.

D. Assign an owner, define milestones, publish progress measures, and revisit the plan with employees.

67. A manager's team has missed a service goal for two months. Which performance-management step should come first?

A. Lower the standard immediately so the missed goal disappears.

B. Issue discipline without checking expectations, resources, or evidence.

C. Review the standard and evidence, discuss barriers, and set a measurable improvement plan.

D. Compare the team publicly with a higher-performing department.

68. A promotion process is criticized as opaque. Which change would most improve employee confidence?

A. Tell employees that leaders will use holistic judgment without describing factors.

B. Publish job-related criteria, decision steps, timing, and feedback channels before decisions are made.

C. Announce only the selected employees after the process is complete.

D. Let each manager use different promotion standards to preserve flexibility.

69. An employee's performance has not met a documented standard despite prior coaching. What should HR advise the manager?

A. Use a focused performance-improvement plan with specific gaps, support, measures, dates, and consequences.

B. Send a general warning with no examples or expected improvement.

- C. Wait indefinitely to avoid making the employee uncomfortable.
- D. Move directly to termination without reviewing prior expectations or support.

70. A reduction in force is being considered after a business unit loses a major contract. What should HR do before final decisions?

- A. Select employees based on who is least likely to complain.
- B. Ask each manager to choose people using an undocumented standard.
- C. Confirm the business rationale, selection criteria, affected roles, communications, and legal or policy review.
- D. Announce the reduction before analyzing roles, alternatives, or notice needs.

71. What is the most useful purpose of an exit interview program?

- A. Persuade every departing employee to reverse the decision.
- B. Collect personal criticisms for use in future discipline.
- C. Produce a favorable quote for the employer's recruiting materials.
- D. Identify recurring experience themes and connect them to data or actions that may improve retention.

72. A manager wants to understand why valued employees may leave before they resign. Which tool is most appropriate?

- A. Wait for exit interviews because current employees may not speak honestly.
- B. Ask employees to rank coworkers by likelihood of resignation.
- C. Use stay interviews to explore what supports commitment, what creates friction, and what action is possible.
- D. Promise that every concern raised will receive an immediate solution.

73. A company is considering an alumni network for former employees. Which design principle should HR emphasize?

- A. Enroll every former employee automatically without an opt-out process.
- B. Share former employees' contact details with business units for recruiting campaigns.
- C. Promise rehire priority to anyone who joins the network.
- D. Make participation voluntary, explain communication choices, and protect former employees' information and expectations.

74. Recognition awards are concentrated among employees who work visible customer-facing shifts. What should HR examine?

- A. Give every employee the same award regardless of contribution.
- B. Review criteria, nomination access, work visibility, and contribution measures across roles before changing awards.
- C. Stop recognition because visible work can never be evaluated fairly.
- D. Allow only customer-facing managers to nominate future recipients.

75. A survey report would allow readers to identify a small team from its comments. What should HR do?

- A. Suppress or aggregate identifying detail and report only findings that preserve confidentiality and usefulness.
- B. Publish the comments because employees agreed to take the survey.
- C. Name the team so leaders can respond quickly to the concern.
- D. Delete all comments and report only the most favorable score.

76. Employees say leadership never explains what happens after engagement surveys. Which communication should HR recommend?

- A. Send a thank-you message without describing any response.
- B. Promise that every suggestion will be implemented exactly as written.
- C. Publish raw comments so employees can infer which actions leaders may take.
- D. Share major themes, actions, owners, timing, and limits so employees can see how input is being used.

77. An employee receives corrective action for repeated disrespectful conduct after prior coaching. Which HR review is most important?

- A. Remove the action because employee engagement always requires positive treatment.
- B. Confirm the standard, evidence, notice, consistency, proportionality, and any relevant response or mitigating facts.
- C. Increase the penalty automatically because prior coaching was unsuccessful.
- D. Compare the employee publicly with a coworker who has no discipline.

78. A manager documents a performance concern months after the event and cannot recall the agreed standard. What should HR advise?

- A. Reset expectations promptly, use specific current evidence, and document the revised plan and follow-up dates.
- B. Backdate a detailed record so the process appears complete.
- C. Ignore the concern because late documentation is never useful.
- D. Terminate immediately based on the manager's general impression.

79. Which offboarding practice best protects both employee experience and operational continuity?

- A. Disable access without coordinating work transfer or communicating next steps.
- B. Leave access active until every possible post-departure question is answered.
- C. Coordinate notice, knowledge transfer, access removal, final-pay steps, benefits information, and respectful communication.
- D. Ask the departing employee to design the entire transition alone.

80. Engagement scores differ sharply between day and night shifts. Which analytical step should HR take before recommending one solution?

- A. Segment the findings by work context, verify comparable response patterns, and investigate shift-specific drivers.
- B. Average all shifts together so leaders receive one simple score.

- C. Use the day-shift result as the organization-wide employee experience.
- D. Blame the lowest-scoring shift without examining workload or supervision.

81. Employees question a high-potential program because nomination criteria are not visible. What should HR recommend?

- A. Keep criteria confidential so leaders can preserve flexibility.
- B. Select participants only from employees already known to senior executives.
- C. Publish the criteria and process, train nominators, and provide a consistent review or feedback channel.
- D. End the program because development opportunities cannot be equitable.

82. An employee reports a possible workplace harassment concern to a supervisor. What should HR expect the supervisor to do first?

- A. Tell the employee to resolve the issue privately with the coworker.
- B. Listen without promising an outcome, preserve the information, and promptly use the organization's reporting and escalation process.
- C. Promise confidentiality in every circumstance before gathering facts.
- D. Decide immediately that the allegation is substantiated based on the report.

83. An employee claims a schedule change occurred after filing a discrimination complaint. What should HR do?

- A. Tell the manager to reverse the schedule automatically.
- B. Dismiss the concern because timing can never indicate retaliation.
- C. Warn the employee not to discuss the complaint with coworkers.
- D. Preserve the complaint and decision records, compare treatment, and investigate whether a legitimate reason is supported.

84. A supervisor repeatedly sends sexual jokes to a subordinate after being asked to stop. Which response is most appropriate?

- A. Begin a prompt, impartial review under the harassment policy and protect participants from retaliation.
- B. Treat the jokes as harmless because the supervisor intended to be friendly.
- C. Ask the subordinate to ignore the messages unless performance is affected.
- D. Transfer the subordinate without examining the supervisor's conduct.

85. A department proposes eliminating a training opportunity for employees who are 45 or older because the investment may not pay back. What should HR do?

- A. Allow the criterion if the department applies it to everyone over 40.
- B. Stop the age-based criterion and evaluate development access using job-related, consistently applied factors.
- C. Use age only when a manager believes retirement is likely.
- D. Replace training with a lower-paid assignment for older employees.

86. An employee with a known disability requests a change to a nonessential work process. What should HR recommend?

- A. Deny the request because all employees must use an identical process.
- B. Ask coworkers to vote on whether the accommodation seems fair.
- C. Remove the employee from the role before discussing possible options.
- D. Engage in an individualized accommodation discussion and assess effective options without lowering an essential standard.

87. A pregnant employee asks for a temporary adjustment that would allow continued work without an essential duty. What should HR do?

- A. Require the employee to take leave before considering another adjustment.
- B. Ask the employee to disclose genetic information to prove the request.
- C. Evaluate the requested reasonable accommodation promptly and communicate the decision without forcing leave when work can continue.

D. Deny the request because temporary changes are never operationally possible.

88. A manager asks an employee about a parent's genetic condition while discussing family medical history. What should HR advise?

- A. Continue because the manager asked for every employee's family history.
- B. Stop the inquiry and limit employment decisions and information collection to legitimate, authorized business needs.
- C. Store the answer in the general personnel file for future reference.
- D. Use the information to decide which benefits the employee should receive.

89. A warehouse has an unguarded hazard that management has known about for months. Which HR action is strongest?

- A. Wait for an injury before changing the work area.
- B. Post a general reminder without correcting the physical hazard.
- C. Ask employees to sign a waiver accepting the risk.
- D. Correct the hazard, document the control, and verify reduced risk.

90. A new solvent is introduced into a production area. Which HR and safety step should occur before exposure?

- A. Wait until an employee reports symptoms before communicating the hazard.
- B. Store the safety information only with the purchasing department.
- C. Make hazard information and required training available, and confirm labeling, access, and protective procedures.
- D. Tell experienced employees to rely on prior solvent-handling knowledge.

91. An eligible employee requests protected leave for a qualifying family or medical reason. What should HR do?

- A. Use the applicable leave process, provide required notices, track eligibility and usage, and protect job-related rights.
- B. Require the employee to use vacation before reviewing protected leave.
- C. Let the manager decide whether the reason seems important enough.
- D. Tell coworkers the medical reason so scheduling is easier.

92. An employee returns from qualifying military service and requests restoration to the former role or an equivalent position. What should HR review?

- A. Treat the employee as a new applicant for any available job.
- B. Deny return because the position was filled during the absence.
- C. Offer only the lowest open role regardless of prior status or service.
- D. Apply the reemployment process consistently, verify service and timing facts, and document the position and benefits analysis.

93. Employees discuss a scheduling problem and jointly ask management to change the schedule. Which HR response is best?

- A. Protect the employees' concerted workplace activity while separately addressing any legitimate conduct concern.
- B. Discipline the employee who first raised the issue to discourage group complaints.
- C. Ban employees from discussing schedules with one another.
- D. Require each employee to submit a separate concern before management will listen.

94. During an investigatory interview that could lead to discipline, a represented employee requests union representation. What should HR do?

- A. Continue because a representative may never participate in an investigation.
- B. Require the employee to waive representation before hearing the concern.
- C. Pause and follow the applicable representation process before continuing the investigatory interview.
- D. Tell the representative to make the employee's statements for them.

95. A union campaign begins, and a manager asks HR for a list of employees who attend organizing meetings. What should HR advise?

- A. Collect the list so managers can speak privately with each attendee.
- B. Avoid surveillance or coercive requests, apply neutral policies, and coordinate lawful manager communications.
- C. Promise incentives to employees who oppose the organizing effort.
- D. Tell managers to question employees about how they plan to vote.

96. A unionized employee files a grievance alleging that a scheduling rule conflicts with the collective bargaining agreement. What should HR do first?

- A. Reject the grievance because managers control all scheduling decisions.
- B. Change the schedule immediately without reviewing the agreement.
- C. Review the agreement, facts, timelines, past practice, and designated grievance steps before recommending a response.
- D. Ask the employee to bypass the union and negotiate directly with HR.

97. A manager and employee agree to use mediation for a workplace conflict. Which statement accurately describes mediation?

- A. An investigator decides which participant is truthful and issues discipline.
- B. A neutral facilitator helps participants seek a voluntary agreement without imposing the outcome.
- C. A mediator automatically reports every discussion to the entire department.
- D. The employee must accept the manager's proposed solution at the first session.

98. An employee complaint involves two managers who may have influenced the same decision. What investigation practice is strongest?

- A. Use an impartial investigator, preserve relevant evidence, interview appropriate witnesses, and separate facts from conclusions.
- B. Ask one involved manager to investigate the other without oversight.

- C. Decide credibility from job level before reviewing statements and records.
- D. Limit interviews to the complainant so the matter closes quickly.

99. A manager wants to issue a final warning for conduct that was never described in the employee's prior counseling. What should HR review?

- A. Approve the final warning because the manager is responsible for the team.
- B. Skip documentation so the action cannot be challenged later.
- C. Use the most severe penalty available to deter all future concerns.
- D. Check notice, policy language, comparable cases, evidence, proportionality, and whether a corrective step is appropriate.

100. A manager's preferred practice conflicts with a published attendance policy. What should HR recommend?

- A. Let the manager's practice control because local custom is always stronger.
- B. Ignore the conflict until an employee files a complaint.
- C. Delete the policy so managers can use personal judgment.
- D. Apply the controlled policy, document any approved exception, and correct conflicting local instructions.

101. An employee reports a credible threat from a coworker. What should HR do first?

- A. Wait for a second report before taking the concern seriously.
- B. Activate the safety response, assess immediate risk, preserve information, and coordinate with security or authorities as needed.
- C. Ask the reporting employee to confront the coworker privately.
- D. Publish the allegation to warn the entire workforce immediately.

102. A manager suspects impairment at work but has no medical expertise. Which response is most appropriate?

- A. Address observable behavior and safety, follow policy, document facts, and avoid diagnosing the employee.
- B. Announce the suspected condition to the employee's coworkers.
- C. Ignore the issue because medical matters are never a workplace concern.
- D. Search the employee's personal medical records without authorization.

103. A new employee notices that required workplace notices are missing from the designated posting area. What should HR do?

- A. Tell employees to search government websites on their own time.
- B. Post an outdated notice until someone raises a concern.
- C. Identify the applicable notices, restore the controlled posting process, and verify completion and review ownership.
- D. Remove the posting area because notices create administrative work.

104. A department wants an employee resource group to decide whether a complaint is substantiated. What should HR explain?

- A. Keep formal fact-finding and discipline with authorized processes while allowing the group to provide support or perspective.
- B. Let the group decide because its members understand the community best.
- C. Allow the group to publish the accused employee's name during review.
- D. End the formal process if the group believes the concern is minor.

105. Different HR reports use different meanings for active employee. Which data-governance tool should HR create first?

- A. A larger dashboard with more charts but no metric definitions.
- B. An email asking analysts to use their best judgment each month.
- C. A report that combines every source system without reconciling fields.
- D. A versioned data dictionary defining the field, population, timing, source, and calculation rule.

106. A manager requests a new HRIS field for a local workflow. Which change-control step is most important?

- A. Add the field immediately because the request came from a manager.
- B. Define the business purpose, ownership, validation, security, testing, and downstream reporting effects before release.
- C. Create the field only in a spreadsheet outside the HRIS.
- D. Allow each location to name and use the field differently.

107. A payroll analyst asks for access to all medical and disciplinary records to prepare a routine headcount report. What should HR do?

- A. Grant full access because the analyst works in HR.
- B. Export every record and let the analyst delete sensitive fields later.
- C. Use least privilege and provide only the fields necessary for the approved report.
- D. Share a common HR password so access is easier to administer.

108. The HRIS contains duplicate employee records after a system conversion. Which remediation is strongest?

- A. Reconcile records using reliable identifiers, preserve an audit trail, and test downstream payroll and benefits effects.
- B. Delete the older records without checking which fields are authoritative.
- C. Ask each employee to choose which record looks correct.
- D. Ignore duplicates because dashboards can filter them later.

109. A dashboard shows turnover improving, but its denominator excludes employees who transferred internally. What should HR do?

- A. Keep the result because excluding transfers makes turnover look more useful.
- B. Change the denominator silently so future reports appear consistent.

- C. Document the metric definition, assess whether exclusions fit the decision, and disclose the limitation to users.
- D. Stop using dashboards because every metric has limitations.

110. Legal counsel issues a preservation notice while HR is preparing routine records for deletion. What should HR do?

- A. Delete the records first because the retention schedule already permits it.
- B. Suspend routine deletion for covered records, communicate the hold, and document custodians and systems affected.
- C. Apply the hold only to paper files and continue electronic deletion.
- D. Ask employees to preserve records informally without tracking the request.

111. An audit finds that several HRIS changes were made with a shared administrator account. Which control should HR prioritize?

- A. Keep the shared account but ask users to sign a paper log afterward.
- B. Remove all audit logs so no user appears responsible for a change.
- C. Give every HR employee administrator rights to improve transparency.
- D. Use individual credentials, role-based access, approval evidence, and monitoring that ties changes to a person.

112. A possible HR data breach is discovered. What should the response team do first?

- A. Delete the affected files immediately so no one can access them.
- B. Contain exposure, preserve evidence, notify designated security and privacy contacts, and follow the incident plan.
- C. Tell the entire workforce before confirming scope or risk.
- D. Continue normal processing until the next scheduled security review.

113. An employee changes roles but retains access to compensation reports from the former position. What should HR do?

- A. Review access after the role change and remove permissions no longer required for the new duties.
- B. Leave access unchanged because the employee was previously trusted.
- C. Disable every system account, including those needed for the new role.
- D. Ask the employee to self-report whether the old access is still useful.

114. A manager asks for a list of employees with a medical accommodation even though the staffing decision needs only schedule availability. What should HR provide?

- A. Send the full accommodation records so the manager can decide fairly.
- B. Provide names and diagnoses because scheduling decisions require context.
- C. Refuse all information, including the limited availability needed to schedule work.
- D. Provide the minimum operational information needed and exclude medical details that are not necessary for the decision.

115. An analyst observes a relationship between training completion and lower turnover. Which conclusion is most responsible?

- A. Declare training the cause because the two measures move together.
- B. Ignore the relationship because HR data can never inform decisions.
- C. Report the association, identify possible confounders, and avoid claiming that completion alone caused retention.
- D. Remove employees who did not complete training from the analysis.

Practice Exam 17: Answer Key and Explanations

1. D - HR should select this response because The response connects the operating decision to capabilities, controls, and measurable outcomes that leaders can manage. The alternatives are weaker because The other choices substitute trend watching, opinion gathering, or unsupported promises for an evidence-based workforce plan. This keeps the decision tied to evidence and the stated business objective.

2. B - HR should select this response because Clear decision rights prevent duplicated approvals and reveal where the proposed structure supports or obstructs the work. The alternatives are weaker because Titles alone do not define authority, centralized HR cannot replace operating accountability, and delay increases execution risk. It connects the immediate action to consistent administration and later evaluation.

3. C - HR should select this response because Purpose limitation and controlled access reduce exposure while preserving the information required for the contracted service. The alternatives are weaker because Future convenience, full-file sharing, and vendor-only decisions do not establish a defensible control or accountability. The approach addresses the cause while limiting avoidable operational and compliance risk.

4. A - HR should select this response because A stable definition is necessary to distinguish a real workforce change from a measurement change. The alternatives are weaker because Publishing, substituting, or averaging incompatible results would create false confidence and obscure the data limitation. This gives managers a practical standard they can apply consistently.

5. B - HR should select this response because Stakeholder mapping helps HR match communication and involvement to the person's authority, impact, and information needs. The alternatives are weaker because Identical messages, seniority-only approval, and reactive engagement can leave important risks or owners unaddressed. Documentation also makes the reasoning easier to review if the facts change.

6. D - HR should select this response because Disclosure and recusal protect the procurement decision from actual bias and the appearance of bias. The alternatives are weaker because Timing, private acceptance, and equal distribution do not eliminate the personal benefit or restore impartiality. Follow-up confirms whether the intervention solved the problem described.

7. C - HR should select this response because Culture becomes visible through repeated choices, consequences, and experiences that reinforce or contradict formal language. The alternatives are weaker because A website, executive opinion, or violation count alone cannot show the informal signals shaping everyday work. The result is more defensible because it relies on evidence rather than assumption.

8. D - HR should select this response because Knowledge concentration is a continuity risk, so a practical backup must include procedures, capability, and permissions. The alternatives are weaker because Waiting, promising retention, or shifting work without preparation does not create a reliable recovery or succession path. This keeps the decision tied to evidence and the stated business objective.

9. B - HR should select this response because Adoption improves when people can practice the work, raise specific barriers, and see leaders reinforce one process. The alternatives are weaker because More announcements, unsupported mandates, and incompatible local workarounds do not address capability or confidence gaps. It connects the immediate action to consistent administration and later evaluation.

10. A - HR should select this response because An exception can be evaluated fairly only when HR tests its need against the policy's purpose and governance. The alternatives are weaker because Seniority,

secrecy, and pressure do not provide consistent standards or protect against inequitable precedent. The approach addresses the cause while limiting avoidable operational and compliance risk.

11. C - HR should select this response because Comparable measurement requires the same rules for what counts, who is included, and how the rate is calculated. The alternatives are weaker because Averaging, choosing the lower number, or abandoning the measure would hide rather than resolve the comparability problem. This gives managers a practical standard they can apply consistently.

12. B - HR should select this response because A responsibility matrix makes ownership and participation explicit at the activity level. The alternatives are weaker because A survey, attendance list, or team score may inform management but does not resolve decision rights or task ambiguity. Documentation also makes the reasoning easier to review if the facts change.

13. D - HR should select this response because Scenario analysis makes uncertainty visible and connects changing demand to specific staffing and operating responses. The alternatives are weaker because A single optimistic forecast, fixed plan, or failure-driven response leaves leaders unable to manage changing conditions. Follow-up confirms whether the intervention solved the problem described.

14. A - HR should select this response because A control problem requires correction of past effects and prevention of repeated failures through ownership and monitoring. The alternatives are weaker because Deletion conceals evidence, discretion does not replace a control, and reminders without follow-up rarely change behavior. The result is more defensible because it relies on evidence rather than assumption.

15. C - HR should select this response because A credible business case shows how value will be produced and what resources or uncertainties could change the result. The alternatives are weaker because Vendor projections, purchase price, and avoided-cost promises omit implementation realities and can overstate return. This keeps the decision tied to evidence and the stated business objective.

16. C - HR should select this response because A prioritized register turns uncertain people impacts into owners, timing, mitigations, and decisions leaders can manage. The alternatives are weaker because Names, limited opinion, and optimistic assumptions do not identify dependencies or create an executable integration plan. It connects the immediate action to consistent administration and later evaluation.

17. D - HR should select this response because Scenario planning lets HR prepare proportionate responses while preserving flexibility when demand assumptions change. The alternatives are weaker because Maximum hiring, historical repetition, and failure-driven action create unnecessary cost or service exposure. The approach addresses the cause while limiting avoidable operational and compliance risk.

18. B - HR should select this response because Job analysis anchors the role and selection process in work requirements and observable performance. The alternatives are weaker because Generic lists, personal preference, and credentials alone may introduce bias or fail to describe the actual job. This gives managers a practical standard they can apply consistently.

19. A - HR should select this response because Employees need a credible bridge between present capability and future opportunity before mobility can solve shortages. The alternatives are weaker because Open invitations, incumbent-only access, and manager-only nominations hide requirements and limit fair participation. Documentation also makes the reasoning easier to review if the facts change.

20. D - HR should select this response because The sourcing mix should reflect the labor market and be evaluated with evidence about who is reached and selected. The alternatives are weaker because One board, personal networks, and a universal channel rule can narrow the pool and conceal channel performance. Follow-up confirms whether the intervention solved the problem described.

21. B - HR should select this response because Observable expectations help applicants and interviewers evaluate the same job-related criteria. The alternatives are weaker because Undefined fit, personality promises, and resemblance to incumbents invite subjectivity and can reproduce existing bias. The result is more defensible because it relies on evidence rather than assumption.

22. A - HR should select this response because The interview should focus on legitimate requirements rather than assumptions about family status or future caregiving. The alternatives are weaker because Asking everyone, probing childcare, or recording family information does not make the inquiry job related. This keeps the decision tied to evidence and the stated business objective.

23. C - HR should select this response because Selection tools should be connected to the work and supported by evidence that scores relate to meaningful performance. The alternatives are weaker because Popularity, price, vendor design, and interview impressions do not establish validity or consistent job relevance. It connects the immediate action to consistent administration and later evaluation.

24. D - HR should select this response because Structure improves comparability, separates evidence from influence, and makes the selection rationale easier to review. The alternatives are weaker because Seniority, first impressions, and personal standards increase subjectivity and weaken consistency across candidates. The approach addresses the cause while limiting avoidable operational and compliance risk.

25. A - HR should select this response because A controlled review gives the applicant an opportunity to identify inaccurate information before the final decision. The alternatives are weaker because Immediate rejection, outsourcing the decision, and broad disclosure undermine fairness, privacy, and employer accountability. This gives managers a practical standard they can apply consistently.

26. B - HR should select this response because Job advertisements should communicate legitimate requirements rather than stereotypes about age or expected energy. The alternatives are weaker because Common usage, an indirect age signal, or role-specific use does not remove the underlying discrimination risk. Documentation also makes the reasoning easier to review if the facts change.

27. C - HR should select this response because Transparent placement factors help candidates understand how the employer applies a range and supports consistent offers. The alternatives are weaker because Unstructured negotiation, withholding information, and unlimited discretion weaken trust and

increase inconsistency. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

28. A - HR should select this response because Hybrid design should follow the work and its controls, not personal preference or an applicant forecast. The alternatives are weaker because Preferences, timing, and universal arrangements can overlook customer, coordination, equipment, and information-security needs. The result is more defensible because it relies on evidence rather than assumption.

29. C - HR should select this response because Verification treats a discrepancy as a fact to resolve while preserving consistent treatment and a fair response opportunity. The alternatives are weaker because Automatic rejection, dismissal, and unequal documentation requests convert uncertainty into an unsupported conclusion. This keeps the decision tied to evidence and the stated business objective.

30. D - HR should select this response because Effective onboarding combines administrative readiness with social integration, role understanding, practice, and timely feedback. The alternatives are weaker because A packet alone, delayed feedback, and overwhelming work leave barriers undiscovered and delay productive contribution. It connects the immediate action to consistent administration and later evaluation.

31. B - HR should select this response because The actual relationship and work arrangement determine operational and classification risks more than a label. The alternatives are weaker because Employee-like control, contract wording, and temporary duration do not replace a fact-based review or security planning. The approach addresses the cause while limiting avoidable operational and compliance risk.

32. D - HR should select this response because Screening criteria should predict legitimate work requirements and be applied consistently across applicants. The alternatives are weaker because Efficiency, interviewer impressions, and candidate debate do not make an unrelated filter valid or defensible. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

33. C - HR should select this response because Performance diagnosis should address the barrier closest to the error before adding a learning intervention. The alternatives are weaker because Longer training, more testing, and discipline may burden employees while leaving the confusing work system unchanged. Documentation also makes the reasoning easier to review if the facts change.

34. A - HR should select this response because The objective states conditions, observable behavior, and a performance standard that can be assessed. The alternatives are weaker because Understand, appreciate, learn, and become familiar describe intentions without defining evidence of successful performance. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

35. B - HR should select this response because Needs assessment distinguishes organizational, task, and individual causes and tests whether training can address them. The alternatives are weaker because Buying first, choosing by catalog, and blaming motivation can produce an intervention aimed at the wrong cause. The result is more defensible because it relies on evidence rather than assumption.

36. C - HR should select this response because Different methods can introduce concepts, develop application, and reinforce transfer in the workflow. The alternatives are weaker because Length, lecture-only delivery, and optional participation do not provide the practice or support a required process needs. This keeps the decision tied to evidence and the stated business objective.

37. A - HR should select this response because Coaching uses evidence and employee perspective to identify a barrier and create a practical commitment. The alternatives are weaker because Lectures, unexplained goal changes, and public comparisons reduce insight, dignity, and accountability. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

38. B - HR should select this response because Mentoring usually offers longer-term guidance and perspective, whereas coaching focuses on targeted behavior, capability, or results. The alternatives are weaker because The alternatives confuse support with discipline, replace accountability, or deny the useful distinction between development methods. The approach addresses the cause while limiting avoidable operational and compliance risk.

39. D - HR should select this response because Succession decisions require evidence about present contribution and future capability, plus a plan to close identified gaps. The alternatives are weaker because Tenure, one instrument, or undocumented preference cannot demonstrate readiness or support equitable development. This gives managers a practical standard they can apply consistently.

40. C - HR should select this response because Transfer must capture decisions and practice, not merely documents, and should be tested before the expert departs. The alternatives are weaker because Archives, a single presentation, and unplanned trial and error can omit context and expose continuity gaps. Documentation also makes the reasoning easier to review if the facts change.

41. D - HR should select this response because Completion records participation, while transfer evidence tests whether learning changed behavior or results. The alternatives are weaker because Repeating the same course, deleting outcomes, or relying on attendance does not diagnose the unchanged performance. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

42. B - HR should select this response because Accessible design removes predictable barriers while preserving the same learning objective and participation expectation. The alternatives are weaker because A single format, delayed support, and optional accessibility can exclude learners from a required program. The result is more defensible because it relies on evidence rather than assumption.

43. A - HR should select this response because Controlled revision prevents employees from completing obsolete content and creates a traceable record of the change. The alternatives are weaker because Choice between versions, a partial update, and informal communication can produce inconsistent or unprovable compliance results. This keeps the decision tied to evidence and the stated business objective.

44. C - HR should select this response because Transfer improves when the workplace supplies prompts, practice, observation, reinforcement, and timely feedback. The alternatives are weaker because More information, delayed measurement, and removing the task do not build reliable application in the real setting. It connects the immediate action to consistent administration and later evaluation.

45. A - HR should select this response because A compensation philosophy balances external competitiveness with internal consistency, strategy, affordability, and talent priorities. The alternatives are weaker because One competitor, preference, or universal promise ignores job comparability and the organization's actual constraints. The approach addresses the cause while limiting avoidable operational and compliance risk.

46. B - HR should select this response because A range is a decision framework, not permission for unstructured discretion or automatic placement. The alternatives are weaker because Confidence, manager choice, and new-hire preference do not replace consistent factors or protect internal equity. This gives managers a practical standard they can apply consistently.

47. D - HR should select this response because Job evaluation compares the work itself using consistent factors such as responsibility, knowledge, effort, and conditions. The alternatives are weaker because Titles, incumbent pay, and department budgets can reflect history or power rather than the relative value of work. Documentation also makes the reasoning easier to review if the facts change.

48. B - HR should select this response because A useful review separates explainable factors from differences that require investigation and corrective action. The alternatives are weaker because Automatic correction, dismissal, or premature disclosure can create unfair outcomes and compromise employee privacy. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

49. D - HR should select this response because Reward design should align behavior with sustainable business outcomes rather than a narrow measure that invites gaming. The alternatives are weaker because More pressure, proposal volume, and no performance link would preserve the incentive's unintended consequences. The result is more defensible because it relies on evidence rather than assumption.

50. A - HR should select this response because A cutoff and controlled exception process reduce avoidable errors while preserving a path for urgent corrections. The alternatives are weaker because Informal repair, removed approval, and indefinite delay trade one control problem for another. This keeps the decision tied to evidence and the stated business objective.

51. C - HR should select this response because Benefits communication should translate plan design into timely, practical decisions employees can make. The alternatives are weaker because Branding, unstructured documents, and manager-by-manager interpretation increase confusion and inconsistent guidance. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

52. A - HR should select this response because Continuation administration depends on a qualifying event, timely notice, and a controlled election process. The alternatives are weaker because Immediate termination, informal extensions, and manager discretion do not provide consistent plan administration. The approach addresses the cause while limiting avoidable operational and compliance risk.

53. C - HR should select this response because Plan documents and controlled disclosures give employees and administrators a stable basis for understanding the benefit. The alternatives are weaker because Oral summaries, premature deductions, and marketing material can conflict with governing terms and weaken accountability. This gives managers a practical standard they can apply consistently.

54. B - HR should select this response because Payroll should begin with accurate time records and the employee's applicable classification and workweek rules. The alternatives are weaker because Deleting work, using straight time automatically, or ignoring unapproved recorded work can understate compensable hours. Documentation also makes the reasoning easier to review if the facts change.

55. D - HR should select this response because Leave and benefit decisions require coordinated eligibility, notice, premium, and reinstatement analysis rather than assumption. The alternatives are weaker because Automatic cancellation, manager discretion, and delayed review can create inconsistent or unlawful treatment. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

56. C - HR should select this response because Benefits design succeeds when employees can use it, the organization can administer it, and access supports the intended goal. The alternatives are weaker because Feature count, copying, and request-only access do not establish usefulness, compliance, or equitable participation. The result is more defensible because it relies on evidence rather than assumption.

57. B - HR should select this response because Nonmonetary rewards create value through growth, autonomy, recognition, flexibility, or purpose when genuinely available. The alternatives are weaker because A reminder, vague promise, or added workload does not provide a meaningful or supported employee benefit. This keeps the decision tied to evidence and the stated business objective.

58. D - HR should select this response because Recognition should reward contribution through understandable criteria and processes that do not depend on one manager's habits. The alternatives are weaker because Voluntary nomination, identical awards, and senior-only decisions can preserve unequal visibility rather than improve fairness. It connects the immediate action to consistent administration and later evaluation.

59. A - HR should select this response because A total-rewards statement helps employees understand the full value and timing of what they receive. The alternatives are weaker because Salary alone, slogans, and coworker comparisons omit context or create privacy and trust concerns. The approach addresses the cause while limiting avoidable operational and compliance risk.

60. C - HR should select this response because Vendor access should match the approved purpose and be limited to information necessary for that service. The alternatives are weaker because Existing access,

future marketing, and partial identifiers do not authorize a new use or remove privacy risk. This gives managers a practical standard they can apply consistently.

61. D - HR should select this response because The review should connect cost, participation, understanding, and employee value before changing a program. The alternatives are weaker because Immediate cuts, repeated packets, and equal-value assumptions skip diagnosis and may damage the employee experience. Documentation also makes the reasoning easier to review if the facts change.

62. B - HR should select this response because Response rate and composition affect what the results can represent and how confidently leaders should act. The alternatives are weaker because Detail, deletion, or selective comments do not correct sampling limitations or support a complete interpretation. Follow-up confirms whether the intervention solved the problem described.

63. A - HR should select this response because A focused pulse can identify change-specific barriers when employees trust the process and someone owns the response. The alternatives are weaker because A long repeat survey, one vague question, and public identities reduce usefulness and candor. The result is more defensible because it relies on evidence rather than assumption.

64. A - HR should select this response because Participant selection shapes what a focus group can reveal, so inclusion and limitations should be deliberate. The alternatives are weaker because A single manager's nominees cannot support a broad representation claim or replace employee voice. This keeps the decision tied to evidence and the stated business objective.

65. B - HR should select this response because Light governance protects the group's purpose, access, resources, and accountability without eliminating employee leadership. The alternatives are weaker because No standards, automatic exclusion, and undocumented spending create inequity and weaken organizational support. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

66. D - HR should select this response because Action planning turns feedback into accountable work, visible progress, and a way to learn whether the response helped. The alternatives are weaker because Thanks alone, repeated questions, and fragmented manager action do not close the feedback loop. The approach addresses the cause while limiting avoidable operational and compliance risk.

67. C - HR should select this response because A fair performance conversation establishes the expected result, examines facts and barriers, and identifies a workable next step. The alternatives are weaker because Lowering standards, immediate discipline, and public comparison skip diagnosis and can undermine trust. This gives managers a practical standard they can apply consistently.

68. B - HR should select this response because Visible criteria and process information make decisions more understandable and reduce avoidable surprise. The alternatives are weaker because Holistic language, after-the-fact announcements, and manager-specific standards preserve opacity. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

69. A - HR should select this response because A focused plan gives the employee notice, a fair opportunity to improve, and the manager a consistent record. The alternatives are weaker because Vague warnings, indefinite delay, and immediate termination omit clarity, support, or a defensible process. Follow-up confirms whether the intervention solved the problem described.

70. C - HR should select this response because A controlled reduction requires a documented business reason and consistent role-based process before individual decisions. The alternatives are weaker because Complaint avoidance, undocumented discretion, and premature announcement can create inequity and operational confusion. The result is more defensible because it relies on evidence rather than assumption.

71. D - HR should select this response because Exit information is most valuable when themes are analyzed with other evidence and used to improve systems. The alternatives are weaker because Retention pressure, personal criticism, and marketing use can distort candor and fail to address recurring causes. This keeps the decision tied to evidence and the stated business objective.

72. C - HR should select this response because Stay interviews invite preventive conversation and help managers identify actionable retention factors while relationships remain active. The alternatives are weaker because Waiting, peer speculation, and universal promises either lose useful timing or create unrealistic expectations. It connects the immediate action to consistent administration and later evaluation.

73. D - HR should select this response because An alumni program can support relationships when participation, information use, and benefits are clearly controlled. The alternatives are weaker because Automatic enrollment, broad sharing, and rehire promises create privacy, trust, and fairness concerns. The approach addresses the cause while limiting avoidable operational and compliance risk.

74. B - HR should select this response because The issue may reflect visibility or access rather than contribution, so HR should test the full recognition process. The alternatives are weaker because Identical awards, abandonment, and narrower nomination access do not address the source of unequal recognition. This gives managers a practical standard they can apply consistently.

75. A - HR should select this response because Confidentiality is necessary for trust, especially when a small group or distinctive comment can identify a person. The alternatives are weaker because Consent to participate, naming a team, or selective deletion does not justify avoidable identification. Documentation also makes the reasoning easier to review if the facts change.

76. D - HR should select this response because Closing the loop requires honest information about what was heard, what will change, and what cannot change. The alternatives are weaker because Thanks alone, universal promises, and raw comments create either silence, unrealistic expectations, or privacy risk. Follow-up confirms whether the intervention solved the problem described.

77. B - HR should select this response because Fair corrective action balances the conduct, evidence, notice, prior support, consistency, and circumstances. The alternatives are weaker because Positive-only treatment, automatic escalation, and public comparison ignore proportionality and confidentiality. The

result is more defensible because it relies on evidence rather than assumption. It also makes the next review or correction easier to manage.

78. A - HR should select this response because A prompt reset creates a reliable starting point without inventing history or relying on vague impressions. The alternatives are weaker because Backdating, abandonment, and immediate action would weaken fairness and the credibility of the record. This keeps the decision tied to evidence and the stated business objective.

79. C - HR should select this response because Offboarding combines respectful communication with controlled transfer of work, property, information, and access. The alternatives are weaker because Uncoordinated removal, indefinite access, and employee-only planning leave security, continuity, and experience gaps. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

80. A - HR should select this response because Segmentation can reveal whether schedule, staffing, supervision, or work conditions explain the different experiences. The alternatives are weaker because A single average, one shift, or blame statement hides context and can misdirect the intervention. The approach addresses the cause while limiting avoidable operational and compliance risk.

81. C - HR should select this response because Transparent criteria and review steps make development access more understandable and less dependent on informal visibility. The alternatives are weaker because Confidential rules, executive familiarity, and abandonment preserve inequity rather than improve the program. This gives managers a practical standard they can apply consistently.

82. B - HR should select this response because Early intake should protect the employee, preserve evidence, and move the concern into a fair review process. The alternatives are weaker because Private resolution, absolute promises, and premature conclusions can suppress reporting or compromise neutrality. Documentation also makes the reasoning easier to review if the facts change.

83. D - HR should select this response because Retaliation review requires evidence about timing, decision makers, comparators, stated reasons, and any change in treatment. The alternatives are weaker because Automatic reversal, dismissal, and silencing the employee do not test the facts or protect the process. Follow-up confirms whether the intervention solved the problem described.

84. A - HR should select this response because Repeated unwelcome conduct by a supervisor warrants a prompt policy-based response and protection for the reporting employee. The alternatives are weaker because Intent, performance-only thresholds, and transferring the recipient avoid examining the conduct or power dynamic. The result is more defensible because it relies on evidence rather than assumption.

85. B - HR should select this response because Development decisions should not use age as a proxy for return, tenure, retirement, or perceived longevity. The alternatives are weaker because Applying an age rule broadly, guessing retirement, or reducing opportunity preserves the discriminatory criterion. This keeps the decision tied to evidence and the stated business objective.

86. D - HR should select this response because The interactive process examines effective accommodation while preserving the essential functions and legitimate standards of the job. The

alternatives are weaker because Identical process, coworker voting, and removal skip individualized assessment and can create avoidable exclusion. It connects the immediate action to consistent administration and later evaluation.

87. C - HR should select this response because The request should be assessed under the applicable pregnancy-accommodation process with attention to continued work and essential duties. The alternatives are weaker because Forced leave, unrelated genetic information, and categorical denial replace individualized review with assumptions. The approach addresses the cause while limiting avoidable operational and compliance risk.

88. B - HR should select this response because Family medical history is sensitive genetic information that should not be solicited casually for employment decisions. The alternatives are weaker because Universal asking, general-file storage, and benefits use do not create a legitimate need or appropriate control. This gives managers a practical standard they can apply consistently.

89. D - HR should select this response because Safety response should address the hazard itself and provide evidence that the control works. The alternatives are weaker because Waiting, reminders alone, and waivers do not substitute for correcting a known workplace danger. Documentation also makes the reasoning easier to review if the facts change.

90. C - HR should select this response because Hazard communication works when employees receive information and training before exposure and can follow protective procedures. The alternatives are weaker because Delayed reporting, restricted information, and assumed experience leave workers without current hazard controls. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

91. A - HR should select this response because A consistent leave process coordinates notices, records, eligibility, and privacy while supporting protected absence. The alternatives are weaker because Vacation substitution, manager discretion, and coworker disclosure can undermine rights and confidentiality. The result is more defensible because it relies on evidence rather than assumption.

92. D - HR should select this response because Reemployment review requires service-related facts and a documented comparison to the position and benefits owed. The alternatives are weaker because New-applicant treatment, automatic denial, and a lowest-role offer ignore the purpose of protected reemployment rights. This keeps the decision tied to evidence and the stated business objective.

93. A - HR should select this response because Group discussion about shared working conditions can warrant protected treatment, even when the employer dislikes the request. The alternatives are weaker because Discipline, bans, and forced separation can interfere with employee rights and suppress legitimate workplace concerns. It connects the immediate action to consistent administration and later evaluation.

94. C - HR should select this response because The request affects how the employer should proceed with a potentially disciplinary investigatory interview. The alternatives are weaker because Ignoring the request, forcing a waiver, or transferring the employee's voice to the representative bypasses the

applicable process. The approach addresses the cause while limiting avoidable operational and compliance risk.

95. B - HR should select this response because Labor-relations communication should respect employee choice and avoid conduct that appears threatening, surveilling, or coercive. The alternatives are weaker because Attendance lists, incentives, and questioning about votes can interfere with protected organizing activity. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

96. C - HR should select this response because Contract interpretation begins with the governing language, facts, deadlines, and established process. The alternatives are weaker because Manager authority, immediate change, and bypassing representation may conflict with negotiated rights and procedure. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

97. B - HR should select this response because Mediation supports voluntary problem solving and differs from an imposed decision or formal fact-finding. The alternatives are weaker because Discipline, broad reporting, and forced acceptance describe other processes and undermine voluntary resolution. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

98. A - HR should select this response because Neutral process and evidence discipline improve the reliability and defensibility of the investigation. The alternatives are weaker because Involved investigators, rank-based credibility, and one-sided interviews prejudice the outcome. The result is more defensible because it relies on evidence rather than assumption. It also makes the next review or correction easier to manage.

99. D - HR should select this response because Progressive discipline depends on fair notice and proportionate response, not automatic escalation or managerial status. The alternatives are weaker because Authority, secrecy, and maximum punishment do not cure unclear expectations or inconsistent treatment. This keeps the decision tied to evidence and the stated business objective.

100. D - HR should select this response because Controlled policies create a common standard, while documented exceptions provide a governed way to address real differences. The alternatives are weaker because Custom, delay, and deletion replace consistent administration with unclear or unequal expectations. It connects the immediate action to consistent administration and later evaluation.

101. B - HR should select this response because Workplace violence response prioritizes immediate safety while preserving a fact-based and coordinated process. The alternatives are weaker because Waiting, private confrontation, and broad publication can increase danger, compromise evidence, or expose people unnecessarily. The approach addresses the cause while limiting avoidable operational and compliance risk.

102. A - HR should select this response because HR can respond to safety and conduct evidence without making unsupported medical conclusions or seeking unnecessary information. The alternatives are

weaker because Disclosure, inaction, and unauthorized records searches create privacy, fairness, and safety risks. This gives managers a practical standard they can apply consistently.

103. C - HR should select this response because Required information is useful only when the organization maintains current postings and a repeatable review process. The alternatives are weaker because Employee self-research, outdated material, and removal do not satisfy a controlled communication responsibility. Documentation also makes the reasoning easier to review if the facts change.

104. A - HR should select this response because Employee groups can support belonging, but formal findings require impartial authority, evidence, and confidentiality. The alternatives are weaker because Community knowledge, public naming, and informal dismissal cannot replace a fair investigation or controlled decision. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

105. D - HR should select this response because A data dictionary gives analysts and leaders a shared meaning for the data before reporting begins. The alternatives are weaker because More charts, informal judgment, and unreconciled sources increase inconsistency rather than resolve the definition. The result is more defensible because it relies on evidence rather than assumption.

106. B - HR should select this response because Controlled change protects data integrity and reveals how a new field will affect processes, reports, and access. The alternatives are weaker because Immediate entry, shadow spreadsheets, and local naming create uncontrolled variation and reconciliation work. This keeps the decision tied to evidence and the stated business objective.

107. C - HR should select this response because Least privilege reduces exposure by matching permissions to the report's purpose and the analyst's actual task. The alternatives are weaker because Department membership, delayed cleanup, and shared credentials weaken confidentiality and accountability. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

108. A - HR should select this response because Record reconciliation must protect history and downstream processes while establishing one reliable employee identity. The alternatives are weaker because Unreviewed deletion, employee choice, and dashboard filtering can lose data or leave payroll and benefits inconsistent. The approach addresses the cause while limiting avoidable operational and compliance risk.

109. C - HR should select this response because Metric users need to understand the population and purpose before treating a trend as evidence of improvement. The alternatives are weaker because Favoring a result, silent change, and abandonment avoid the governance needed for responsible interpretation. This gives managers a practical standard they can apply consistently.

110. B - HR should select this response because A legal hold changes ordinary disposition and requires clear scope, communication, and preservation accountability. The alternatives are weaker because

Routine schedules, partial coverage, and informal requests can destroy records that should be preserved. Documentation also makes the reasoning easier to review if the facts change.

111. D - HR should select this response because Individual accountability and system logs make it possible to trace, review, and correct sensitive changes. The alternatives are weaker because Paper after-the-fact logs, deleted evidence, and broad privilege do not create a reliable audit trail. Follow-up confirms whether the intervention solved the problem described.

112. B - HR should select this response because Incident response balances containment and evidence preservation with coordinated assessment and required communication. The alternatives are weaker because Deletion, premature broad notice, and delay can destroy evidence or allow exposure to continue. The result is more defensible because it relies on evidence rather than assumption.

113. A - HR should select this response because Access review must follow role changes so permissions reflect current responsibilities and sensitivity. The alternatives are weaker because Past trust, total disablement, and self-reporting do not provide timely least-privilege administration. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

114. D - HR should select this response because Data minimization permits the decision while reducing unnecessary exposure of sensitive information. The alternatives are weaker because Full records, diagnoses, and total refusal either over-disclose or withhold legitimate operational information. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

115. C - HR should select this response because Correlation can guide further analysis, but other factors such as manager, tenure, role, or selection may explain the relationship. The alternatives are weaker because Causal certainty, dismissal, and selective exclusion overstate or distort what the available evidence shows. The approach addresses the cause while limiting avoidable operational and compliance risk.