

PRACTICE EXAM 18: 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 company is shifting from project work to recurring client service. What should HR provide to the executive team?

- A. A list of employee preferences about which projects feel most interesting.
- B. A people plan linking service capabilities, staffing risks, cost assumptions, and measures to the new operating model.
- C. A promise that the transition will improve every workforce metric.
- D. A catalog of HR programs used by companies with different service models.

2. A growing company has duplicated HR work in several regions. Which operating-model change is most appropriate?

- A. Standardize repeatable transactions while retaining specialized expertise for complex or enterprise-wide needs.
- B. Move every HR decision to one executive regardless of local work.
- C. Let each region create unrelated processes to preserve maximum flexibility.
- D. Eliminate specialized HR knowledge because transactions are the largest workload.

3. A product team is moving from a functional structure to a matrix. What should HR clarify before implementation?

- A. Only the titles that will appear on employee badges.

- B. A rule that the project leader always outranks the functional manager.
- C. A promise that matrix work will eliminate all reporting conflicts.
- D. Decision rights, reporting relationships, resource priorities, and methods for resolving competing direction.

4. A risk committee asks HR to prioritize risks identified across recruiting, payroll, and employee relations. Which tool is most useful?

- A. A narrative memo listing every concern in the order it was reported.
- B. A survey asking employees which risk sounds most frightening.
- C. A risk register that ranks likelihood and impact, assigns owners, and records mitigation and monitoring actions.
- D. A policy announcement that treats every risk as equally urgent.

5. An internal audit finds that a termination checklist is completed inconsistently. What should HR do first?

- A. Discard the checklist because managers find it inconvenient.
- B. Identify the control gap, correct affected cases, assign ownership, and test the revised checklist.
- C. Send a reminder without reviewing prior cases or testing compliance.
- D. Blame the last manager who missed a step and close the audit.

6. An HR benchmark shows that time-to-fill is lower than competitors, but the new-hire failure rate is higher. What should HR conclude?

- A. Examine speed and quality together before recommending changes to the recruiting process.
- B. Declare recruiting excellent because the speed measure is favorable.
- C. Stop using time-to-fill because quality measures are more important.
- D. Copy the competitor's process without checking role or labor-market differences.

7. An HR analyst discovers that a manager is approving expenses from a supplier owned by the manager's sibling. What should HR recommend?

- A. Continue approval because the supplier's prices appear competitive.
- B. Keep the relationship private unless another employee complains.
- C. Approve the expenses personally but ask the supplier for a discount.
- D. Disclose the relationship, apply the conflict policy, and transfer approval to an independent decision maker.

8. A transformation project has executive funding but little manager participation. Which change-leadership step should HR encourage?

- A. Give managers specific roles, practical tools, feedback channels, and visible sponsor support during implementation.
- B. Rely on the executive announcement to create adoption without local involvement.
- C. Allow managers to postpone participation until the project is complete.
- D. Measure success only by whether the project budget was spent.

9. Employees say the organization values collaboration, but promotions consistently reward individual competition. What should HR examine?

- A. Rewrite the values statement without examining promotion decisions.
- B. Ask senior leaders to repeat the collaboration message more often.
- C. Measure culture only through reported policy violations.
- D. Compare stated values with incentives, promotion evidence, leader behavior, and consequences for everyday choices.

10. A specialized engineer is the only person who understands a critical client interface. Which action best reduces business continuity risk?

- A. Offer a retention bonus without sharing the specialized knowledge.
- B. Wait until the engineer is unavailable before identifying a backup.
- C. Document the interface, cross-train a backup, and test access and recovery procedures before an absence.

D. Assign the interface to the nearest manager without technical preparation.

11. A cross-functional committee cannot agree on who owns an HR policy rollout. Which intervention should HR make?

- A. Schedule more meetings without clarifying decision ownership.
- B. Define accountable, responsible, consulted, and informed roles for each major rollout activity.
- C. Ask the chair to make every decision without consulting affected groups.
- D. Let the most vocal participant become the unofficial project owner.

12. A proposed automation could reduce administrative work but may change several HR roles. What should HR analyze?

- A. Only the number of tasks the software vendor says it can automate.
- B. A promise that no employee experience will change after implementation.
- C. Expected efficiency, affected capabilities, transition costs, employee impact, controls, and reskilling needs.
- D. The purchase price without considering adoption, redesign, or oversight.

13. A business unit repeatedly requests exceptions to a travel policy for urgent client visits. Which HR response is strongest?

- A. Review the recurring need, revise the policy if warranted, and govern exceptions with clear criteria and approval.
- B. Approve every request informally so the policy does not slow business.
- C. Deny all exceptions because consistent policy means no flexibility.
- D. Let each manager decide privately whether an exception seems reasonable.

14. An executive asks whether an HR program produced value. Which measurement approach is most credible?

- A. Report participation only because attendance is easy to count.
- B. Define the outcome, establish a baseline, track costs and benefits, and consider plausible alternative explanations.
- C. Ask program sponsors whether the effort felt successful.
- D. Use the most favorable result without disclosing assumptions or limitations.

15. A company must keep operating during a regional power outage. What should HR's continuity plan emphasize?

- A. A list of employees who live closest to the office.
- B. A general statement that managers should use common sense.
- C. A promise to resume every normal process immediately.
- D. Critical roles, alternate communication, work location, access, payroll, employee safety, and recovery responsibilities.

16. A senior leader wants HR to approve a new policy without consultation because the topic is sensitive. What should HR recommend?

- A. Publish the policy immediately and collect questions after enforcement begins.
- B. Ask one trusted manager to write the policy without review.
- C. Use an appropriate review path, protect confidential information, and document the policy rationale and implementation plan.
- D. Avoid documentation so the organization retains maximum flexibility.

17. A retailer expects several stores to expand but does not know which locations will receive approval. What should workforce planning provide?

- A. One hiring target based on the largest possible expansion.
- B. A staffing freeze until every business decision is final.
- C. A request for managers to estimate staffing from intuition alone.
- D. Scenario-based headcount options with assumptions, capability gaps, timing, and triggers for each expansion outcome.

18. A job description lists duties but no essential outcomes or working conditions. What should HR do before posting it?

- A. Validate duties, outputs, required capabilities, essential functions, and conditions with knowledgeable role stakeholders.
- B. Add every qualification the current manager personally prefers.
- C. Copy a description from an attractive advertisement in another industry.
- D. Post the description and let applicants define the role through questions.

19. A company cannot recruit enough bilingual customer-support representatives in its usual labor market. What should HR examine first?

- A. Raise every qualification so only perfect applicants remain eligible.
- B. Labor-market supply, location, schedule, pay, sourcing reach, internal mobility, and realistic capability alternatives.
- C. Repeat the same job advertisement until the applicant pool changes.
- D. Assume the shortage proves that recruitment effort is inadequate.

20. A recruiting funnel has many applicants but very few qualified finalists. Which diagnostic step is most useful?

- A. Compare qualification screens, sourcing channels, job requirements, and stage-by-stage conversion data.
- B. Increase advertising volume without examining where candidates leave the process.
- C. Lower all requirements so the finalist count rises immediately.
- D. Reject the funnel data because applicants do not control selection outcomes.

21. Employee referrals produce strong hires but reach a narrow social network. Which improvement is most appropriate?

- A. End referrals because every referral program is inherently unfair.
- B. Use referrals exclusively because the hires perform well.

- C. Keep referrals while adding broader sourcing channels and monitoring reach and selection outcomes.
- D. Ask employees to refer only people who share the team's background.

22. A manager wants to hire a close relative without using the organization's normal selection process. What should HR advise?

- A. Allow the hire because family members may understand the work better.
- B. Skip screening if the manager accepts full responsibility for the decision.
- C. Hide the relationship from other applicants to avoid discomfort.
- D. Apply the nepotism and selection policies consistently, including disclosure, screening, and reporting safeguards.

23. A selection procedure screens out one demographic group at a much higher rate, although the job requires the same capability for everyone. What should HR do?

- A. Keep the procedure because the same rule was applied to every applicant.
- B. Investigate job relatedness, validation evidence, alternatives, and whether the procedure creates an unjustified adverse impact.
- C. Remove all selection standards so no group can be screened out.
- D. Change the applicant records so the disparity is less visible.

24. A hiring team wants to use a work sample for a role requiring detailed written analysis. Which design is strongest?

- A. Let each candidate complete a different task chosen by an interviewer.
- B. Score writing style by overall impression without defined criteria.
- C. Use an unrelated puzzle because it is easier to compare.
- D. Use a realistic task, a consistent rubric, trained raters, and evidence connecting performance to the job.

25. A panel's interview ratings vary widely because interviewers use different standards. What should HR change?

- A. Define anchored criteria, train interviewers, record evidence, and conduct a structured rating discussion.
- B. Average every score without asking how interviewers reached it.
- C. Let the highest-ranking interviewer override all other ratings.
- D. Allow each interviewer to keep a private standard for independence.

26. An employer may reject an applicant based on a consumer background report. Which step should precede final action?

- A. Finalize rejection immediately to avoid delaying the opening.
- B. Provide the required pre-adverse-action information and allow the applicant to review and dispute inaccurate data.
- C. Let the screening vendor decide whether the applicant is employable.
- D. Send the report to every employee who participated in recruiting.

27. A job advertisement says the employer wants a recent graduate for a role whose duties do not require recent education. What should HR do?

- A. Keep the preference because recent graduates may accept lower pay.
- B. Use the preference only when the hiring manager applies it consistently.
- C. Replace the age-coded preference with the skills, experience, and performance requirements the role actually needs.
- D. Ask older applicants to explain why they remain interested in the role.

28. A hiring manager wants to make an offer below the approved range because the finalist is unemployed. What should HR do?

- A. Apply the approved placement framework and document job-related factors rather than using employment status as leverage.
- B. Lower the offer automatically because the finalist has less bargaining power.
- C. Offer any amount the manager believes will be accepted quickly.

D. Ask the finalist to disclose personal financial obligations before deciding.

29. A candidate accepts an offer but has not yet received clear information about the first work location and schedule. What should HR do?

- A. Wait until the first day so the manager can explain details informally.
- B. Assume the candidate will accept any schedule after signing.
- C. Confirm material job terms in writing before the start date and provide a contact for questions.
- D. Change the terms later if staffing needs make the offer inconvenient.

30. Which employer action is generally required for Form I-9 Section 2 for a new hire?

- A. Complete it before the candidate accepts the offer.
- B. Wait until the employee becomes eligible for benefits.
- C. Finish it by the end of the employee's first calendar month.
- D. Complete the employer review within three business days of the employee's first day of employment.

31. A new employee has completed orientation but still lacks system access and a clear first assignment. What should onboarding do next?

- A. Repeat the orientation slides without addressing the missing work conditions.
- B. Resolve access, clarify role expectations, assign manageable work, and schedule an early check-in.
- C. Wait for the employee to ask for access and feedback.
- D. Assign a complex project immediately to accelerate learning.

32. A business wants to use contractors for a long-term role under close daily supervision. What should HR review?

- A. Rely on the contractor label because the agreement uses that word.
- B. Assume a long-term arrangement is always an employee relationship.

- C. Analyze the actual working relationship, control, deliverables, payment, and classification requirements before engagement.
- D. Skip review because the worker chooses to accept the contract.

33. A customer-service error is caused by an outdated script, although employees know the correct policy. What should HR recommend?

- A. Require all employees to repeat the policy course immediately.
- B. Update the script and workflow first, then address any remaining knowledge or skill needs.
- C. Add a test without changing the outdated work aid.
- D. Discipline employees for following the confusing script.

34. Which learning objective is written most effectively for a payroll-approval workshop?

- A. Given a sample request, the specialist will identify missing approvals with at least 90 percent accuracy.
- B. Understand why payroll approvals are important to the organization.
- C. Become familiar with approval controls through an informative discussion.
- D. Appreciate the value of accurate documentation in daily work.

35. A manager requests a communication course after a team misses deadlines. What should the learning team assess first?

- A. Purchase a communication course before confirming the performance gap.
- B. Assume the team lacks motivation because deadlines were missed.
- C. Use the most popular course in the vendor catalog.
- D. Compare the required behavior with evidence about workload, priorities, tools, skills, and manager expectations.

36. A distributed workforce needs to learn a short procedure that changes monthly. Which delivery design is most practical?

- A. Use brief modules, searchable job aids, practice examples, and version-controlled updates as the procedure changes.
- B. Hold one annual lecture and leave the materials unchanged.
- C. Ask employees to memorize the procedure without a reference tool.
- D. Send long policy documents whenever a step changes.

37. An employee accepts coaching but becomes defensive when the manager mentions a missed service standard. What should the manager do?

- A. Avoid the standard so the conversation remains comfortable.
- B. Review specific evidence, hear the employee, clarify expectations, and agree on next steps.
- C. Compare the employee with a coworker who performs better.
- D. Deliver a lecture without allowing questions or context.

38. A junior professional asks a senior colleague for long-term career guidance, not help with a current performance problem. Which method fits best?

- A. Use corrective discipline because guidance should be formal and documented.
- B. Use a one-time compliance lecture focused on current policy rules.
- C. Use mentoring to provide perspective, relationship support, and broader development guidance over time.
- D. Use a performance-improvement plan to establish career aspirations.

39. A succession review identifies several employees as possible successors but gives no readiness evidence. What should HR add?

- A. Rank employees by tenure and treat the longest-serving person as ready.
- B. Use one personality result as the final succession decision.
- C. Ask leaders to select successors privately without development commitments.
- D. Document performance, capability, development gaps, readiness indicators, and planned experiences for each candidate.

40. Employees cannot see how current roles connect to future opportunities. Which development practice should HR improve?

- A. Tell employees to apply for openings without describing advancement requirements.
- B. Reserve future roles for employees already doing the target work.
- C. Publish job titles only and let employees infer the required capabilities.
- D. Create visible career pathways with role requirements, capability gaps, development resources, and movement options.

41. Participants rate a new course highly immediately after class, but the organization has not measured workplace behavior. What does the rating show?

- A. It proves that employees changed behavior on the job.
- B. It establishes that the course caused later financial improvement.
- C. It shows participant reaction and perceived value, not yet demonstrated transfer or business impact.
- D. It makes follow-up measurement unnecessary because participants were satisfied.

42. A course evaluation shows strong knowledge-test scores, but employees still make errors at work. What should the learning team investigate?

- A. Check practice conditions, job aids, manager reinforcement, workflow barriers, and opportunities to apply the skill.
- B. Declare learning complete because the test scores are high.
- C. Replace workplace observation with another knowledge quiz.
- D. Remove the job task so employees cannot make further errors.

43. Which design feature best supports employees who use assistive technology in an online course?

- A. A video-only course with important information embedded in images.
- B. Keyboard navigation, captions, readable contrast, descriptive labels, and accessible alternative materials.
- C. A requirement that employees request access after missing the deadline.

D. A single file format selected for visual consistency alone.

44. A mandatory security course is revised after a procedure changes. Which control should the learning team maintain?

- A. Leave both versions active and let employees choose the shorter course.
- B. Update only the quiz while keeping old job aids in circulation.
- C. Tell managers about the change without updating the learning system.
- D. Retire obsolete versions, document the effective date, assign the correct audience, and preserve completion history.

45. A company wants to compete for scarce technical talent without exceeding its budget. What should its pay philosophy address?

- A. The highest salary found in any competitor's job posting.
- B. A promise to lead every market regardless of role or cost.
- C. Market position, internal equity, business affordability, critical skills, and the employee value proposition.
- D. Manager preference without comparing roles or business priorities.

46. A manager wants to set pay by title because two roles have similar names. What should HR explain?

- A. The more prestigious title should always receive higher pay.
- B. Compare job content, responsibility, capability, effort, and working conditions through a consistent evaluation method.
- C. The current incumbent's salary proves the job's permanent value.
- D. The department with the larger budget should control job value.

47. A compensation analyst sees many employees clustered near the bottom of their ranges. What should HR investigate?

- A. Hiring rates, range design, progression practices, market movement, performance, and internal equity patterns.
- B. Move everyone to the range midpoint without examining role or market facts.
- C. Conclude that low placement proves employees are underperforming.
- D. Delete the ranges so managers can set pay individually.

48. A pay analysis finds a group difference after controlling for role and experience, but the causes are unclear. What should HR do?

- A. Dismiss the difference because statistical analysis can never inform HR action.
- B. Investigate the remaining difference, review decisions and documentation, and identify fair remediation options.
- C. Correct every employee's pay immediately without checking facts.
- D. Publish individual salaries before completing the review.

49. A bonus rewards shipment volume, and employees begin shipping incomplete orders. Which redesign is strongest?

- A. Include quality, customer, compliance, and sustainable outcome measures alongside volume.
- B. Increase the volume target so employees focus even more intensely on shipments.
- C. Pay for every order entered regardless of completion or customer outcome.
- D. Remove measurement and award identical bonuses to all employees.

50. A payroll audit finds one person can enter and approve the same salary change. Which control should HR prioritize?

- A. Keep one person responsible because it reduces processing time.
- B. Remove the approval step and rely on manager trust.
- C. Separate entry and approval duties, require evidence, and reconcile changes before payroll closes.
- D. Review only changes that employees report as incorrect.

51. Employees misunderstand an open-enrollment change because the notice uses plan terminology without examples. What should HR add?

- A. More provider branding so employees remember the plan name.
- B. The complete legal document without a summary or decision support.
- C. A direction to ask managers to interpret each employee's coverage.
- D. Plain-language examples showing employee impact, action dates, costs, coverage, and help resources.

52. A former employee experiences a qualifying event that ends group health coverage. Which HR process should follow?

- A. Issue the required continuation notice and administer the election process under the applicable plan rules.
- B. End coverage immediately without providing information about continuation rights.
- C. Offer an informal extension only when the former employee complains.
- D. Ask the former employee's manager to decide whether continuation is appropriate.

53. A retirement-plan communication conflicts with the governing plan document. Which source should HR use to resolve the conflict?

- A. A manager's informal summary of what employees were promised.
- B. A vendor brochure that uses more favorable benefit language.
- C. The governing plan document and controlled amendment process, supported by accurate participant communication.
- D. The most popular interpretation employees share in a discussion group.

54. A nonexempt employee works through an unpaid meal period and exceeds 40 hours in the workweek. What should payroll review?

- A. Exclude the time because the employee was not scheduled to work it.
- B. Pay straight time because the employee receives a weekly salary.

- C. Count only hours approved in advance by the supervisor.
- D. Record the compensable time and apply the applicable overtime treatment to the employee's classification and workweek.

55. An employee takes qualifying protected leave and asks how health-plan premiums will be handled. What should HR do?

- A. Cancel coverage automatically when the leave begins.
- B. Explain the applicable continuation process, premium timing, eligibility, and return-to-work benefit treatment.
- C. Let the supervisor choose whether premiums should continue.
- D. Wait until the employee returns before explaining the benefit process.

56. A wellness program has low participation because employees do not trust how health information will be used. What should HR improve?

- A. Explain purpose, voluntary choices, information safeguards, access limits, and the support available to participants.
- B. Increase incentives without addressing the information concern.
- C. Require participation so the program produces a larger data set.
- D. Collect more health detail to prove that the program is valuable.

57. Which offering is most clearly a meaningful noncash reward when it is available and supported?

- A. A reminder that the employee must follow ordinary workplace policies.
- B. Paid learning time, a development opportunity, flexible scheduling, recognition, or purposeful volunteer time.
- C. A vague statement that good performance may be considered later.
- D. A larger workload described as evidence of the employee's potential.

58. A recognition program receives nominations almost exclusively from one department. Which governance change is most useful?

- A. Keep the program unchanged because nominations are voluntary.
- B. Give every employee an identical award regardless of contribution.
- C. Let only the current department choose all future recipients.
- D. Define criteria, broaden nomination access, monitor participation, and review whether contribution is visible across roles.

59. A total-rewards review finds that employees value development but rarely use tuition assistance. What should HR examine?

- A. Eliminate the benefit because low use proves employees do not value growth.
- B. Increase the benefit amount without reviewing access or awareness.
- C. Eligibility, communication, manager support, application burden, timing, and whether the benefit fits employee needs.
- D. Assume employees who do not apply lack career motivation.

60. A benefits vendor requests employee data to promote an unrelated product. What should HR do?

- A. Share the file because the vendor already administers one benefit.
- B. Permit the vendor to retain the data for possible future marketing.
- C. Decline the unrelated use and limit disclosure to approved service purposes and necessary fields.
- D. Send names only and assume names cannot raise privacy concerns.

61. A compensation committee reviews its reward strategy after business priorities change. Which practice should guide the review?

- A. Reassess talent needs, performance signals, affordability, employee experience, equity, and program effectiveness.
- B. Keep every reward unchanged because consistency means no redesign.
- C. Copy the reward mix of the highest-paying competitor.
- D. Focus only on reducing cost, regardless of talent or engagement effects.

62. A survey asks employees to rate twelve different ideas in one question. What should HR change?

- A. Keep the question because more topics provide more information at once.
- B. Separate the ideas into focused questions so each response measures one understandable concept.
- C. Require employees to rank every idea even if some are unfamiliar.
- D. Remove response options so employees must write one combined answer.

63. An engagement survey is completed mostly by employees who are already highly involved in company activities. What limitation should HR note?

- A. Treat the results as representative because highly involved employees know the organization well.
- B. Discard every response because engaged employees cannot provide useful information.
- C. Use only favorable comments to confirm the survey's conclusion.
- D. Participation may overrepresent positive experiences, so results should be interpreted with response-composition caution.

64. Leadership wants to pulse employees one week after announcing a major restructuring. What should HR consider?

- A. Ask every engagement question immediately so no topic is missed.
- B. Measure only whether employees liked the announcement.
- C. Publish names with responses so leaders can respond personally.
- D. Allow time for meaningful experience, ask focused questions, and plan a follow-up action process.

65. A focus group includes volunteers from only one shift, although the issue affects all shifts. What should HR do?

- A. Add relevant perspectives and state the limits of the discussion before generalizing the findings.
- B. Describe the volunteers as representative because they offered the most comments.
- C. Replace the group with the supervisor's summary of other shifts.
- D. Use the results to impose one solution on every shift immediately.

66. An employee resource group requests a budget increase but has no purpose statement or outcome measures. What should HR request?

- A. Approve the request because employee groups should never have governance requirements.
- B. Clarify mission, sponsorship, eligible activities, spending controls, and measures of intended organizational value.
- C. Allow the sponsor to spend the budget without records or review.
- D. Limit participation to one identity group to protect the group's focus.

67. Employees say managers do not act on survey results. Which communication plan is most effective?

- A. Thank employees and close the survey without discussing any response.
- B. Promise to implement every suggestion exactly as submitted.
- C. Share themes, selected actions, owners, timing, and limits, then report progress at agreed checkpoints.
- D. Publish raw comments and let each manager decide what they mean.

68. A manager's team misses a quality target, but the standard was never explained clearly. What should HR recommend first?

- A. Clarify the expected result, review evidence and barriers, and provide a fair improvement path.
- B. Issue discipline immediately because the target was missed.
- C. Lower the standard without checking customer or business requirements.
- D. Compare the team publicly with a department that has clearer instructions.

69. A performance-calibration meeting produces different ratings for similar work because managers use different evidence. What should HR provide?

- A. Force every manager to assign the same rating distribution.
- B. Common definitions, role-relevant evidence, calibration guidance, and documentation of the rating rationale.
- C. Let the most senior manager decide all ratings without discussion.
- D. Remove performance evidence so ratings can reflect holistic judgment.

70. Employees cannot explain how promotion decisions are made. Which change would improve procedural confidence?

- A. Tell employees that leaders will recognize talent when they see it.
- B. Announce only the selected employees after decisions are final.
- C. Publish criteria, decision steps, timing, documentation expectations, and a channel for questions or feedback.
- D. Let each manager use a different definition of readiness.

71. An employee has received clear feedback and support but continues to miss a documented performance standard. What should HR advise?

- A. Send a general warning without identifying the expected change.
- B. Wait indefinitely to avoid affecting the employee's engagement.
- C. Terminate immediately without reviewing prior notice and support.
- D. Use a written improvement plan with specific gaps, support, measures, timing, and possible consequences.

72. A business unit may eliminate positions after losing a major customer. Which HR step should precede individual selections?

- A. Choose employees who are least likely to challenge the decision.
- B. Let each manager select positions using an undocumented personal standard.
- C. Announce the reduction before reviewing roles and available alternatives.
- D. Confirm the business rationale, role-based criteria, alternatives, impact review, and communication plan.

73. A termination meeting is scheduled for an employee who is surprised by the decision. What should HR help the manager prepare?

- A. A long debate intended to obtain the employee's agreement.
- B. A vague explanation so the organization avoids discussing the decision.
- C. A clear decision message, accurate documentation, logistics, respectful delivery, and consistent next-step information.
- D. A public announcement to prevent rumors after the meeting.

74. An exit interview program produces many comments but no recurring themes or follow-up actions. What should HR add?

- A. Use a coding approach, compare themes with other data, assign owners, and track resulting interventions.
- B. Collect longer interviews until every departing employee gives the same explanation.
- C. Use comments only to create recruiting testimonials.
- D. Share individual criticisms with managers for future discipline.

75. A manager wants to identify retention risks among current high performers. Which conversation is most appropriate?

- A. Wait for an exit interview because current employees may not be candid.
- B. Use a stay interview to explore commitment, friction, support, and feasible retention actions.
- C. Ask coworkers to predict who will resign next.
- D. Promise an immediate solution to every concern raised.

76. A former-employee network is being designed to support referrals and occasional events. Which principle should guide it?

- A. Make participation voluntary, explain contact use, protect information, and avoid promises that imply guaranteed rehire.
- B. Enroll all former employees automatically without an opt-out choice.
- C. Share contact details with every business unit for recruiting.
- D. Offer priority hiring to anyone who joins the network.

77. Recognition nominations favor employees whose work is highly visible to senior leaders. What should HR review?

- A. Give identical awards so visibility no longer matters.
- B. Compare criteria, access, work visibility, contribution evidence, and award patterns across roles.
- C. End recognition because contribution cannot be measured fairly.
- D. Let senior leaders nominate only employees they personally observe.

78. A small team could be identified from a published engagement comment. What should HR do?

- A. Publish the comment because survey participation implies consent to disclosure.
- B. Name the team so leaders can act more quickly.
- C. Aggregate or suppress identifying detail and report findings only when confidentiality can be preserved.
- D. Delete every comment and report only the highest score.

79. A wellness initiative has high enrollment but employees report little improvement in connection or energy. What should HR measure?

- A. Declare success because enrollment is the easiest outcome to report.
- B. Require more enrollment before asking whether the program helps.
- C. Remove negative responses so the overall program score improves.
- D. Assess participation quality, employee experience, behavior, and relevant outcomes rather than enrollment alone.

80. An employee is leaving, and the department manager wants to delay system-access removal for convenience. What should HR coordinate?

- A. Leave all access active until every former task is fully resolved.
- B. Transfer needed work, remove access on the approved schedule, collect property, and communicate final steps respectfully.
- C. Disable access immediately without arranging work transfer or communication.

D. Ask the departing employee to manage the entire transition independently.

81. Engagement improves after a new manager arrives, but workload also falls. What should HR conclude from the result?

A. Credit the manager alone because the engagement score increased afterward.

B. Ignore the improvement because more than one factor changed.

C. Treat the change as an association, examine both factors, and gather comparison evidence before claiming causation.

D. Remove workload data so the manager's effect is easier to report.

82. An employee reports repeated insulting comments to a supervisor but does not use the word harassment. What should the supervisor do?

A. Capture the concern, avoid promising an outcome, and promptly follow the reporting and escalation process.

B. Dismiss it because the employee did not use legal terminology.

C. Ask the employee to confront the coworker before HR becomes involved.

D. Decide the complaint is proven before gathering information.

83. A complaint alleges that a supervisor sent repeated unwelcome sexual messages. Which investigation practice is strongest?

A. Treat the messages as harmless because the supervisor intended humor.

B. Transfer the recipient and close the matter without reviewing conduct.

C. Ask the recipient to ignore future messages unless performance suffers.

D. Use an impartial review, preserve messages, interview relevant people, and protect participants from retaliation.

84. An employee's schedule changes soon after the employee files a discrimination complaint. What should HR investigate?

- A. Compare decision records, timing, reasons, treatment of others, and whether the stated reason is supported.
- B. Reverse the change automatically without reviewing the business reason.
- C. Dismiss the concern because timing can never indicate retaliation.
- D. Tell the employee not to discuss the complaint with anyone.

85. Which employment decision is most directly covered by Title VII's listed protected characteristics?

- A. A decision based solely on a documented production standard.
- B. A scheduling choice based on a role's required customer coverage.
- C. A promotion decision based on race, color, religion, sex, or national origin.
- D. A training assignment based on a verified skill gap.

86. A manager proposes removing employees age 40 and older from a leadership-development cohort because they may retire sooner. What should HR do?

- A. Allow the criterion if the manager uses it for every employee over 40.
- B. Ask older employees to prove they plan to remain with the organization.
- C. Offer older employees only lower-cost training options.
- D. Reject the age criterion and use consistently applied, job-related development factors instead.

87. An employee requests an accessible format for a routine work instruction because of a disability. What should HR advise?

- A. Deny the request because every employee must receive identical materials.
- B. Discuss effective accommodation options while preserving the instruction's essential performance and safety standard.
- C. Ask coworkers to decide whether the request is fair.
- D. Remove the employee from the task before exploring an accommodation.

88. A pregnant employee asks to temporarily adjust a nonessential task while continuing to work. What should HR do?

- A. Require leave before discussing any temporary adjustment.
- B. Evaluate a reasonable accommodation promptly and avoid requiring leave when an effective work adjustment is available.
- C. Ask for unrelated genetic information before reviewing the request.
- D. Deny all temporary changes because job duties can never be adjusted.

89. A supervisor asks an employee whether a sibling has a hereditary medical condition. What should HR advise?

- A. Continue because the supervisor asks the same question of all employees.
- B. Store the answer in the employee's ordinary personnel file.
- C. Stop the inquiry and limit information collection and decisions to legitimate, authorized employment needs.
- D. Use the information to decide which benefits the employee should receive.

90. A warehouse has a known trip hazard that remains after several near misses. Which HR and safety response is strongest?

- A. Correct the hazard, document the control, communicate safe practices, and verify that risk has been reduced.
- B. Wait for an injury before changing the work area.
- C. Post a reminder while leaving the physical hazard in place.
- D. Ask employees to sign a waiver accepting the condition.

91. A new cleaning chemical will be used by employees who have not handled it before. What should occur before use?

- A. Wait until someone reports a reaction before providing information.
- B. Keep the safety information only with the purchasing team.
- C. Rely on employees to infer precautions from the product's appearance.

D. Provide hazard information, labeling, training, protective procedures, and access to relevant safety information.

92. An employee requests protected leave for a qualifying medical reason. What should HR do first?

- A. Require vacation use before reviewing protected leave eligibility.
- B. Let the supervisor decide whether the medical reason is serious enough.
- C. Use the leave process, provide required notices, verify eligibility and usage, and protect confidential information.
- D. Tell coworkers the reason so they can plan coverage.

93. An employee returning from qualifying military service asks about restoration to a comparable position. What should HR review?

- A. Require the employee to compete as a new applicant for every opening.
- B. Deny return automatically because another employee filled the role.
- C. Offer the lowest available role regardless of prior status.
- D. Apply the reemployment process to service, timing, position, seniority, and benefits facts and document the analysis.

94. Employees jointly ask management to address a safety problem. Which HR response is most appropriate?

- A. Protect the group discussion about working conditions while separately reviewing any legitimate conduct concern.
- B. Discipline the employee who first raised the issue.
- C. Ban employees from discussing workplace conditions with one another.
- D. Require every employee to submit an individual concern before listening.

95. During a disciplinary investigatory interview, a represented employee requests union representation. What should HR do?

- A. Continue because a representative cannot participate in any investigation.
- B. Pause and follow the applicable representation process before continuing the investigatory interview.
- C. Require the employee to waive representation before answering.
- D. Tell the representative to provide all answers for the employee.

96. A manager asks HR to identify employees attending union-organizing meetings. What should HR advise?

- A. Collect the names so managers can speak privately with each attendee.
- B. Offer incentives to employees who oppose the organizing effort.
- C. Avoid surveillance or coercion, apply neutral policies, and coordinate lawful manager communication.
- D. Ask employees how they intend to vote before the campaign ends.

97. A grievance alleges that a supervisor's schedule conflicts with a collective bargaining agreement. What should HR review first?

- A. Reject the grievance because supervisors control all schedules.
- B. Change the schedule immediately without interpreting the agreement.
- C. Ask the employee to bypass the union and negotiate directly.
- D. The agreement, relevant facts, timelines, past practice, and designated grievance procedure.

98. A manager and employee agree to try mediation for a workplace conflict. Which statement is accurate?

- A. The facilitator decides who is truthful and issues discipline.
- B. A neutral facilitator helps participants seek a voluntary agreement without imposing the outcome.
- C. The facilitator reports every discussion to the entire department.
- D. The employee must accept the manager's proposed solution.

99. An employee complaint names two managers involved in the same decision. Which investigation practice is strongest?

- A. Use an impartial investigator, preserve evidence, interview relevant 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 evidence.
- D. Interview only the complainant so the matter closes quickly.

100. A manager wants a final warning for conduct that was never clearly described in prior counseling. What should HR review?

- A. Notice, policy language, evidence, comparable cases, proportionality, and the appropriate corrective step.
- B. Approve the warning because the manager controls the team.
- C. Skip documentation so the action is harder to challenge.
- D. Use the most severe penalty to deter all future concerns.

101. A local manager's attendance practice conflicts with the published employee handbook. What should HR do?

- A. Let local custom control because managers know their teams best.
- B. Wait until an employee complains before addressing the conflict.
- C. Apply the controlled policy, document any approved exception, and correct conflicting local instructions.
- D. Delete the handbook rule so every manager can decide independently.

102. A coworker sends a credible threat to an employee. What should HR coordinate immediately?

- A. Wait for another threat before taking action.
- B. Ask the targeted employee to confront the coworker privately.
- C. Publish the allegation to the whole workforce immediately.
- D. Activate safety response, preserve evidence, assess risk, and coordinate assistance.

103. A supervisor observes possible impairment but has no medical expertise. Which response is most appropriate?

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

104. A new worksite has not posted current required employment notices. What should HR do?

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

105. Reports disagree about whether an employee on paid leave counts as active. What should HR establish?

- A. A larger dashboard that displays both numbers without definitions.
- B. An instruction for analysts to choose whichever count seems reasonable.
- C. A combined file that preserves every conflicting value without reconciliation.
- D. A shared definition with status rules, effective dates, source fields, exclusions, and reporting purpose.

106. A business owner requests a new HRIS status value for a local process. Which change-control step should come first?

- A. Add the value immediately because the business owner requested it.
- B. Maintain the value only in a separate spreadsheet outside the HRIS.
- C. Document purpose, owner, validation, security, testing, naming, and downstream reporting effects before release.

D. Let each location define the value differently for flexibility.

107. A benefits analyst needs eligibility counts but requests access to diagnoses and disciplinary records. What should HR do?

- A. Grant full access because the analyst works in the HR department.
- B. Use least privilege and provide only the fields necessary for the approved eligibility analysis.
- C. Export every record and ask the analyst to remove sensitive fields later.
- D. Share a common password so the team can manage access easily.

108. A system conversion creates two records for some employees. Which remediation is strongest?

- A. Delete older records without checking which values are authoritative.
- B. Ask each employee to choose which record appears correct.
- C. Ignore duplicates because a dashboard can filter them later.
- D. Match reliable identifiers, reconcile authoritative fields, preserve history, and test payroll and benefits effects.

109. Two dashboards report different turnover rates because one excludes internal transfers. What should HR do?

- A. Document the metric definition, assess whether the exclusion fits the decision, and disclose its limitation.
- B. Keep the lower rate because it presents the organization favorably.
- C. Change the denominator silently so the reports appear consistent.
- D. Stop using all dashboards because metrics can have limitations.

110. Legal counsel issues a preservation notice while HR's normal retention schedule would delete relevant emails. What should HR do?

- A. Delete the emails first because the normal schedule permits deletion.

- B. Preserve paper records but continue routine electronic deletion.
- C. Suspend routine deletion for covered records, communicate scope, and track custodians and systems affected.
- D. Ask employees to preserve information informally without tracking compliance.

111. A data-quality review finds that a salary-change field accepts text in one location and numbers in another. What should HR do?

- A. Leave formats different because local teams know their own data best.
- B. Standardize the field, validate entries, reconcile existing values, and test downstream reports and payroll effects.
- C. Delete values that do not match the preferred format.
- D. Hide the field from dashboards without correcting the source data.

112. A possible HR data breach is discovered in a shared reporting folder. What should the response team do first?

- A. Delete the folder immediately so no one can access it.
- B. Notify the entire workforce before confirming scope or risk.
- C. Contain access, preserve evidence, notify designated security contacts, and follow the incident-response plan.
- D. Continue normal processing until the next security review.

113. An employee changes departments but retains access to the former team's confidential compensation dashboard. What should HR do?

- A. Review access after the role change and remove permissions no longer needed for current duties.
- B. Leave access unchanged because the employee was previously trusted.
- C. Disable every account, including systems needed in the new role.
- D. Ask the employee to decide whether old access remains useful.

114. A manager needs to schedule work for employees with accommodations but does not need medical details. What should HR provide?

- A. Send full accommodation files so the manager can make a fair decision.
- B. Share minimum necessary operational information and exclude medical details not needed for the scheduling decision.
- C. Provide diagnoses because scheduling requires medical context.
- D. Refuse all information, including the availability needed for scheduling.

115. Training completion is higher among employees who remain longer, but those employees also began in different roles. What should HR report?

- A. Declare training causal because completion and retention move together.
- B. Ignore the relationship because HR data cannot inform decisions.
- C. Remove noncompleters so the relationship becomes more consistent.
- D. Report the association, consider role and selection confounders, and avoid claiming completion alone caused retention.

Practice Exam 18: Answer Key and Explanations

1. B - HR should select this response because The people plan translates business design into capability, risk, investment, and outcome decisions leaders can manage. The alternatives are weaker because Preferences, universal promises, and unrelated examples do not explain what this operating model requires. This keeps the decision tied to evidence and the stated business objective.

2. A - HR should select this response because A balanced model gains efficiency from common processes without losing expertise for higher-risk or specialized matters. The alternatives are weaker because Centralization, fragmentation, and elimination each sacrifice accountability, consistency, or needed professional capability. It connects the immediate action to consistent administration and later evaluation.

3. D - HR should select this response because Matrix structures require explicit coordination because employees may receive legitimate direction from more than one leader. The alternatives are weaker because Titles alone, automatic hierarchy, and unrealistic promises do not manage competing priorities

or escalation. The approach addresses the cause while limiting avoidable operational and compliance risk.

4. C - HR should select this response because A register makes risk priority, accountability, response, and follow-up visible across different HR processes. The alternatives are weaker because Report order, employee fear, and equal urgency do not distinguish material exposure or create ownership. This gives managers a practical standard they can apply consistently.

5. B - HR should select this response because Control improvement requires understanding past impact and verifying that a revised process works in practice. The alternatives are weaker because Discarding, reminding, or blaming one person leaves the systemic cause and future exposure unresolved. Documentation also makes the reasoning easier to review if the facts change.

6. A - HR should select this response because A speed metric can improve while selection quality declines, so HR should evaluate outcomes and tradeoffs together. The alternatives are weaker because One favorable measure, abandonment, or copying ignores the relationship between hiring speed and successful performance. Follow-up confirms whether the intervention solved the problem described.

7. D - HR should select this response because Disclosure and independent review protect the organization from biased decisions and the appearance of favoritism. The alternatives are weaker because Price, secrecy, and a discount do not remove the related-party conflict or restore impartial approval. The result is more defensible because it relies on evidence rather than assumption.

8. A - HR should select this response because Managers translate organizational change into daily work, so their involvement helps identify barriers and reinforce adoption. The alternatives are weaker because Announcements, postponement, and budget spending do not show whether the change works in practice. This keeps the decision tied to evidence and the stated business objective.

9. D - HR should select this response because Employees learn culture from what the organization rewards and tolerates, not from language alone. The alternatives are weaker because Rewriting, repetition, and violation counts miss the incentive signals shaping ordinary behavior. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

10. C - HR should select this response because Continuity depends on transferable knowledge, capable coverage, and usable access rather than retention alone. The alternatives are weaker because A bonus, delay, or unprepared reassignment leaves the organization dependent on one person. The approach addresses the cause while limiting avoidable operational and compliance risk.

11. B - HR should select this response because Role mapping makes task ownership and decision participation visible before work is assigned or escalated. The alternatives are weaker because More meetings, unilateral control, and vocal influence do not create a reliable governance structure. This gives managers a practical standard they can apply consistently.

12. C - HR should select this response because Responsible automation analysis includes value, workforce transition, risk, and capability implications. The alternatives are weaker because Vendor

claims, universal promises, and purchase price omit how the change affects people and controls. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

13. A - HR should select this response because Repeated exceptions may show a policy-design issue, while controlled criteria preserve consistency and operational flexibility. The alternatives are weaker because Informal approval, absolute denial, and private discretion either weaken governance or ignore legitimate business needs. Follow-up confirms whether the intervention solved the problem described.

14. B - HR should select this response because A credible evaluation connects intervention, outcome, resources, timing, and uncertainty rather than relying on activity counts. The alternatives are weaker because Participation, sponsor opinion, and selective reporting do not demonstrate value or explain causation. The result is more defensible because it relies on evidence rather than assumption.

15. D - HR should select this response because Continuity planning identifies essential work, people, resources, communication, and recovery ownership. The alternatives are weaker because Distance, vague guidance, and universal promises do not establish a workable response under disruption. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

16. C - HR should select this response because Sensitive topics may require discretion, but governance, rationale, and implementation controls still protect the organization. The alternatives are weaker because Immediate publication, one-person drafting, and missing documentation create confusion and inconsistent administration. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

17. D - HR should select this response because Scenario options let leaders compare workforce consequences while preserving flexibility as business decisions develop. The alternatives are weaker because Maximum hiring, a freeze, and intuition alone do not connect staffing to uncertainty and timing. The approach addresses the cause while limiting avoidable operational and compliance risk.

18. A - HR should select this response because Role analysis creates a job-related foundation for sourcing, selection, performance, and accommodation decisions. The alternatives are weaker because Preference lists, copied language, and applicant interpretation can omit essential work or add unjustified barriers. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

19. B - HR should select this response because Talent strategy should distinguish supply constraints from process choices and consider multiple ways to meet the capability need. The alternatives are weaker because Stricter filters, repetition, and blame narrow options without diagnosing the labor-market problem. Documentation also makes the reasoning easier to review if the facts change.

20. A - HR should select this response because Stage data can show whether the issue begins with sourcing, requirements, screening, or interviewer decisions. The alternatives are weaker because More

volume, universal lowering, and dismissal of data can mask the actual point of loss. Follow-up confirms whether the intervention solved the problem described.

21. C - HR should select this response because Referrals can add quality, but a broader sourcing mix helps avoid reproducing a limited network. The alternatives are weaker because Ending, relying exclusively, or encouraging similarity sacrifices either quality evidence or access. The result is more defensible because it relies on evidence rather than assumption.

22. D - HR should select this response because Consistent process and disclosure protect fairness, reporting integrity, and the credibility of the hiring decision. The alternatives are weaker because Understanding, manager responsibility, and secrecy do not remove conflict or create comparable evaluation. This keeps the decision tied to evidence and the stated business objective.

23. B - HR should select this response because Equal application of a rule does not end the need to assess its relationship to the job and its effects. The alternatives are weaker because Universal use, no standards, and altered records avoid rather than resolve selection validity and fairness concerns. It connects the immediate action to consistent administration and later evaluation.

24. D - HR should select this response because A representative task and common rubric improve job relevance, consistency, and defensibility. The alternatives are weaker because Different tasks, impressions, and unrelated puzzles weaken comparability and do not measure the intended capability. The approach addresses the cause while limiting avoidable operational and compliance risk.

25. A - HR should select this response because Anchors and evidence make differences discussable and reduce the effect of status or personal interpretation. The alternatives are weaker because Averaging, hierarchy, and private standards preserve unexplained variation and weaken selection quality. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

26. B - HR should select this response because The review process gives an applicant a meaningful chance to identify errors before an employer makes final use of the report. The alternatives are weaker because Speed, vendor delegation, and broad disclosure do not preserve employer accountability or applicant privacy. Documentation also makes the reasoning easier to review if the facts change.

27. C - HR should select this response because Recruiting should identify legitimate job requirements rather than use education timing as a proxy for age. The alternatives are weaker because Cost assumptions, consistent use, and applicant explanations do not justify an age-related screening preference. Follow-up confirms whether the intervention solved the problem described.

28. A - HR should select this response because Consistent placement supports internal equity and keeps compensation decisions tied to role and capability factors. The alternatives are weaker because Bargaining leverage, manager discretion, and personal finances are not reliable or fair placement standards. The result is more defensible because it relies on evidence rather than assumption.

29. C - HR should select this response because Clear written terms help the candidate make an informed decision and reduce avoidable early turnover or disputes. The alternatives are weaker because Delay,

assumption, and unilateral change undermine trust and can create a mismatch between offer and work. This keeps the decision tied to evidence and the stated business objective.

30. D - HR should select this response because The employer section is a time-bound employment-eligibility step tied to the employee's start date. The alternatives are weaker because Offer acceptance, benefits eligibility, and a month-end deadline do not reflect the ordinary completion timing. It connects the immediate action to consistent administration and later evaluation.

31. B - HR should select this response because Onboarding becomes productive when administrative readiness and role clarity support early practice and feedback. The alternatives are weaker because Repeated slides, passive waiting, and overwhelming assignments leave the most immediate barriers unresolved. The approach addresses the cause while limiting avoidable operational and compliance risk.

32. C - HR should select this response because Classification depends on facts about the relationship and work, not only labels, duration, or consent. The alternatives are weaker because Labels, one duration assumption, and worker choice alone do not resolve classification or compliance risk. This gives managers a practical standard they can apply consistently.

33. B - HR should select this response because The intervention should address the environmental barrier closest to the error before assigning more training. The alternatives are weaker because Repetition, testing, and discipline leave the defective tool in place and may punish employees for system design. Documentation also makes the reasoning easier to review if the facts change.

34. A - HR should select this response because The objective specifies conditions, observable behavior, and a measurable performance standard. The alternatives are weaker because Understand, become familiar, and appreciate express intentions but do not define evidence of achievement. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

35. D - HR should select this response because Needs assessment tests whether a communication skill, work condition, priority, or leadership issue causes the gap. The alternatives are weaker because Buying first, assuming motivation, and choosing by popularity can send training at the wrong problem. The result is more defensible because it relies on evidence rather than assumption.

36. A - HR should select this response because Short, searchable, current support fits recurring procedural change and helps employees apply the steps at work. The alternatives are weaker because Annual lectures, memory alone, and long documents are slow to update and difficult to use during tasks. This keeps the decision tied to evidence and the stated business objective.

37. B - HR should select this response because Evidence and two-way discussion help distinguish capability, resources, expectations, and commitment. The alternatives are weaker because Avoidance, comparison, and one-way lecturing reduce clarity and make improvement less actionable. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

38. C - HR should select this response because Mentoring addresses broader growth and perspective, while coaching or discipline serves more targeted performance purposes. The alternatives are weaker because Discipline, a lecture, and a performance plan do not match the employee's developmental request. The approach addresses the cause while limiting avoidable operational and compliance risk.

39. D - HR should select this response because Succession planning needs evidence about future role requirements and a way to close readiness gaps. The alternatives are weaker because Tenure, one instrument, and private selection cannot demonstrate readiness or support development. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

40. D - HR should select this response because Career paths make opportunity actionable by showing what employees can learn and how movement may occur. The alternatives are weaker because Applications, incumbent-only access, and titles alone do not provide a usable development map. Documentation also makes the reasoning easier to review if the facts change.

41. C - HR should select this response because Reaction data can guide course improvement, while transfer and results require later evidence from work. The alternatives are weaker because Satisfaction does not prove behavior, causation, or financial impact and should not replace follow-up. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

42. A - HR should select this response because Knowledge can exist without transfer when the work environment does not prompt or support application. The alternatives are weaker because Test scores, another quiz, and task removal do not explain or improve real-world performance. The result is more defensible because it relies on evidence rather than assumption.

43. B - HR should select this response because Accessible features let learners use the same content and objectives through different effective pathways. The alternatives are weaker because Video-only content, delayed requests, and visual consistency alone can create preventable barriers. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

44. D - HR should select this response because Version control ensures employees receive current content and gives the organization a reliable completion record. The alternatives are weaker because Choice, partial revision, and informal communication permit inconsistent or unprovable training results. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

45. C - HR should select this response because A pay philosophy balances external competitiveness with internal consistency, affordability, and strategic talent needs. The alternatives are weaker because One posting, a universal promise, and preference do not create a sustainable compensation framework. The approach addresses the cause while limiting avoidable operational and compliance risk.

46. B - HR should select this response because Job evaluation focuses on the work and its requirements rather than labels, history, or departmental power. The alternatives are weaker because Titles, incumbent pay, and budget size can reflect unrelated factors and create inequity. This gives managers a practical standard they can apply consistently.

47. A - HR should select this response because Range position can reflect hiring, market, progression, or design choices and requires diagnosis before correction. The alternatives are weaker because Automatic movement, performance assumptions, and deletion remove useful context or weaken governance. Documentation also makes the reasoning easier to review if the facts change.

48. B - HR should select this response because An unexplained difference warrants deeper review and a documented response while protecting privacy and accuracy. The alternatives are weaker because Dismissal, automatic correction, and premature disclosure can create new errors or privacy harm. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

49. A - HR should select this response because Balanced measures align incentives with the complete business result rather than a narrow activity target. The alternatives are weaker because More volume pressure, entry counts, and no performance link preserve the unintended behavior. The result is more defensible because it relies on evidence rather than assumption.

50. C - HR should select this response because Segregation and reconciliation reduce error and fraud risk by adding independent review before payment. The alternatives are weaker because Speed, trust, and complaint-only review do not provide preventive control or reliable detection. This keeps the decision tied to evidence and the stated business objective.

51. D - HR should select this response because Examples translate plan design into decisions employees can understand and complete on time. The alternatives are weaker because Branding, unstructured legal text, and manager-by-manager interpretation increase confusion. 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 coverage requires a controlled notice and election process rather than ad hoc manager decisions. The alternatives are weaker because Immediate termination, complaint-based extension, and manager discretion do not create consistent administration. The approach addresses the cause while limiting avoidable operational and compliance risk.

53. C - HR should select this response because The plan document and authorized amendments establish the administrative basis for the benefit and its disclosures. The alternatives are weaker because Informal summaries, marketing brochures, and popularity do not supersede governing terms. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

54. D - HR should select this response because Payroll review begins with actual compensable work and the applicable wage-and-hour rules, not scheduling labels. The alternatives are weaker because

Schedule, salary, and preapproval assumptions can undercount work that the employer permitted or knew about. Documentation also makes the reasoning easier to review if the facts change.

55. B - HR should select this response because Leave and benefits administration requires coordinated eligibility, notice, premium, and reinstatement information. The alternatives are weaker because Automatic cancellation, supervisor discretion, and delayed communication can create inconsistent treatment. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

56. A - HR should select this response because Trust depends on clear purpose and safeguards, not only on incentives or the amount of information collected. The alternatives are weaker because Larger incentives, coercion, and more data can intensify the concern and reduce participation. The result is more defensible because it relies on evidence rather than assumption.

57. B - HR should select this response because Noncash rewards create value through growth, flexibility, recognition, purpose, or autonomy when genuinely delivered. The alternatives are weaker because Reminders, vague promises, and added workload do not provide a supported employee benefit. This keeps the decision tied to evidence and the stated business objective.

58. D - HR should select this response because Governance can preserve meaningful recognition while reducing the effect of unequal visibility or manager habits. The alternatives are weaker because Voluntary access, identical awards, and department control do not test or correct program bias. It connects the immediate action to consistent administration and later evaluation.

59. C - HR should select this response because Low utilization can reflect design or access barriers rather than low value, so HR should diagnose the employee experience. The alternatives are weaker because Elimination, amount alone, and motivation assumptions skip the causes that may be fixable. 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 needed for that service. The alternatives are weaker because Existing access, future marketing, and partial identifiers do not authorize a new use or remove risk. This gives managers a practical standard they can apply consistently.

61. A - HR should select this response because Reward strategy should remain connected to current business goals, workforce needs, and the outcomes it is meant to support. The alternatives are weaker because No redesign, competitor copying, and cost-only thinking overlook fit, sustainability, and employee response. Documentation also makes the reasoning easier to review if the facts change.

62. B - HR should select this response because Focused questions reduce ambiguity and help HR interpret which issue employees are evaluating. The alternatives are weaker because Many topics, forced ranking, and unstructured writing make responses difficult to compare or act upon. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

63. D - HR should select this response because Who responds can influence results, and the pattern may not reflect employees who chose not to participate. The alternatives are weaker because Knowledge, deletion, and selective comments do not correct possible response bias. The result is more defensible because it relies on evidence rather than assumption.

64. D - HR should select this response because Timing and question focus should match what employees have had time to experience and evaluate. The alternatives are weaker because A full survey, one reaction question, and public identities reduce usefulness and candor. This keeps the decision tied to evidence and the stated business objective.

65. A - HR should select this response because Participant composition determines what the discussion can illuminate and what it cannot represent. The alternatives are weaker because Comments, supervisor summary, and immediate universal action do not correct the missing perspectives. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

66. B - HR should select this response because Light governance protects resources and purpose while allowing the group to remain employee-led. The alternatives are weaker because No standards, undocumented spending, and exclusion create accountability and access problems. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

67. C - HR should select this response because Closing the loop builds credibility by showing what was heard, what will change, and how progress will be tracked. The alternatives are weaker because Silence, universal promises, and raw comments create unrealistic expectations or privacy risk. This gives managers a practical standard they can apply consistently.

68. A - HR should select this response because Performance management begins with clear expectations and diagnosis before consequences or changes are considered. The alternatives are weaker because Immediate discipline, untested lowering, and public comparison skip the missing-standard problem. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

69. B - HR should select this response because Calibration improves consistency by comparing evidence and standards without replacing informed managerial judgment. The alternatives are weaker because Forced distributions, hierarchy, and no evidence can create new inequity or arbitrary outcomes. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

70. C - HR should select this response because Visible process information makes decisions more understandable and reduces avoidable surprise. The alternatives are weaker because Intuition language, after-the-fact notice, and inconsistent standards preserve opacity. The result is more defensible because it relies on evidence rather than assumption. It also makes the next review or correction easier to manage.

71. D - HR should select this response because A written plan gives notice and a fair opportunity while creating a consistent record for the manager. The alternatives are weaker because Vague warning, indefinite delay, and immediate termination omit clarity, support, or process. This keeps the decision tied to evidence and the stated business objective.

72. D - HR should select this response because A controlled reduction begins with documented business need and consistent role-based decision criteria. The alternatives are weaker because Complaint avoidance, personal standards, and premature announcement create inequity and confusion. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

73. C - HR should select this response because Preparation supports clarity, dignity, accurate administration, and controlled communication during a sensitive event. The alternatives are weaker because Debate, vagueness, and public disclosure can create confusion, conflict, or privacy harm. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

74. A - HR should select this response because Structured analysis turns departure information into patterns and possible system improvements. The alternatives are weaker because More collection, marketing use, and discipline threaten candor and do not address causes. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

75. B - HR should select this response because Stay interviews create a preventive conversation while the employee can still influence the relationship. The alternatives are weaker because Waiting, peer prediction, and universal promises lose timing or create unrealistic expectations. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

76. A - HR should select this response because Voluntary participation and clear expectations protect trust while allowing the organization to maintain useful relationships. The alternatives are weaker because Automatic enrollment, broad sharing, and rehire promises create privacy or fairness concerns. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

77. B - HR should select this response because Recognition analysis should test whether access and visibility, rather than contribution, drive the pattern. The alternatives are weaker because Identical awards, abandonment, and narrower access do not diagnose unequal opportunity. 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. C - HR should select this response because Confidentiality supports candor and protects employees when small groups or distinctive comments are identifiable. The alternatives are weaker because Participation consent, naming, and selective deletion do not justify avoidable identification. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

79. D - HR should select this response because Participation is an activity measure; employee experience and outcomes show whether the initiative is useful. The alternatives are weaker because Enrollment, coercion, and selective removal do not demonstrate engagement or program effectiveness. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

80. B - HR should select this response because Offboarding balances security and continuity through planned transfer, access control, property, and communication. The alternatives are weaker because Indefinite access, uncoordinated removal, and employee-only planning create preventable gaps. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

81. C - HR should select this response because Multiple changes can influence an outcome, so HR should separate association from causal proof. The alternatives are weaker because Single-cause credit, dismissal, and selective data removal overstate what the result demonstrates. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

82. A - HR should select this response because Employees need not use a legal label for HR to preserve the concern and begin an appropriate review. The alternatives are weaker because Terminology, private confrontation, and premature findings 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 A prompt, evidence-based review addresses conduct and power dynamics without deciding the outcome in advance. The alternatives are weaker because Intent, transfer, and performance-only thresholds avoid examining the reported conduct. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

84. A - HR should select this response because Retaliation analysis considers evidence and comparators rather than treating timing as proof or ignoring it. The alternatives are weaker because Automatic reversal, dismissal, and silencing do not establish what happened or protect the process. The result is more defensible because it relies on evidence rather than assumption.

85. C - HR should select this response because Title VII prohibits employment discrimination based on race, color, religion, sex, and national origin. The alternatives are weaker because The other examples are framed around legitimate job or business factors rather than a listed protected characteristic. This keeps the decision tied to evidence and the stated business objective.

86. D - HR should select this response because Age should not serve as a proxy for expected tenure, return on development, or retirement plans. The alternatives are weaker because Broad application, proof requests, and reduced opportunity preserve the age-based assumption. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

87. B - HR should select this response because The accommodation process removes barriers while keeping the essential function and legitimate standard intact. The alternatives are weaker because Identical materials, coworker voting, and removal skip individualized assessment and can exclude the employee unnecessarily. The approach addresses the cause while limiting avoidable operational and compliance risk.

88. B - HR should select this response because The request should be reviewed under the pregnancy-accommodation process with attention to continued work and essential duties. The alternatives are weaker because Forced leave, unrelated information, and categorical denial replace individualized analysis with assumptions. This gives managers a practical standard they can apply consistently.

89. C - HR should select this response because Family medical history is sensitive genetic information and should not be solicited casually for employment decisions. The alternatives are weaker because Universal questioning, general-file storage, and benefits use do not establish a legitimate need or proper control. Documentation also makes the reasoning easier to review if the facts change.

90. A - HR should select this response because Effective safety response addresses the hazard itself and checks whether the control works. The alternatives are weaker because Waiting, reminders alone, and waivers do not substitute for correcting a known workplace danger. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

91. D - HR should select this response because Employees need hazard information and training before exposure so they can follow protective procedures. The alternatives are weaker because Delayed action, restricted information, and appearance-based assumptions leave preventable safety gaps. The result is more defensible because it relies on evidence rather than assumption. It also makes the next review or correction easier to manage.

92. C - HR should select this response because A consistent process coordinates notice, eligibility, records, privacy, and protected absence. The alternatives are weaker because Vacation substitution, supervisor discretion, and coworker disclosure can undermine rights and confidentiality. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

93. D - HR should select this response because Reemployment analysis depends on service-related facts and a documented comparison to the position and benefits involved. The alternatives are weaker because New-applicant treatment, automatic denial, and lowest-role placement ignore protected reemployment principles. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

94. A - HR should select this response because Joint activity about shared working conditions can warrant protected treatment even when management dislikes the request. The alternatives are weaker because Discipline, bans, and forced separation can interfere with employee rights and suppress concerns. The approach addresses the cause while limiting avoidable operational and compliance risk.

95. B - HR should select this response because The request changes how the employer should proceed with a potentially disciplinary investigatory interview. The alternatives are weaker because Ignoring, waiving, or transferring the employee's voice bypasses the applicable representation process. 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 Labor communication should respect employee choice and avoid conduct that appears threatening, surveilling, or coercive. The alternatives are weaker because Attendance lists, incentives, and vote questioning can interfere with protected organizing activity. Documentation also makes the reasoning easier to review if the facts change.

97. D - HR should select this response because Contract interpretation starts with governing language, facts, deadlines, past practice, and the negotiated process. The alternatives are weaker because Manager authority, immediate change, and bypassing representation may conflict with contractual rights. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

98. B - HR should select this response because Mediation supports voluntary problem solving and differs from imposed discipline or formal adjudication. The alternatives are weaker because Truth findings, broad reporting, and forced acceptance describe different processes and undermine mediation. The result is more defensible because it relies on evidence rather than assumption.

99. A - HR should select this response because Neutrality 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. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

100. A - HR should select this response because Corrective action should provide fair notice and a proportionate response rather than automatic escalation. The alternatives are weaker because Manager status, secrecy, and maximum punishment do not cure unclear expectations or inconsistent treatment. It connects the immediate action to consistent administration and later evaluation.

101. C - HR should select this response because A controlled policy provides a common standard while documented exceptions govern legitimate differences. The alternatives are weaker because Custom, delay, and deletion replace consistent administration with unclear expectations. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

102. D - HR should select this response because The first priority is safety, followed by coordinated assessment and evidence preservation. The alternatives are weaker because Waiting, private confrontation, and broad publication can increase danger or compromise the response. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

103. B - HR should select this response because HR can address conduct and safety evidence without making unsupported medical conclusions or seeking unnecessary records. The alternatives are weaker because Disclosure, inaction, and unauthorized searches create privacy, fairness, and safety risks. Documentation also makes the reasoning easier to review if the facts change.

104. A - HR should select this response because A repeatable posting process helps employees receive current information and gives HR a way to verify completion. The alternatives are weaker because Self-research, outdated material, and removal do not satisfy a controlled communication responsibility. 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 governed definition allows different reports to answer related questions consistently and transparently. The alternatives are weaker because More displays, analyst preference, and unreconciled conflict make the disagreement harder to explain. The result is more defensible because it relies on evidence rather than assumption.

106. C - HR should select this response because Controlled change prevents local needs from creating inconsistent data, access, or downstream reporting. The alternatives are weaker because Immediate entry, shadow spreadsheets, and local definitions create reconciliation and integrity risk. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

107. B - HR should select this response because Least privilege matches access to the purpose and limits exposure of sensitive employee information. 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. D - HR should select this response because Reconciliation must protect history and downstream processes while establishing one reliable employee identity. The alternatives are weaker because Unreviewed deletion, employee choice, and filtering can lose data or leave transactions inconsistent. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

109. A - HR should select this response because Responsible analytics requires a defined population and transparent limitations before leaders act on a trend. The alternatives are weaker because Favoring a result, silent change, and abandonment avoid rather than solve metric governance. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

110. C - 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 deletion, 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. B - HR should select this response because Data integrity requires common structure, controlled correction, and testing of affected processes. The alternatives are weaker because Local variation, deletion, and hiding the field leave the underlying data and payroll risk unresolved. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

112. C - HR should select this response because Initial response should limit exposure while preserving evidence for scope assessment and required follow-up. The alternatives are weaker because Deletion, premature 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 Role changes require permissions to be reassessed so access reflects current responsibilities and sensitivity. The alternatives are weaker because Past trust, total disablement, and self-assessment do not provide timely least-privilege control. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

114. B - HR should select this response because Data minimization supports the legitimate decision while limiting unnecessary exposure of sensitive information. The alternatives are weaker because Full files, diagnoses, and total refusal either over-disclose or withhold needed 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. D - HR should select this response because Observed relationships can reflect role, selection, manager, or tenure differences as well as training. The alternatives are weaker because Causal certainty, dismissal, and selective exclusion overstate or distort the available evidence. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.