

PRACTICE EXAM 19: 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 entering a new market with unfamiliar workforce risks. What should HR give the leadership team first?
 - A. A stakeholder map linking business outcomes, decision influence, concerns, and engagement actions.
 - B. A list of HR programs used by the company's current market.
 - C. A promise that the expansion will improve every workforce measure.
 - D. A calendar of meetings without owners, decisions, or risk categories.

2. A support center has simple transactions and complex employee cases. How should HR assess manager span of control?
 - A. Use the same span for every team so the organization appears consistent.
 - B. Base it only on the number of employees in the manager's location.
 - C. Increase it whenever technology is available, regardless of case complexity.
 - D. Set it from work complexity, manager capacity, employee needs, and the support required for quality decisions.

3. Several regions perform the same payroll administration but need different advisory support. Which design is best?
 - A. Move every HR decision to one executive regardless of local requirements.
 - B. Let every region create unrelated processes to preserve maximum flexibility.

- C. Use shared services for repeatable transactions while keeping consultative expertise near business needs.
- D. Eliminate specialist knowledge because transactions are the largest workload.

4. An HR risk review identifies many concerns but no common prioritization method. What should HR introduce?

- A. Rank risks by likelihood, impact, control strength, and response ownership.
- B. List concerns in the order employees happened to report them.
- C. Ask leaders to select the risk that sounds most alarming.
- D. Treat every risk as equally urgent so no concern appears minimized.

5. Training participation is high, but a safety incident rate has not changed. What should HR do with the measures?

- A. Report attendance as proof that the safety program is effective.
- B. Discard all activity measures because only final outcomes matter.
- C. Select the measure with the most favorable trend for leadership reporting.
- D. Pair leading indicators with outcome measures and review whether the measures change decisions.

6. An HR leader is asked to approve a vendor owned by a close family member. What should HR recommend?

- A. Approve the vendor if its quoted price appears lower than competitors.
- B. Disclose the relationship through the ethics process and obtain independent review before proceeding.
- C. Keep the relationship private unless another employee raises a concern.
- D. Approve the purchase personally and request a small price reduction.

7. An internal audit finds that managers skip different steps in a separation process. What should HR do first?

- A. Send a reminder and close the audit without reviewing previous cases.
- B. Discard the checklist because managers find it difficult to use.
- C. Trace the process, identify root causes, correct affected cases, and test the revised control.
- D. Blame the last manager who missed a step and end the review.

8. Employees hear that collaboration matters, but promotions reward individual competition. What should HR examine?

- A. Rewrite the values statement without reviewing promotion evidence or incentives.
- B. Ask leaders to repeat the collaboration message during every team meeting.
- C. Compare stated values with rewards, leader behavior, decisions, and employee experience.
- D. Measure culture only through reported policy violations and formal complaints.

9. A business unit wants a new HR platform. Which business case is most useful to executives?

- A. Show the vendor's feature list and assume the most features create the most value.
- B. Promise that implementation will create savings without changing employee experience.
- C. Present the purchase price without redesign, training, integration, or oversight needs.
- D. Show the problem, options, costs, benefits, adoption risks, and measures of success.

10. A cross-functional project has several sponsors who give teams conflicting instructions. What should HR help establish?

- A. Let the most senior sponsor decide every operational detail without consultation.
- B. Clarify decision rights, escalation paths, and how competing priorities will be resolved.
- C. Schedule more meetings while leaving authority and escalation undefined.
- D. Allow each team to follow whichever sponsor it prefers at the moment.

11. A service business expects demand to vary widely next year. What should HR provide during planning?

- A. Workforce and financial scenarios showing capacity consequences under different demand assumptions.
- B. One hiring target based only on the largest possible demand estimate.
- C. A staffing freeze until every business decision is completely final.
- D. A request for managers to estimate staffing from intuition without shared assumptions.

12. A sensitive policy change will affect employees differently by location. What should HR prepare before announcement?

- A. An audience-specific message, manager talking points, timing, and a channel for questions.
- B. One generic message with no local context or contact for follow-up questions.
- C. A policy posting followed by enforcement before managers receive guidance.
- D. A promise that the change will feel identical for every employee and location.

13. A new case-management process may reduce delays, but leaders are unsure whether it works. What should HR do?

- A. Deploy it everywhere immediately so the organization has one common process.
- B. Delay all improvement until every possible exception has been analyzed.
- C. Pilot the process with clear measures, collect feedback, and revise before scaling.
- D. Measure success only by whether the implementation budget was spent.

14. An executive asks whether a retention program caused fewer resignations. What should HR include in its response?

- A. A causal conclusion based only on the favorable resignation trend.
- B. A statement that HR data cannot inform decisions about retention.
- C. The most positive subgroup result without discussing selection or timing.
- D. A decision question, relevant data, tested assumptions, and limitations on what the evidence can show.

15. A policy receives frequent exceptions from one business unit. Which HR response is strongest?

- A. Approve every request informally so the policy never slows operations.
- B. Define exception criteria, approval authority, documentation, and periodic review.
- C. Deny every request because consistent administration permits no flexibility.
- D. Let each manager decide privately whether an exception seems reasonable.

16. A continuity plan depends on one analyst who maintains a critical HR report. What should HR prioritize?

- A. Offer a retention bonus without sharing the analyst's specialized knowledge.
- B. Wait until the analyst is absent before identifying another report owner.
- C. Assign the report to the nearest manager without technical preparation or testing.
- D. Document the process, cross-train a backup, and test access and recovery procedures.

17. A policy owner wants to publish a new rule without review because the subject is sensitive. What should HR recommend?

- A. Publish immediately and collect questions only after enforcement begins.
- B. Ask one trusted manager to write and approve the policy without review.
- C. Use an appropriate review path, protect confidential information, and document rationale and implementation controls.
- D. Avoid documentation so the organization can change the rule informally later.

18. A manufacturer expects several product launches but has not set final volumes. What should workforce planning model?

- A. One staffing number based on the largest possible launch volume.
- B. Demand scenarios using volume, productivity, turnover, skill mix, and timing rather than headcount alone.
- C. A hiring freeze until product decisions are completely final.
- D. Manager estimates without common assumptions about work or productivity.

19. A company has many roles but limited development funds. How should HR prioritize workforce planning attention?

- A. Segment critical roles by business impact, scarcity, and replacement difficulty.
- B. Give every role the same planning attention regardless of business consequences.
- C. Prioritize only roles with the highest current salaries.
- D. Choose roles based on which managers submit requests first.

20. A manager wants to post a role using a copied description with vague duties. What should HR do first?

- A. Add every qualification the current manager personally prefers.
- B. Copy language from an attractive advertisement in another industry.
- C. Post the role and let applicants define its requirements through questions.
- D. Document essential tasks, outputs, capabilities, conditions, and evidence from multiple role sources.

21. A hard-to-fill role requires specialized experience that local applicants rarely have. Which sourcing approach is best?

- A. Raise every qualification so only perfect applicants remain eligible.
- B. Repeat the same job advertisement until the applicant pool changes.
- C. Combine targeted outreach, compelling role information, and relationship-building with qualified passive candidates.
- D. Wait for referrals and avoid outreach because passive candidates may not be searching.

22. A hiring panel uses different questions and informal impressions for each finalist. What should HR require?

- A. The same job-related questions, anchored ratings, evidence notes, and trained interviewers.
- B. Let each interviewer use personal questions to preserve conversational freedom.
- C. Average ratings without asking how interviewers reached their conclusions.
- D. Allow the most senior interviewer to replace the panel's documented evidence.

23. A screening procedure produces a much lower selection rate for one demographic group. What should HR review?

- A. Keep the procedure because the same rule was applied to every applicant.
- B. Job relatedness, validation evidence, outcomes, and less-disparate alternatives to the procedure.
- C. Remove every selection standard so no group can be screened out.
- D. Change applicant records so the difference is less visible in reports.

24. Employee referrals produce strong hires but draw from a narrow social network. What should HR change?

- A. Keep referrals as one channel, widen outreach, and compare reach and outcomes across sources.
- B. End referrals because every referral program is inherently unfair.
- C. Use referrals exclusively because the hires perform well.
- D. Ask employees to refer only people who share the team's background.

25. An applicant requests an adjustment to participate in an interview. What should HR do?

- A. Require the applicant to prove a diagnosis before discussing the interview process.
- B. Offer an accessible interview process and ask what effective adjustment is needed.
- C. Cancel the interview because adjusting the process would make comparison difficult.
- D. Give the same process to everyone even when it prevents meaningful participation.

26. An employer plans to rely on a consumer report in deciding whether to hire an applicant. What should HR do?

- A. Make the decision immediately and let the applicant ask questions afterward.
- B. Let the screening vendor decide whether the applicant is employable.
- C. Obtain required authorization and follow the pre-adverse and final-adverse action process when using a report.

D. Send the report to all employees who participated in recruiting.

27. A finalist accepts an offer but has not received the expected schedule or first-work location. 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 the offer.
- C. Change the terms later if staffing needs make the original arrangement inconvenient.
- D. Confirm material job terms, contingencies, start expectations, and a contact for questions before the start date.

28. A hiring manager wants to bypass the approved selection process for a preferred candidate. What should HR do?

- A. Allow the manager to choose privately because the manager owns the opening.
- B. Skip documentation if the finalist has a strong personal recommendation.
- C. Use a consistent selection record showing criteria, evidence, approvals, and job-related reasons.
- D. Use the process only after the preferred candidate has already been promised the job.

29. Which onboarding design best supports a new employee during the first week?

- A. Repeat orientation slides without addressing missing work conditions or role clarity.
- B. Provide system access, a first-week plan, role context, and scheduled manager and peer check-ins.
- C. Wait for the employee to ask for access, feedback, and relationship support.
- D. Assign a complex project immediately so the employee learns through pressure.

30. New-hire exits increase during the first 90 days. What should HR analyze?

- A. Blame new hires because early departure proves they lacked commitment.
- B. Raise recruiting volume without examining the employee experience after hiring.
- C. Stop tracking early exits because turnover data cannot explain individual decisions.

D. Compare early exits by role, manager, source, schedule, and expectations to locate preventable causes.

31. A critical role has no internal successor and a long external hiring lead time. What should workforce planning include?

A. Internal capability development, interim coverage, external pipeline work, and milestones for reassessment.

B. Wait for the incumbent to leave before beginning any replacement activity.

C. Name the most senior employee as successor without assessing readiness or interest.

D. Hire immediately without checking whether the role or capability need may change.

32. A university recruiting program attracts many students but few accepted offers. Which measure set is most useful?

A. Count campus-event attendance as proof that the recruiting program works.

B. Evaluate source quality, conversion, time, cost, and early performance rather than attendance alone.

C. Increase event frequency without examining where candidates leave the funnel.

D. Judge the program only by the number of resumes collected.

33. A team misses a service standard, but the required procedure is difficult to find and use. What should L&D assess?

A. Purchase a course immediately because every performance gap is a training problem.

B. Assume employees lack motivation because the service standard was missed.

C. Whether the gap reflects knowledge, skill, motivation, resources, process, or unclear expectations.

D. Discipline the team before reviewing tools, workload, or process design.

34. Which learning objective is strongest for a payroll-approval workshop?

A. Understand why payroll approvals are important to the organization.

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

35. Employees forget a procedure after a single annual class. Which learning design is most likely to improve retention?

- A. Space practice over time and require retrieval and application instead of one-time exposure.
- B. Make the annual class longer while keeping practice limited to the classroom.
- C. Send the policy once and ask employees to reread it before the deadline.
- D. Add more lecture slides so the course covers every possible exception.

36. A course receives high ratings, but managers report little workplace transfer. What should the learning team measure next?

- A. More immediate satisfaction ratings because participants already liked the course.
- B. Attendance totals because participation is the clearest evidence of transfer.
- C. Workplace behavior evidence and desired outcomes, while connecting results cautiously to the learning intervention.
- D. A larger knowledge quiz that avoids observing behavior on the job.

37. A supervisor needs to correct a current performance issue, while a junior employee seeks long-term career guidance. Which pairing fits?

- A. Use discipline for both needs because guidance should always be formal.
- B. Use one compliance lecture for both needs so every employee receives identical support.
- C. Use a performance-improvement plan to define the employee's long-term career aspirations.
- D. Use coaching for immediate performance improvement and mentoring for broader career perspective.

38. A succession slate names potential successors but contains no evidence of readiness. What should HR add?

- A. Rank employees by tenure and treat the longest-serving person as ready.
- B. Future-role capabilities, readiness evidence, development experiences, and follow-up for each candidate.
- C. Use one personality result as the final succession decision.
- D. Ask leaders to select successors privately without assigning development commitments.

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

- A. Provide role information, capability expectations, development resources, and manager support for movement.
- B. Tell employees to apply for openings without explaining advancement requirements.
- C. Reserve future roles for employees already performing the target work.
- D. Publish job titles only and let employees infer the required capabilities.

40. A distributed team needs a short procedure learned consistently across locations. Which design is strongest?

- A. Use a long lecture with no practice or reference support after the session.
- B. Combine instructor guidance, practice, peer discussion, and job aids across delivery channels.
- C. Require employees to memorize the procedure without a job aid.
- D. Send a policy document and assume reading alone will produce consistent performance.

41. A security course changes after a new procedure takes effect. Which learning-system control is most important?

- A. Record required completion, audience, version, effective date, and approved exceptions.
- B. Leave every historical version active and let employees choose the shortest course.
- C. Update the quiz while allowing old job aids to remain in circulation.
- D. Tell managers about the revision without updating the learning record.

42. A leadership program asks participants to solve a real process problem and present an implementation plan. What method is this?

- A. Use lecture-only instruction followed by a satisfaction survey.
- B. Use a compliance briefing that avoids applying ideas to work.
- C. Use a realistic business problem, sponsor support, reflection, and an implementation deliverable.
- D. Use an individual reading assignment with no feedback or business sponsor.

43. Managers attend feedback training but avoid difficult conversations afterward. What should HR add?

- A. Another lecture with more definitions and no opportunity to practice.
- B. A policy reminder that treats avoidance as a personal motivation issue.
- C. A test score as the only evidence that managers can use the skill.
- D. A feedback framework, observation practice, and follow-up expectations for managers.

44. An L&D dashboard shows completion but cannot show whether learning changed work. What should HR improve?

- A. Use participation, completion, transfer, and outcome patterns with appropriate limits on interpretation.
- B. Declare success from completion because finished courses prove employees improved.
- C. Remove outcome measures because workplace performance has multiple influences.
- D. Report only the strongest department so the program appears more effective.

45. A company competes for scarce technical talent but must protect long-term affordability. What should its pay philosophy balance?

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

46. Two roles have similar titles but different decision responsibility and working conditions. How should HR compare them?

- A. Pay the role with the more prestigious title more highly.
- B. Use the current incumbent's salary as proof of permanent job value.
- C. Evaluate job content, responsibility, capability, effort, and working conditions using consistent factors.
- D. Let the department with the larger budget determine the job's value.

47. Experienced employees earn little more than recent hires in the same range. What should HR investigate?

- A. Move every employee to the midpoint without examining job or market facts.
- B. Conclude that experienced employees must be underperforming.
- C. Delete the range so each manager can set pay independently.
- D. Range design, hiring rates, increases, market movement, and compression between new and experienced employees.

48. A compensation analyst prepares a market-pricing study for a technical role. Which matching method is most defensible?

- A. Match by title alone because titles are easy to compare across employers.
- B. Use reliable market matches based on job content, scope, geography, and data quality.
- C. Use the highest reported salary even when the work and location differ.
- D. Select the survey with the most favorable result for the employer.

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

- A. Analyze patterns, investigate causes, protect confidentiality, and plan documented corrective action where warranted.
- B. Dismiss the difference because statistical evidence can never inform HR action.
- C. Correct every employee's pay immediately without checking the underlying facts.
- D. Publish individual salaries before completing the review or protecting privacy.

50. A call-center bonus rewards average handle time, and agents begin ending calls before issues are resolved. Which redesign is strongest?

- A. Increase the speed target so agents focus even more intensely on shorter calls.
- B. Pay for every call closed regardless of resolution or customer outcome.
- C. Add quality or compliance gates and balanced outcomes so the incentive cannot reward harmful shortcuts.
- D. Remove performance measures and award identical bonuses to everyone.

51. A company wants to improve retention without increasing base pay for every role. Which total-rewards approach is appropriate?

- A. Promise a promotion to every employee who asks about career growth.
- B. Replace pay information with motivational slogans about the employee experience.
- C. Give one identical perk to every employee regardless of role or preference.
- D. Offer meaningful choices such as development, flexibility, recognition, autonomy, or service opportunities.

52. Employees misunderstand a benefits change because the notice uses plan terminology without examples. What should HR add?

- A. Add more provider branding so employees remember the plan name.
- B. Repeat the same terminology more often without explaining its practical meaning.
- C. Explain value, eligibility, employee actions, deadlines, and where to get help using plain language.
- D. Send the full legal document and assume employees will locate the relevant section.

53. An enrollment change will affect eligibility, payroll deductions, and employee elections. What should HR test before launch?

- A. The enrollment workflow, communications, eligibility rules, and payroll interfaces.
- B. The provider's website appearance without testing employee transactions.
- C. A sample announcement while assuming all employee records are accurate.
- D. Payroll totals only after launch, when corrections may be difficult.

54. An employee reports a qualifying life event that may change benefit eligibility. What should HR coordinate?

- A. Change deductions immediately without checking the plan's eligibility or effective-date rules.
- B. Tell the employee to contact the carrier without recording the HR action.
- C. Wait until annual enrollment because life events cannot affect benefit administration.
- D. Eligibility, plan terms, payroll deductions, and employee communications for the applicable event.

55. A benefits team administers a retirement arrangement and receives questions about required plan information. What should HR do?

- A. Give employees an informal summary and omit formal plan materials.
- B. Provide plan information and disclosures through the process required for the applicable benefit arrangement.
- C. Tell employees to ask coworkers because benefits information is not an HR responsibility.
- D. Change plan terms in a local memo without coordinating the governing documents.

56. A supervisor asks payroll to treat a group of workers as exempt without reviewing their duties. What should HR do?

- A. Accept the supervisor's label because the group receives a salary.
- B. Treat every professional title as proof that overtime rules do not apply.
- C. Ignore unrecorded work because employees were told not to work beyond schedule.

D. Review hours worked, duties, classification, and applicable overtime rules before approving payroll treatment.

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

- A. Recognition criteria for transparency, job relevance, and access across locations and work schedules.
- B. Give identical awards so visibility no longer affects recognition decisions.
- C. Let senior leaders select all recipients because they see the broadest work.
- D. Remove recognition records so employees cannot compare award patterns.

58. A total-rewards statement should help an employee understand the value of the employment package. What should it show?

- A. Only base pay because benefits and recognition cannot be valued by employees.
- B. A list of company programs without amounts, eligibility, or employee relevance.
- C. The reward components, employer cost, and available choices in a personalized statement.
- D. The highest possible value of every benefit regardless of the employee's eligibility.

59. A wellness initiative collects participation information but has no clear employee problem or outcome measure. What should HR do?

- A. Declare success because participation proves employees value the initiative.
- B. Define the employee problem, participation boundary, outcome measure, and comparison evidence before judging success.
- C. Collect more personal information before defining the purpose or safeguards.
- D. End the initiative immediately because no program can be evaluated perfectly.

60. A manager must communicate a pay change that will affect different employee groups at different times. What should the message cover?

- A. Only the new amount because employees do not need implementation context.
- B. The reason, timing, affected groups, and employee questions before implementing the pay change.
- C. A vague message that avoids explaining why some employees are affected differently.
- D. A promise that the change will never be reviewed or adjusted in the future.

61. A benefits team processes eligibility changes differently across locations. What control should HR implement?

- A. Let each location choose its own eligibility rules for local convenience.
- B. Rely on employees to notice missing coverage and report errors after payroll closes.
- C. Record only the final deduction and omit the event or effective-date evidence.
- D. A consistent process capturing the event, effective date, documentation, and employee notice.

62. A pulse survey asks employees to rate several unrelated ideas in one question. What should HR change?

- A. Keep the question because combining topics produces more information at once.
- B. Add more response choices without separating the ideas being measured.
- C. Ask focused questions that match the decision, use consistent scales, and avoid double-barreled wording.
- D. Replace the question with a general prompt about whether employees feel positive.

63. Leaders want monthly engagement pulses, but employees already report survey fatigue. What should HR recommend?

- A. Set a cadence that captures timely signals without creating fatigue or replacing action.
- B. Survey every week so leaders always have the newest possible data.
- C. Stop measuring engagement because any survey fatigue invalidates employee feedback.
- D. Use longer surveys less often without explaining how results will guide action.

64. A focus group may overrepresent outspoken employees from one shift. Which design improves the evidence?

- A. Invite only the employees who volunteer first because they are most motivated.
- B. Use varied participants, neutral facilitation, confidentiality protections, and a method for synthesizing themes.
- C. Let the department leader facilitate so participants know the discussion matters.
- D. Treat the loudest theme as the group's unanimous conclusion.

65. An employee resource group requests funding 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. Deny the request because employee groups cannot contribute to engagement.
- C. Purpose, membership access, sponsorship, budget controls, and outcome measures for the group.
- D. Give the group unrestricted funds and let members define success later.

66. A survey identifies concerns about workload, but leaders have not reported any response. What should HR do next?

- A. Share themes, actions, owners, timing, and progress updates to close the feedback loop.
- B. Repeat the same survey until employees provide more favorable responses.
- C. Publish individual comments so leaders can identify every person who raised a concern.
- D. Promise that all requested changes will be implemented regardless of feasibility.

67. New employees report confusion during the first month, while later-stage employees report strong support. What should HR examine?

- A. Average all lifecycle scores so one stage cannot receive special attention.
- B. Focus only on the strongest stage because it shows the process can work.
- C. Replace employee feedback with a generic engagement campaign for everyone.
- D. Each lifecycle stage for clarity, support, friction, and outcomes, then target the weakest experience.

68. Managers give feedback that is vague and delayed until annual reviews. What should HR teach?

- A. Wait for annual reviews so feedback remains part of one formal process.
- B. Use personality labels to explain performance without discussing observable behavior.
- C. Make feedback specific, timely, behavior-based, and connected to expectations and support.
- D. Give praise only because corrective feedback may reduce engagement.

69. Recognition nominations vary sharply by manager and location. What should HR audit?

- A. Nominations and awards for visibility, manager access, role differences, and consistent criteria.
- B. Give identical awards so differences in nomination behavior disappear.
- C. Let each manager define contribution differently to preserve local flexibility.
- D. Remove nomination data so employees cannot compare award patterns.

70. Employees say promotion decisions are unclear. Which practice would improve procedural confidence?

- A. Tell employees leaders will recognize talent when they see it.
- B. Keep criteria informal so managers retain maximum discretion.
- C. Announce promotions without explaining how candidates were evaluated.
- D. Publish understandable criteria, evidence expectations, decision roles, and a review or appeal path.

71. Retention is lower on teams with heavy workloads, but pay also differs across those teams. What should HR analyze?

- A. Conclude that workload alone caused every resignation in the group.
- B. Compare retention with workload, manager, pay, mobility, tenure, and employee-experience evidence.
- C. Raise pay immediately without checking other working conditions or patterns.
- D. Ignore retention differences because employee decisions cannot be analyzed responsibly.

72. Exit interviews praise a departing manager, but stay interviews report fear of speaking openly. How should HR interpret this?

- A. Use the exit interview as definitive because departing employees are always more candid.
- B. Treat exit comments as one source and compare them with stay data and operational patterns.
- C. Discard stay interviews because current employees may protect their relationships.
- D. Average the comments and report the most common phrase as the root cause.

73. A reorganization will change reporting lines and daily work. What engagement practice should HR support?

- A. Announce the final structure without consultation so employees cannot influence the decision.
- B. Delay communication until every implementation detail is permanently settled.
- C. Involve affected employees early, explain changes, and provide support and feedback channels.
- D. Promise that no employee's work or relationships will change after the reorganization.

74. Employees hesitate to raise concerns because they do not know what happens after a report. What should HR create?

- A. A trusted channel with routing, confidentiality limits, response expectations, and escalation.
- B. A suggestion box with no stated process for review or response.
- C. An anonymous channel that promises complete secrecy in every circumstance.
- D. A manager-only process that excludes employees from understanding the next steps.

75. An engagement score rises after a new manager arrives, while workload also falls. What should HR report?

- A. Declare the new manager solely responsible because the score improved afterward.
- B. Ignore the score because multiple factors always affect engagement.
- C. Remove employees whose scores did not improve so the result is clearer.
- D. Use the result with context and avoid treating correlation as proof of a single cause.

76. A wellbeing program has high enrollment but leaders cannot show whether it helps employees. What should HR do?

- A. Declare the program successful because enrollment demonstrates employee satisfaction.
- B. Collect every available health detail before defining the program's purpose or safeguards.
- C. Define the employee problem, participation boundary, outcome measure, and comparison evidence before judging success.
- D. End the program immediately because wellbeing outcomes are difficult to attribute.

77. Managers receive an engagement score but lack practical ways to respond. What should HR provide?

- A. A dashboard only, because managers should determine their own response without guidance.
- B. Expectations, practice, tools, and accountability for everyday manager engagement behaviors.
- C. A one-time motivational speech with no practice or follow-up.
- D. An instruction to improve scores without clarifying which behaviors matter.

78. A departing employee will leave several client relationships and undocumented work behind. What should offboarding include?

- A. Respectful logistics, knowledge transfer, access changes, feedback, and useful continuing alumni communication.
- B. Ask the departing employee to manage every transition independently.
- C. Disable access immediately without identifying critical records or successor responsibilities.
- D. End all communication because former employees cannot contribute to future relationships.

79. Absence rates rise in one work unit after schedules change. What should HR examine?

- A. Assume employees are abusing leave because the rate increased after the schedule change.
- B. Discipline everyone with an absence before reviewing the work conditions involved.
- C. Ignore the pattern because attendance data cannot inform employee-experience decisions.
- D. Absence patterns with workload, health and safety, scheduling, manager, and policy information.

80. An engagement action plan has many possible initiatives but limited capacity. How should HR prioritize?

- A. Choose the most visible initiative so leaders can announce progress quickly.
- B. Fund every request equally even when capacity and evidence differ.
- C. Select the initiative with the lowest cost regardless of likely employee impact.
- D. Employee impact, evidence strength, feasibility, ownership, and ability to learn quickly.

81. An employee forum attracts mostly office-based employees while remote workers rarely participate. What should HR do?

- A. Keep the forum unchanged because employees who attend represent the whole workforce.
- B. Require remote employees to travel so every participant uses the same format.
- C. Offer accessible participation channels and compare participation across work arrangements.
- D. Exclude office-based employees from future forums to force broader participation.

82. Which set contains the characteristics identified in Title VII's federal employment discrimination prohibition?

- A. Race, color, religion, sex, or national origin.
- B. Job level, work location, tenure, education, or schedule preference.
- C. Salary history, commute distance, department size, or performance rating.
- D. Personality style, preferred technology, travel tolerance, or office preference.

83. An employee requests an adjustment related to a disability that affects a nonessential work activity. What should HR do?

- A. Require the employee to accept leave before discussing a workplace adjustment.
- B. Start an interactive process focused on essential functions and an effective accommodation, limiting medical details to what is needed.
- C. Ask coworkers to vote on whether the request seems fair to the team.
- D. Remove the employee from the role before assessing whether an adjustment can work.

84. A manager says a candidate is too old for a fast-moving role. What should HR explain?

- A. Age is never relevant to federal employment decisions if the same rule is used for everyone.
- B. Age may be protected under federal law for workers who are 40 or older, so decisions need job-related support.
- C. Recent graduation is a lawful substitute for assessing the capabilities the role actually requires.
- D. A manager may use age as a shortcut whenever a role involves new technology.

85. An employee requests a temporary adjustment for a limitation related to pregnancy. What should HR consider?

- A. Require the employee to take leave before considering a temporary adjustment.
- B. Deny the request because temporary changes cannot be part of accommodation analysis.
- C. A reasonable accommodation for the known limitation unless providing it would create undue hardship.
- D. Ask the employee's coworkers to decide whether the limitation warrants support.

86. A recruiter asks an applicant about inherited medical conditions during an interview. What should HR do?

- A. Ask every applicant the same genetic question so the process is uniform.
- B. Use the answer only for wellness planning and keep it in the recruiting file.
- C. Ask the applicant to volunteer family medical history after the interview ends.
- D. Avoid requesting or using genetic information in employment decisions and protect any lawfully held information separately.

87. An employee files a discrimination complaint, and the supervisor soon proposes an unusually severe discipline. What should HR review?

- A. Evidence, decision timing, comparable treatment, and whether the action could be motivated by the complaint.
- B. Approve the discipline because supervisors may act freely after a complaint.
- C. Cancel every discipline involving the supervisor regardless of the underlying facts.
- D. Tell the employee not to discuss the complaint while HR decides what happened.

88. An employee reports possible harassment involving a senior manager. What should HR do?

- A. Use an impartial investigator, define scope, interview relevant people, preserve records, and document findings.
- B. Ask the senior manager to investigate the complaint without oversight.
- C. Wait for more employees to report before preserving evidence or beginning intake.
- D. Move the reporting employee immediately without assessing safety or business needs.

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

- A. Deny the request until the employee names the exact legal protection involved.
- B. Tell the manager the medical details so the manager can decide whether leave is justified.
- C. Require the employee to exhaust vacation before discussing protected leave.
- D. Provide neutral intake, identify potential protections, and follow applicable leave notice and certification processes.

90. A facility uses hazardous chemicals, but employees cannot locate safety information. What should HR support?

- A. Tell employees to rely on coworkers who have used the chemicals longest.
- B. Store safety information only in a manager's office to control access.
- C. Hazard information, labels, training, and access to safety data for hazardous chemicals.
- D. Provide general wellness advice without identifying hazards or protective procedures.

91. An employee returns from military service and asks about continued employment rights. What should HR do?

- A. Treat the absence as a voluntary resignation because the employee was away from work.
- B. Apply a nondiscriminatory leave and reemployment process and coordinate with applicable military-service protections.
- C. Place the employee in any available role without comparing the applicable reemployment position.
- D. Require the employee to compete again for the prior job regardless of the leave circumstances.

92. Employees are disciplined after discussing schedules and staffing together in a group chat. What should HR assess?

- A. Whether employees acted together about workplace terms or conditions before discipline was imposed.
- B. Approve discipline because online conversations are never related to employment conditions.
- C. Ignore the discussion because employees did not use the organization's formal complaint form.
- D. Treat the group chat as protected only if every participant belongs to a union.

93. A union campaign begins, and a supervisor wants to discourage employees from attending meetings. What should HR advise?

- A. Ask supervisors to identify employees who attend meetings and report their names.
- B. Promise special benefits to employees who reject organizing activity.
- C. Apply neutral rules consistently and avoid threats, promises, surveillance, or coercive conduct.
- D. Threaten stricter scheduling for employees who support the campaign.

94. A manager wants to terminate an employee for a recurring error. Which process is most defensible?

- A. Terminate immediately because one serious error always eliminates the need for process.
- B. Ignore the error until the annual review so the record remains simple.
- C. Use a coworker vote to decide whether the employee should remain employed.
- D. Clear expectations, evidence, proportional response, notice, and an opportunity to improve when appropriate.

95. An employee requests a representative during an investigatory interview that could lead to discipline. What should HR do?

- A. Continue because a representative cannot participate in any investigation.
- B. Pause the interview and follow the applicable representation process before continuing.
- C. Require the employee to waive representation before answering questions.
- D. Transfer the interview to another supervisor without addressing the request.

96. An employee files a grievance alleging inconsistent schedule assignments. What should HR do first?

- A. Close the grievance because scheduling is always a manager's personal discretion.
- B. Acknowledge the complaint, secure records, interview relevant parties, assess policy, and communicate next steps.
- C. Promise the requested schedule before reviewing records or hearing other perspectives.
- D. Ask the employee to resolve the issue privately with the manager and provide no process.

97. Two employees want to resolve a conflict without a formal finding. Which ADR design is most appropriate?

- A. Use a voluntary, neutral process with defined authority, confidentiality limits, and documented resolution.
- B. Require one employee to accept the other employee's proposed solution.
- C. Let the direct supervisor mediate without explaining confidentiality or process boundaries.
- D. Promise that nothing discussed can ever be considered in any later process.

98. A supervisor reports possible impairment after an employee becomes unsteady near machinery. What should HR recommend first?

- A. Announce the suspected condition to coworkers so everyone can monitor the employee.
- B. Wait for a medical diagnosis before taking any safety action.
- C. Activate the safety response, separate immediate risk from investigation, preserve evidence, and coordinate assistance.

D. Search personal belongings without authorization to find an explanation.

99. An organization receives notice of a dispute involving electronic personnel records. What should HR do?

- A. Continue routine deletion because old records create storage expense.
- B. Preserve only paper records and allow electronic systems to delete normally.
- C. Tell one manager to save any records that seem personally important.
- D. Suspend routine deletion for covered records, define scope, notify custodians, and monitor compliance.

100. Employees report working before scheduled shifts and during unpaid meal periods. What should HR review?

- A. Time worked that the employer knows or should know about and any needed corrective payroll action.
- B. Count only hours employees entered after a supervisor's advance approval.
- C. Ignore the time because employees were instructed not to work before shifts.
- D. Ask employees to waive disputed time so payroll records remain unchanged.

101. A manager needs scheduling information about an employee with an accommodation but does not need medical details. What should HR provide?

- A. The full accommodation file so the manager can make a fair decision.
- B. Only functional restrictions and needed work information, protecting medical details from unnecessary access.
- C. The employee's diagnosis because scheduling requires medical context.
- D. No information at all, including the availability needed for scheduling.

102. An ethics complaint names a manager who controls the usual investigation team. What should HR do?

- A. Let the named manager decide whether the complaint has merit.
- B. Dismiss the complaint because an investigation could damage the manager's reputation.
- C. Protect the reporting employee from retaliation, investigate objectively, and address substantiated conduct.
- D. Move the reporting employee immediately without assessing safety, facts, or alternatives.

103. A supervisor proposes termination after an employee raises a safety concern. What should HR verify?

- A. Approve the termination because managers may act whenever performance is mentioned.
- B. Cancel the decision automatically without reviewing the employee's conduct or evidence.
- C. Ask the supervisor to remove the safety complaint from every record before proceeding.
- D. Separate performance facts from protected activity, verify the decision record, and use independent review when risk is high.

104. A collective bargaining agreement has a grievance deadline that is approaching. What should HR do?

- A. Review the agreement, preserve the deadline, notify responsible parties, and follow the stated grievance steps.
- B. Wait until the deadline passes so the employee must start the process again.
- C. Use the organization's general complaint process instead of the negotiated procedure.
- D. Ask the supervisor to decide whether the agreement's deadline seems important.

105. Different HR teams use different definitions for active employee, turnover, and headcount. What should HR establish?

- A. Let each team keep its definition so local reporting remains flexible.
- B. Choose the definition used by the most senior executive without documenting it.
- C. Data owners, common terms, quality rules, access roles, and escalation for HR master data.
- D. Delete conflicting records until only one department's data remains.

106. An HR analyst changes roles but retains access to sensitive compensation data from the previous role. What should HR do?

- A. Keep access permanently because experienced analysts may need information later.
- B. Grant access by role and least privilege, review it periodically, and remove it when duties change.
- C. Let the analyst decide which permissions still seem useful.
- D. Share a common password so the team can manage access informally.

107. An HR report shows conflicting salary values for the same employee across systems. What should the data team do?

- A. Choose the larger value because it is safer for employee records.
- B. Average the two values and overwrite both systems without investigation.
- C. Hide the field from reports so users cannot see the inconsistency.
- D. Identify the source of truth, reconcile conflicting values, correct root causes, and test downstream effects.

108. A vendor will modify an HRIS workflow that affects payroll approvals. Which change-control package is strongest?

- A. A vendor email describing the change without business-owner approval or testing.
- B. Documented requirements, approvals, test cases, validation, and rollback controls.
- C. An informal demonstration that uses one favorable employee record.
- D. A production update followed by review only if employees report errors.

109. Two dashboards report different turnover rates for the same quarter. What should HR publish with the metric?

- A. Only the higher rate because it signals a more urgent business problem.
- B. A chart without definitions so leaders can interpret it according to local needs.
- C. The population, dates, inclusions, exclusions, and calculation rules used for the report.
- D. A list of employee names so leaders can verify the rate manually.

110. A team wants to collect detailed employee information for a general engagement dashboard. What should HR ask first?

- A. What data is needed for the legitimate purpose, with controlled access and appropriate retention.
- B. Collect everything available because future analysis may require it.
- C. Expose the data broadly so managers can discover unexpected patterns.
- D. Keep information forever because retention decisions can be made later.

111. An HR system may have exposed employee records to an unauthorized user. What should the response team do first?

- A. Delete the logs so the incident cannot create additional exposure.
- B. Wait for affected employees to report whether their records were viewed.
- C. Reset every system immediately without preserving evidence or identifying scope.
- D. Contain the incident, preserve logs, assess affected data, notify responsible parties, and document remediation.

112. A dispute requires preservation of electronic HR records stored in several systems. What should HRIS do?

- A. Preserve only records that a manager personally considers important.
- B. Continue routine deletion until a formal complaint is filed in court.
- C. Print key records and allow electronic systems to follow normal retention.
- D. Place a legal hold over covered records, suspend routine deletion, and track custodians and systems.

113. Employees who use a new HR dashboard receive more promotions, but those employees also work in high-visibility departments. What should HR report?

- A. Declare the dashboard causal because use and promotion move together.
- B. Ignore the relationship because HR data cannot inform decisions.

- C. Report the association, test plausible confounders, and avoid claiming the HR practice alone caused the outcome.
- D. Remove employees from less-visible departments so the relationship becomes more consistent.

114. A new HRIS integration is ready for production. Which test set gives the strongest release evidence?

- A. A visual check of the interface using one sample employee.
- B. Field mapping, error handling, security, reconciliation, and representative transactions.
- C. A successful file transfer without checking permissions or downstream totals.
- D. A production launch followed by correction of whatever employees notice.

115. An HRIS administrator needs evidence of who viewed or changed sensitive records. What control is most useful?

- A. A tamper-evident record of access and changes that can be reviewed and investigated.
- B. A shared spreadsheet where administrators record activity when they remember.
- C. A monthly email asking users whether they accessed sensitive records.
- D. A policy statement that prohibits access without technically recording it.

Practice Exam 19: Answer Key and Explanations

- 1. A** - HR should select this response because A stakeholder map connects business priorities to the people who influence decisions and the actions needed to build support. The alternatives are weaker because Programs, promises, and meeting calendars do not show competing interests, influence, or required engagement. This keeps the decision tied to evidence and the stated business objective.
- 2. D** - HR should select this response because Span of control should reflect the work and support demands rather than a universal ratio or technology assumption. The alternatives are weaker because Uniform ratios, location counts, and automatic expansion can overload managers or weaken employee support. It connects the immediate action to consistent administration and later evaluation.
- 3. C** - HR should select this response because A balanced model gains efficiency from common work without removing expertise for higher-risk or specialized matters. The alternatives are weaker because

Centralization, fragmentation, and elimination sacrifice accountability, consistency, or needed professional capability. The approach addresses the cause while limiting avoidable operational and compliance risk.

4. A - HR should select this response because A consistent ranking method helps leaders distinguish exposure, control weakness, accountability, and response urgency. The alternatives are weaker because Report order, alarm, and equal urgency do not identify material exposure or create a defensible response sequence. This gives managers a practical standard they can apply consistently.

5. D - HR should select this response because A useful measurement set connects activity, behavior, and outcomes while testing whether information improves decisions. The alternatives are weaker because Attendance, discarded context, and selective reporting cannot show whether the intervention changed workplace risk. Documentation also makes the reasoning easier to review if the facts change.

6. B - HR should select this response because Disclosure and independent review protect impartial decision making and the appearance of responsible stewardship. The alternatives are weaker because Price, secrecy, and a discount do not remove the related-party conflict or restore independent approval. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

7. C - HR should select this response because Process review can reveal unclear ownership, poor design, or training gaps that individual blame will not correct. The alternatives are weaker because A reminder, discarded tool, and blame leave the systemic cause and future exposure unresolved. The result is more defensible because it relies on evidence rather than assumption.

8. C - 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 signals shaping everyday choices and advancement. This keeps the decision tied to evidence and the stated business objective.

9. D - HR should select this response because A business case lets leaders compare investment choices, expected value, implementation risk, and evidence of success. The alternatives are weaker because Features, promises, and purchase price do not explain adoption, tradeoffs, or how value will be evaluated. It connects the immediate action to consistent administration and later evaluation.

10. B - HR should select this response because Clear governance prevents legitimate stakeholders from issuing incompatible direction without a way to resolve it. The alternatives are weaker because Seniority alone, more meetings, and personal preference do not create predictable accountability or coordination. The approach addresses the cause while limiting avoidable operational and compliance risk.

11. A - HR should select this response because Scenario planning helps leaders compare workforce consequences while preserving flexibility as demand information develops. The alternatives are weaker because Maximum hiring, a freeze, and intuition alone do not connect staffing choices to uncertainty and timing. This gives managers a practical standard they can apply consistently.

12. A - HR should select this response because Audience-specific communication improves clarity because employees and managers need relevant context and practical support. The alternatives are weaker because A generic post, premature enforcement, and universal promise leave predictable questions and inconsistent administration. Documentation also makes the reasoning easier to review if the facts change.

13. C - HR should select this response because A measured pilot creates evidence about usability, outcomes, barriers, and needed revisions before broader commitment. The alternatives are weaker because Immediate deployment, indefinite delay, and spending do not show whether the process achieves its intended result. Follow-up confirms whether the intervention solved the problem described.

14. D - HR should select this response because Responsible analysis connects the intervention to evidence while considering timing, confounders, and limits on causal claims. The alternatives are weaker because A favorable trend, dismissal of data, and selective subgroup do not establish that the program caused the result. The result is more defensible because it relies on evidence rather than assumption.

15. B - HR should select this response because Controlled exceptions preserve governance while allowing HR to respond to legitimate operational differences. The alternatives are weaker because Informal approval, absolute denial, and private discretion either weaken consistency or ignore valid business needs. This keeps the decision tied to evidence and the stated business objective.

16. D - HR should select this response because Continuity depends on transferable knowledge, capable coverage, usable access, and tested recovery rather than retention alone. The alternatives are weaker because A bonus, delay, and unprepared reassignment leave the organization dependent on one person. It connects the immediate action to consistent administration and later evaluation.

17. 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 approval, and missing documentation create confusion and inconsistent administration. The approach addresses the cause while limiting avoidable operational and compliance risk.

18. B - HR should select this response because Demand modeling connects workforce requirements to business drivers, capability, timing, and uncertainty. The alternatives are weaker because Maximum hiring, a freeze, and unsupported estimates do not show how operating assumptions create staffing needs. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

19. A - HR should select this response because Critical-role segmentation directs scarce planning resources toward capabilities whose loss or shortage matters most. The alternatives are weaker because Equal treatment, salary alone, and request order do not measure business impact or replacement risk. Documentation also makes the reasoning easier to review if the facts change.

20. D - HR should select this response because Job 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. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

21. C - HR should select this response because Targeted sourcing expands access by explaining the opportunity and building relationships with people who are not actively applying. The alternatives are weaker because Stricter filters, repetition, and passive waiting narrow the pool without addressing supply or motivation. The result is more defensible because it relies on evidence rather than assumption.

22. A - HR should select this response because Structure and evidence improve comparability and reduce the influence of personal interpretation or interviewer status. The alternatives are weaker because Personal questions, unexplained averages, and hierarchy weaken consistency and selection quality. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

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 validity and fairness concerns. It connects the immediate action to consistent administration and later evaluation.

24. A - 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 approach addresses the cause while limiting avoidable operational and compliance risk.

25. B - HR should select this response because A responsive process focuses on access to the selection opportunity and the effective adjustment rather than unnecessary diagnosis. The alternatives are weaker because Proof demands, cancellation, and identical barriers can exclude qualified applicants without improving selection validity. This gives managers a practical standard they can apply consistently.

26. C - HR should select this response because The report process preserves authorization, notice, review, and employer accountability before adverse action. The alternatives are weaker because Immediate action, vendor delegation, and broad disclosure do not protect applicant rights or privacy. Documentation also makes the reasoning easier to review if the facts change.

27. D - HR should select this response because Clear written terms help candidates make informed decisions 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. Follow-up confirms whether the intervention solved the problem described.

28. C - HR should select this response because A consistent record supports fair comparison, accountability, and a defensible explanation of the selection decision. The alternatives are weaker

because Private choice, missing records, and retroactive process do not create comparable or trustworthy selection. The result is more defensible because it relies on evidence rather than assumption.

29. B - HR should select this response because Onboarding becomes productive when administrative readiness, role clarity, relationships, and early feedback support practice. The alternatives are weaker because Repeated slides, passive waiting, and overwhelming assignments leave immediate barriers unresolved. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

30. D - HR should select this response because Segmented early-tenure analysis can reveal mismatched expectations, manager practices, sourcing patterns, or work conditions. The alternatives are weaker because Blame, volume, and discarded data do not diagnose the factors most likely to be preventable. It connects the immediate action to consistent administration and later evaluation.

31. A - HR should select this response because A complete plan manages immediate continuity, future capability, external supply, and changing business assumptions. The alternatives are weaker because Delay, seniority alone, and premature hiring leave readiness and business risk unaddressed. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

32. B - HR should select this response because Funnel and outcome measures show whether recruiting creates qualified, accepted, and successful hires. The alternatives are weaker because Attendance, frequency, and resume counts measure activity without demonstrating talent acquisition value. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

33. C - HR should select this response because Needs assessment distinguishes a learning issue from environmental barriers that training cannot solve. The alternatives are weaker because Buying first, assuming motivation, and disciplining early can target the wrong cause and leave the barrier intact. Documentation also makes the reasoning easier to review if the facts change.

34. D - 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. A - HR should select this response because Spaced retrieval and application strengthen recall and help employees use the procedure in realistic work conditions. The alternatives are weaker because Longer lectures, one-time reading, and extra slides increase exposure without ensuring usable performance. The result is more defensible because it relies on evidence rather than assumption.

36. C - HR should select this response because Transfer requires evidence of changed behavior or work results, not only reaction or participation. The alternatives are weaker because Satisfaction, attendance,

and another quiz do not show whether employees apply the learning at work. This keeps the decision tied to evidence and the stated business objective.

37. D - HR should select this response because Coaching targets specific performance while mentoring supports broader growth, perspective, and professional relationships. The alternatives are weaker because Discipline, a lecture, and a performance plan do not match both developmental purposes. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

38. B - HR should select this response because Succession planning needs evidence about future role requirements and a process for closing readiness gaps. The alternatives are weaker because Tenure, one instrument, and private selection cannot demonstrate readiness or support development. The approach addresses the cause while limiting avoidable operational and compliance risk.

39. A - HR should select this response because Visible pathways make development 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. This gives managers a practical standard they can apply consistently.

40. B - HR should select this response because Blended design supports explanation, practice, social learning, and later reference when employees perform the task. The alternatives are weaker because Lecture, memory alone, and documents without application do not provide complete performance support. Documentation also makes the reasoning easier to review if the facts change.

41. A - HR should select this response because Version and completion records show who received current content and support reliable compliance evidence. The alternatives are weaker because Choice, partial revision, and informal communication permit inconsistent or unprovable training results. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

42. C - HR should select this response because Action learning connects development to a real problem, reflection, stakeholder input, and a useful work product. The alternatives are weaker because Lecture, compliance briefing, and isolated reading do not require applied problem solving or implementation. The result is more defensible because it relies on evidence rather than assumption.

43. D - HR should select this response because Practice and follow-up connect knowledge to observable manager behavior and clarify accountability for application. The alternatives are weaker because More lecture, a reminder, and a test score do not create confidence or demonstrate workplace transfer. This keeps the decision tied to evidence and the stated business objective.

44. A - HR should select this response because Learning analytics become useful when activity, behavior, outcomes, and limitations are reviewed together. The alternatives are weaker because Completion, removed outcomes, and selective reporting overstate what the dashboard can establish. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

45. B - 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. C - HR should select this response because Job evaluation focuses on work requirements rather than labels, history, or departmental spending 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. It also makes the next review or correction easier to manage.

47. D - HR should select this response because Compression can reflect hiring pressure, market movement, progression choices, or range design and needs diagnosis first. The alternatives are weaker because Automatic movement, performance assumptions, and deletion remove context or weaken compensation governance. Documentation also makes the reasoning easier to review if the facts change.

48. B - HR should select this response because Market pricing is credible when comparison jobs, labor markets, scope, and source quality are reasonably aligned. The alternatives are weaker because Titles, highest values, and favorable selection can distort the market reference and pay decision. Follow-up confirms whether the intervention solved the problem described.

49. A - HR should select this response because An unexplained difference warrants deeper review and a documented response while protecting accuracy and confidentiality. The alternatives are weaker because Dismissal, automatic correction, and premature disclosure can create new errors or privacy harm. The result is more defensible because it relies on evidence rather than assumption.

50. C - HR should select this response because Balanced incentive design aligns rewards with the complete business result rather than a narrow activity target. The alternatives are weaker because More speed pressure, call counts, and no performance link preserve the unintended behavior. This keeps the decision tied to evidence and the stated business objective.

51. D - HR should select this response because Noncash rewards can address different employee needs when choices remain meaningful, accessible, and connected to work. The alternatives are weaker because Universal promises, slogans, and identical perks may not address the reasons employees stay or leave. It connects the immediate action to consistent administration and later evaluation.

52. C - HR should select this response because Plain-language communication helps employees understand choices, responsibilities, timing, and available support. The alternatives are weaker because Branding, repetition, and dense documents do not translate plan terms into decisions employees can make. The approach addresses the cause while limiting avoidable operational and compliance risk. It also makes the next review or correction easier to manage.

53. A - HR should select this response because Prelaunch testing checks whether plan rules, employee actions, communications, and payroll outcomes work together. The alternatives are weaker because Appearance, an announcement, and late payroll review do not expose workflow or data failures in time. This gives managers a practical standard they can apply consistently.

54. D - HR should select this response because Life-event administration requires coordinated eligibility, plan, payroll, timing, and communication decisions. The alternatives are weaker because Immediate changes, referral alone, and annual-only treatment can create coverage or payroll errors. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

55. B - HR should select this response because Benefit administration depends on accurate plan information, required disclosures, and consistency with governing documents. The alternatives are weaker because Informal summaries, coworker referral, and local changes can misstate rights or create inconsistent administration. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

56. D - HR should select this response because Classification and overtime treatment depend on duties, hours, and applicable rules rather than title or salary alone. The alternatives are weaker because Labels, titles, and instructions that work stop do not resolve actual duties or time worked. The result is more defensible because it relies on evidence rather than assumption.

57. A - HR should select this response because Transparent criteria and broad access reduce visibility bias and make recognition more connected to contribution. The alternatives are weaker because Identical awards, senior-only selection, and missing records do not create fair or credible recognition. This keeps the decision tied to evidence and the stated business objective.

58. C - HR should select this response because A clear statement translates compensation, benefits, and other rewards into information relevant to the individual employee. The alternatives are weaker because Base pay alone, generic lists, and inflated values omit important context or misstate the package. It connects the immediate action to consistent administration and later evaluation.

59. B - HR should select this response because Program evaluation needs a defined purpose, relevant outcome, appropriate data boundary, and reasonable comparison. The alternatives are weaker because Participation, more data without purpose, and immediate termination do not establish value or responsible design. The approach addresses the cause while limiting avoidable operational and compliance risk.

60. B - HR should select this response because Clear communication improves understanding by connecting the decision, timing, impact, and available support. The alternatives are weaker because Amount alone, vagueness, and absolute promises create confusion and undermine trust in administration. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

61. D - HR should select this response because Consistent records connect the triggering event to eligibility, timing, evidence, and communication. The alternatives are weaker because Local rules, employee detection, and final deductions alone do not support accurate or reviewable administration. Documentation also makes the reasoning easier to review if the facts change.

62. C - HR should select this response because Focused questions make each response easier to interpret and connect to a specific action or decision. The alternatives are weaker because Combining topics, adding choices, and using a vague prompt preserve ambiguity rather than improve measurement. Follow-up confirms whether the intervention solved the problem described.

63. A - HR should select this response because Measurement is useful when timing, burden, actionability, and feedback quality are balanced. The alternatives are weaker because Weekly surveys, total abandonment, and longer instruments can reduce participation or employee trust. The result is more defensible because it relies on evidence rather than assumption. It also makes the next review or correction easier to manage.

64. B - HR should select this response because Participant variety, neutral facilitation, and careful synthesis reduce selection and influence bias in qualitative feedback. The alternatives are weaker because First volunteers, leader facilitation, and loudest-theme analysis can distort what employees actually experience. This keeps the decision tied to evidence and the stated business objective.

65. C - HR should select this response because Light governance supports access, accountability, resource stewardship, and a clearer connection to employee experience. The alternatives are weaker because No governance, automatic denial, and unrestricted funding do not create a responsible support model. It connects the immediate action to consistent administration and later evaluation.

66. A - HR should select this response because Closing the loop shows how feedback was considered and creates accountability for practical next steps. The alternatives are weaker because Repeated surveys, individual disclosure, and universal promises undermine trust or create unrealistic expectations. The approach addresses the cause while limiting avoidable operational and compliance risk.

67. D - HR should select this response because Lifecycle analysis identifies where employee experience breaks down and supports a targeted intervention. The alternatives are weaker because Averages, strong-stage focus, and generic campaigns can hide the stage causing the actual problem. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

68. C - HR should select this response because Specific and timely feedback helps employees understand behavior, standards, support, and next actions. The alternatives are weaker because Annual delay, labels, and praise alone do not provide usable information for improvement. Documentation also makes the reasoning easier to review if the facts change. It also makes the next review or correction easier to manage.

69. A - HR should select this response because Auditing the process can reveal whether access, visibility, or inconsistent standards shape recognition results. The alternatives are weaker because Identical awards, local definitions, and missing data do not identify or correct recognition bias. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

70. D - HR should select this response because Clear criteria and process information help employees understand how decisions are made and how to prepare. The alternatives are weaker because Intuition, informality, and unexplained outcomes do not provide procedural clarity or trust. The result is more defensible because it relies on evidence rather than assumption.

71. B - HR should select this response because Multiple factors may shape retention, so segmented evidence helps distinguish plausible causes and responses. The alternatives are weaker because Single-cause certainty, automatic pay changes, and dismissal of data overstate or underuse the evidence. This keeps the decision tied to evidence and the stated business objective.

72. B - HR should select this response because Different feedback sources have different biases, so comparison improves interpretation without assuming one is definitive. The alternatives are weaker because Definitive use, discarded data, and phrase counts do not establish the underlying employee experience. It connects the immediate action to consistent administration and later evaluation.

73. C - HR should select this response because Early involvement and clear support help employees understand change, identify barriers, and adapt their work. The alternatives are weaker because No consultation, indefinite delay, and unrealistic promises reduce trust and limit useful feedback. The approach addresses the cause while limiting avoidable operational and compliance risk.

74. A - HR should select this response because A transparent concern process makes access, limits, follow-up, and escalation more predictable. The alternatives are weaker because A box without process, absolute secrecy, and manager-only access can discourage reporting or create false expectations. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

75. D - HR should select this response because Observed change may reflect manager, workload, timing, or other factors and should be reported cautiously. The alternatives are weaker because Single-cause certainty, dismissal, and selective exclusion distort what the evidence can support. Documentation also makes the reasoning easier to review if the facts change.

76. C - HR should select this response because A responsible evaluation defines purpose, limits data collection, and tests relevant outcomes before making claims. The alternatives are weaker because Enrollment, indiscriminate data collection, and immediate termination do not establish program value. 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 Managers need concrete behaviors, support, and accountability to translate engagement information into daily practice. The alternatives are weaker because Dashboards, speeches, and unexplained targets do not create capability or a reliable response. The result is more defensible because it relies on evidence rather than assumption.

78. A - HR should select this response because A complete offboarding process protects continuity, security, dignity, learning, and potentially useful alumni relationships. The alternatives are weaker because Independent transition, unplanned access removal, and total communication loss leave

avoidable operational and relationship risk. This keeps the decision tied to evidence and the stated business objective.

79. D - HR should select this response because Pattern analysis can reveal whether scheduling, workload, safety, management, or policy factors contribute to absence. The alternatives are weaker because Assumption, group discipline, and discarded data do not diagnose the change or support fair action. It connects the immediate action to consistent administration and later evaluation.

80. D - HR should select this response because Prioritization balances likely value, evidence, execution capacity, accountability, and learning from early results. The alternatives are weaker because Visibility, equal funding, and cost alone do not identify the strongest engagement response. 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 Accessible channels and participation analysis help HR hear different employee experiences without assuming one group represents all. The alternatives are weaker because Unchanged access, forced travel, and exclusion create new barriers rather than improving employee voice. This gives managers a practical standard they can apply consistently.

82. A - HR should select this response because Title VII identifies race, color, religion, sex, and national origin as protected bases in employment discrimination law. The alternatives are weaker because The other sets describe ordinary job or preference factors and do not state the listed federal protected characteristics. Documentation also makes the reasoning easier to review if the facts change.

83. B - HR should select this response because The accommodation process removes barriers while preserving essential functions and limiting unnecessary medical disclosure. The alternatives are weaker because Mandatory leave, coworker voting, and removal bypass individualized assessment and may exclude a qualified employee. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

84. B - HR should select this response because The ADEA protects covered older workers and supports decisions based on legitimate job requirements rather than age assumptions. The alternatives are weaker because Universal application, graduation timing, and technology assumptions do not justify age-coded screening. The result is more defensible because it relies on evidence rather than assumption.

85. C - HR should select this response because The PWFA addresses reasonable accommodation for known limitations related to pregnancy, childbirth, or related medical conditions. The alternatives are weaker because Mandatory leave, categorical denial, and coworker judgment do not provide the required individualized response. This keeps the decision tied to evidence and the stated business objective.

86. D - HR should select this response because GINA limits employment use of genetic information and requires careful handling of any information lawfully obtained. The alternatives are weaker because Uniform questioning, wellness rationale, and voluntary requests do not remove the employment privacy concern. It connects the immediate action to consistent administration and later evaluation.

87. A - HR should select this response because Retaliation risk requires attention to timing, evidence, comparators, and the connection between protected activity and action. The alternatives are weaker because Automatic approval, automatic cancellation, and silence do not establish a fair or evidence-based response. The approach addresses the cause while limiting avoidable operational and compliance risk.

88. A - HR should select this response because An impartial process protects evidence, credibility, safety, and the ability to reach a supported conclusion. The alternatives are weaker because Self-investigation, delay, and automatic transfer can compromise evidence, fairness, or the reporting employee. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

89. D - HR should select this response because Neutral intake helps HR identify applicable protections while respecting privacy and following the required administration process. The alternatives are weaker because Denial, manager disclosure, and vacation-first treatment can delay rights analysis or expose unnecessary information. Documentation also makes the reasoning easier to review if the facts change.

90. C - HR should select this response because Hazard communication requires usable information, labeling, training, and access to safety data. The alternatives are weaker because Coworker reliance, restricted access, and general wellness advice do not communicate chemical hazards adequately. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

91. B - HR should select this response because A consistent process protects reemployment analysis and prevents military service from becoming a basis for unequal treatment. The alternatives are weaker because Resignation assumptions, arbitrary placement, and mandatory recompetition can disregard applicable protections and facts. The result is more defensible because it relies on evidence rather than assumption.

92. A - HR should select this response because The substance and concerted nature of the discussion matter more than the channel or union status alone. The alternatives are weaker because Online format, formal-form requirements, and union-only treatment can overlook protected employee activity. This keeps the decision tied to evidence and the stated business objective.

93. C - HR should select this response because Neutral administration helps avoid coercion while preserving consistent workplace rules during organizing activity. The alternatives are weaker because Surveillance, promises, and threats interfere with employee choice and create significant labor-relations risk. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

94. D - HR should select this response because A fair process connects conduct, expectations, evidence, support, and proportional action before a final decision. The alternatives are weaker because Immediate termination, delay, and coworker voting do not provide consistent or evidence-based administration. 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. B - HR should select this response because A structured grievance response preserves evidence, tests the policy, and gives the parties a predictable process. The alternatives are weaker because Automatic closure, premature promises, and private resolution can overlook facts or create inconsistent outcomes. Documentation also makes the reasoning easier to review if the facts change.

97. A - HR should select this response because A defined neutral process supports informed participation while setting realistic boundaries for confidentiality and resolution. The alternatives are weaker because Compulsion, undefined authority, and absolute secrecy can undermine trust or create misleading expectations. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

98. C - HR should select this response because The response should protect people and evidence without making unsupported medical conclusions or unnecessary disclosures. The alternatives are weaker because Disclosure, inaction, and unauthorized searches create privacy, fairness, and safety risks. The result is more defensible because it relies on evidence rather than assumption.

99. D - HR should select this response because A legal hold preserves potentially relevant information and creates accountability across custodians and systems. The alternatives are weaker because Deletion, paper-only preservation, and personal judgment can destroy relevant evidence or produce inconsistent retention. This keeps the decision tied to evidence and the stated business objective.

100. A - HR should select this response because Employer knowledge and permitted work matter when reviewing timekeeping, regardless of schedule instructions or approval assumptions. The alternatives are weaker because Approval-only counting, ignoring known work, and waivers can undercount compensable time and delay correction. It connects the immediate action to consistent administration and later evaluation.

101. B - HR should select this response because Data minimization supports the legitimate scheduling 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. The approach addresses the cause while limiting avoidable operational and compliance risk.

102. C - HR should select this response because Independence and anti-retaliation safeguards help HR evaluate conduct fairly and protect the reporting process. The alternatives are weaker because Self-review, dismissal, and automatic transfer can compromise evidence, safety, or employee trust. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

103. D - HR should select this response because Independent review helps distinguish legitimate performance action from a decision influenced by protected reporting. The alternatives are weaker because Automatic approval, automatic cancellation, and record removal do not establish a reliable or lawful basis. Documentation also makes the reasoning easier to review if the facts change.

104. A - HR should select this response because Labor-relations administration depends on the negotiated terms, timely notice, responsible ownership, and documented procedure. The alternatives are weaker because Delay, substitution, and supervisor discretion can waive rights or create inconsistent contract administration. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

105. C - HR should select this response because Data governance creates shared meaning, accountability, quality expectations, and a route for resolving disputes. The alternatives are weaker because Local definitions, undocumented authority, and deletion do not create trustworthy enterprise reporting. The result is more defensible because it relies on evidence rather than assumption.

106. B - HR should select this response because Role-based least-privilege access limits exposure and keeps permissions aligned with current responsibilities. The alternatives are weaker because Permanent access, personal judgment, and shared passwords weaken security and accountability. This keeps the decision tied to evidence and the stated business objective. It also makes the next review or correction easier to manage.

107. D - HR should select this response because Data-quality correction requires source ownership, reconciliation, root-cause analysis, and downstream testing. The alternatives are weaker because Choosing, averaging, or hiding values leaves the underlying data and payroll risk unresolved. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

108. B - HR should select this response because Change control reduces operational risk by connecting requirements, ownership, testing, validation, and recovery. The alternatives are weaker because Vendor email, one demonstration, and post-error review do not protect payroll or process integrity. The approach addresses the cause while limiting avoidable operational and compliance risk.

109. C - HR should select this response because Metric definitions make results reproducible and help decision makers understand what the number includes. The alternatives are weaker because Selective rates, undefined charts, and names do not resolve calculation differences or protect privacy. This gives managers a practical standard they can apply consistently. It also makes the next review or correction easier to manage.

110. A - HR should select this response because Data minimization limits exposure by connecting collection, access, and retention to a defined legitimate purpose. The alternatives are weaker because Collecting everything, broad exposure, and indefinite retention create unnecessary privacy and governance risk. Documentation also makes the reasoning easier to review if the facts change.

111. D - HR should select this response because Incident response must limit ongoing exposure while preserving evidence and assessing scope for responsible follow-up. The alternatives are weaker because Deletion, waiting, and uncontrolled resets can destroy evidence or leave the actual exposure unknown. Follow-up confirms whether the intervention solved the problem described. It also makes the next review or correction easier to manage.

112. D - HR should select this response because A hold creates a documented preservation scope across custodians and systems while routine deletion is suspended. The alternatives are weaker because Personal selection, delayed action, and paper-only preservation can destroy relevant electronic evidence. The result is more defensible because it relies on evidence rather than assumption.

113. C - HR should select this response because Observed relationships may reflect department visibility, selection, manager, or promotion differences and require cautious interpretation. The alternatives are weaker because Causal certainty, dismissal, and selective exclusion overstate or distort the available evidence. This keeps the decision tied to evidence and the stated business objective.

114. B - HR should select this response because Integration testing checks data meaning, failures, security, reconciliation, and realistic use before production exposure. The alternatives are weaker because Appearance, transfer alone, and post-launch correction do not protect data integrity or operations. It connects the immediate action to consistent administration and later evaluation. It also makes the next review or correction easier to manage.

115. A - HR should select this response because Reliable audit logs support accountability by showing activity, timing, and changes for later review. The alternatives are weaker because Memory, self-report, and policy alone do not create dependable evidence of system activity. The approach addresses the cause while limiting avoidable operational and compliance risk.