

PRACTICE EXAM 20: 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 integrating two HR teams after an acquisition. What tool should HR use to clarify who decides, advises, contributes, and receives information?
 - A. A meeting calendar that lists participants but does not assign authority.
 - B. A decision-rights charter that names accountable owners, consulted parties, and escalation routes.
 - C. A single announcement stating that all integration decisions belong to HR.
 - D. An informal agreement that the most experienced person will decide each issue.

2. A growing employer wants to offer consistent HR support without losing business-unit expertise. Which operating model is most appropriate?
 - A. Require every manager to perform all HR transactions independently.
 - B. Centralize every conversation and remove business-unit HR consultation.
 - C. Create a separate policy and process for every department.
 - D. Centralize repeatable transactions while retaining embedded or specialist support for complex business needs.

3. A chief executive asks how HR activity connects to the company's strategic goals. Which display would be most useful?

- A. A strategy map linking workforce drivers, HR actions, intermediate outcomes, and business results.
- B. A catalog of HR activities without measures or relationships between them.
- C. A list of employee requests sorted by the date received.
- D. A dashboard showing only the largest HR budget categories.

4. A board asks how much operational disruption the organization is willing to accept while pursuing a workforce project. What should HR clarify?

- A. The organization's risk appetite, tolerance limits, controls, and escalation thresholds.
- B. A list of every possible risk without an indication of acceptable exposure.
- C. The project sponsor's personal preference about difficult decisions.
- D. A promise that the project will have no unintended consequences.

5. An HR dashboard reports high activity but leaders cannot tell whether service quality is improving. What should HR add?

- A. More activity counts because volume is the easiest information to collect.
- B. Only a final outcome measure, with no information about process conditions.
- C. The most favorable measure from each department regardless of its definition.
- D. A balanced set of leading, process, and outcome measures tied to decisions and business results.

6. An HR manager discovers that a prospective supplier is owned by the manager's sibling. What is the best next step?

- A. Continue the evaluation privately because the manager believes the supplier is qualified.
- B. Approve the supplier if its price is lower than the other bids.
- C. Disclose the relationship and remove the manager from the evaluation unless an independent review authorizes participation.
- D. Ask the sibling for a personal discount and keep the relationship undisclosed.

7. An internal review finds that a new HR process fails at the same handoff in several locations. What should HR do first?

- A. Send a general reminder without examining the handoff or prior cases.
- B. Map the handoff, identify the underlying control failure, correct affected work, and retest the process.
- C. Replace the employees involved before investigating why the failure recurs.
- D. Remove the control so the handoff cannot produce another exception.

8. Leaders describe integrity as important, but employees observe rewards for cutting corners. What should HR evaluate?

- A. Whether the values statement uses sufficiently memorable wording.
- B. How often leaders mention integrity in organization-wide messages.
- C. The alignment among stated values, leader behavior, incentives, decisions, and tolerated conduct.
- D. Only the number of formal ethics investigations opened each year.

9. A business leader requests funding for an HR technology project. Which proposal gives decision makers the soundest basis for approval?

- A. A vendor feature list that assumes the most features will create the most value.
- B. A projected savings number without adoption, integration, or implementation assumptions.
- C. A purchase price and launch date without a baseline or outcome target.
- D. A comparison of the current problem, options, total costs, expected benefits, risks, and success measures.

10. A project has three executives sponsoring different priorities. What governance practice should HR recommend?

- A. Let each executive issue instructions directly to the project team.
- B. Set a single decision forum with documented authority, criteria, escalation, and a record of decisions.
- C. Add meetings without changing how conflicting priorities are resolved.
- D. Ask the project team to choose which sponsor has the strongest preference.

11. A retailer is planning staffing for a year in which sales volume may rise, hold steady, or fall. What should HR deliver?

- A. Several workforce scenarios that show headcount, capability, cost, and timing under shared assumptions.
- B. A single hiring target based on the most optimistic sales forecast.
- C. A staffing freeze until the final sales result is known.
- D. Separate manager guesses that use different definitions of required capacity.

12. A company will change a policy differently for hourly and salaried employees. What should HR prepare before the announcement?

- A. Audience-specific messages, manager guidance, timing, and a reliable channel for questions and escalation.
- B. One short announcement that omits the reason for different employee impacts.
- C. A policy posting followed by enforcement before managers receive talking points.
- D. A promise that every employee will experience exactly the same change.

13. An HR team wants to introduce a new case-routing rule but has limited evidence about its effect. Which approach is strongest?

- A. Implement it everywhere immediately so all locations use the same rule.
- B. Delay the change until every possible exception can be predicted.
- C. Test the rule with defined measures, affected users, feedback, and a decision point before broad rollout.
- D. Judge the test only by whether the implementation budget was spent.

14. After an HR initiative, voluntary turnover falls. What should HR do before saying the initiative caused the improvement?

- A. Attribute the entire improvement to the initiative because the trend changed afterward.
- B. Conclude that HR evidence is never useful for evaluating retention.
- C. Report only the strongest subgroup result and omit conflicting patterns.
- D. Compare relevant groups and timing, test alternative explanations, and state limits on the conclusion.

15. A business unit repeatedly requests exceptions to a standard HR policy. Which control would best preserve both flexibility and consistency?

- A. Approve requests informally so managers can move quickly without records.
- B. Define valid exception criteria, approval authority, documentation, duration, and periodic review.
- C. Deny every request because a standard policy can never permit variation.
- D. Let each manager decide privately whether an exception feels reasonable.

16. A critical HR report is maintained by one analyst who may leave soon. What continuity action should come first?

- A. Offer the analyst a retention payment without transferring the specialized knowledge.
- B. Wait until the analyst leaves before deciding who will maintain the report.
- C. Document the procedure, cross-train a backup, verify access, and test report recovery.
- D. Assign the report to a manager without technical preparation or a recovery test.

17. A hospital expects patient volume to grow, but the number of visits per employee may also change. What should workforce planning examine?

- A. Only the current headcount because future productivity is too uncertain to estimate.
- B. A hiring number based on the highest patient-volume estimate alone.
- C. Manager preference about staffing without a common definition of capacity.
- D. Work volume, productivity, skill mix, turnover, availability, and timing under several demand assumptions.

18. A company can develop only a few successor pipelines this year. How should HR identify where to invest first?

- A. Give every job equal development resources regardless of business consequences.
- B. Assess business impact, scarcity, replacement difficulty, and the consequences of a capability gap.
- C. Choose roles solely because they have the highest current salaries.
- D. Select roles based on which managers submit requests earliest.

19. A manager wants to recruit for a new role using a vague title and a copied job posting. What should HR do first?

- A. Analyze essential duties, outputs, capabilities, working conditions, and evidence from more than one source.
- B. Add every qualification the manager personally prefers before examining the work.
- C. Copy language from a high-paying advertisement in another industry.
- D. Post the vacancy and let applicants define the requirements through questions.

20. A specialized engineering vacancy has few active applicants. Which sourcing plan is most likely to expand the qualified pool?

- A. Raise every qualification so only ideal applicants remain eligible.
- B. Use targeted outreach, credible role information, referrals with safeguards, and relationship-building with passive prospects.
- C. Repeat the same advertisement without changing the audience or message.
- D. Wait for applicants to find the vacancy because outreach may seem intrusive.

21. Interviewers disagree about finalists because each asked different questions and relied on personal impressions. What should HR require?

- A. Common job-related questions, anchored ratings, evidence notes, and trained interviewers.
- B. Personal questions for each candidate so interviewers can follow their instincts.
- C. A numerical average without asking interviewers to document supporting evidence.
- D. The senior interviewer's opinion as a replacement for the panel's documented observations.

22. A screening assessment shows a substantially different pass rate for one demographic group. What should HR examine?

- A. Keep it automatically because the same assessment was given to all applicants.
- B. Remove every selection standard so no applicant can be screened out.
- C. Change demographic records so the difference is less visible in reports.
- D. The assessment's job relationship, validity evidence, impact, and less-disparate alternatives.

23. Employee referrals produce qualified hires, but most referrals come from the same social network. What should HR do?

- A. End referrals because every referral program creates an unfair result.
- B. Use referrals exclusively because the current hires perform well.
- C. Retain referrals as one source, widen outreach, and compare reach and outcomes across recruiting channels.
- D. Ask employees to refer only people with backgrounds similar to the current team.

24. An applicant asks for an adjustment to participate meaningfully in a selection interview. What should HR do?

- A. Require proof of a diagnosis before discussing how the interview can be conducted.
- B. Provide an accessible process and discuss the effective adjustment needed for participation.
- C. Cancel the interview because an adjustment could make comparison less convenient.
- D. Use the same process for everyone even when it prevents meaningful participation.

25. An employer plans to use a consumer report when evaluating an applicant. Which step is required before an adverse decision based on the report?

- A. Make the decision immediately and allow the applicant to ask questions afterward.
- B. Let the screening vendor decide whether the applicant is employable.
- C. Obtain required authorization and provide the required pre-adverse and final-adverse notices and information.
- D. Send the report to every employee who participated in recruiting.

26. A finalist accepts an offer, but the expected schedule and first-work location were never confirmed. What should HR do before the start date?

- 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 terms, contingencies, start expectations, and a contact for questions in writing.

27. A hiring manager wants to promise a preferred candidate the job before the approved selection process is complete. What should HR do?

- A. Require a consistent record of criteria, evidence, approvals, and job-related reasons before communicating a decision.
- B. Allow the manager to choose privately because the manager owns the opening.
- C. Skip documentation because the finalist has a strong personal recommendation.
- D. Apply the selection process only after the candidate has already been promised the role.

28. Which first-week onboarding plan best supports a new employee joining a hybrid team?

- A. Repeat orientation slides without addressing missing systems or role clarity.
- B. Wait for the employee to request access, feedback, and relationship support.
- C. Provide access, role context, a first-week schedule, and planned manager and peer check-ins.
- D. Assign a difficult project immediately so the employee learns through pressure.

29. New employees are leaving during their first 60 days. Which analysis should talent acquisition and HR conduct?

- A. Blame new hires because early departure proves they lacked commitment.
- B. Compare early departures by role, manager, source, schedule, expectations, and onboarding experience.
- C. Increase recruiting volume without examining the post-hire experience.
- D. Stop tracking early exits because turnover cannot inform individual decisions.

30. A critical position has no ready successor and external recruiting would take six months. What should the plan contain?

- A. Wait for the incumbent to leave before beginning replacement activity.
- B. Name the most senior employee without assessing readiness or interest.
- C. Hire immediately without checking whether the role or capability need may change.
- D. Capability development, interim coverage, external pipeline work, and milestones for reassessing readiness.

31. A community recruiting event draws many attendees but few qualified applicants. Which measure set should HR use?

- A. Track source quality, funnel conversion, time, cost, acceptance, and early performance.
- B. Count attendance as proof that the recruiting program is effective.
- C. Increase event frequency without finding where qualified candidates leave the funnel.
- D. Judge the program only by the number of resumes collected.

32. A seasonal employer needs workers for four months and expects demand to vary by week. What should HR plan first?

- A. Hire the same number for every week to simplify scheduling.
- B. Model weekly labor demand, availability, onboarding capacity, scheduling flexibility, and contingency coverage.
- C. Wait until demand peaks before recruiting or training workers.
- D. Use last year's total headcount without considering this year's demand pattern.

33. A customer-service team misses a response-time target, but its queue system is unreliable. What should L&D determine before assigning training?

- A. Purchase a course immediately because every performance gap is a training problem.
- B. Assume employees lack effort because the response-time target was missed.
- C. Whether the gap comes from knowledge, skill, motivation, resources, workflow, or unclear expectations.
- D. Discipline the team before checking workload, tools, or process design.

34. Which learning objective is most measurable for a new HR case reviewer?

- A. Understand why complete case escalation supports consistent employee service and reliable follow-up.
- B. Become familiar with the organization's escalation philosophy, documentation standards, and approval responsibilities.
- C. Appreciate the importance of complete case documentation when resolving employee service issues.
- D. Given a sample case, the reviewer will identify required escalation steps with 90 percent accuracy.

35. Employees perform a new procedure correctly after class but forget it several weeks later. Which design change is strongest?

- A. Schedule spaced retrieval practice and application opportunities after the initial instruction.
- B. Make the initial lecture longer while keeping later practice out of the schedule.
- C. Send the procedure once and ask employees to reread it before a deadline.
- D. Add more slides so the first session covers every possible exception.

36. Participants score well on a course quiz, but supervisors see no change in the target behavior. What should L&D evaluate next?

- A. More satisfaction ratings because participants already liked the course.
- B. Attendance totals because participation is the clearest evidence of transfer.
- C. Workplace application, manager support, job conditions, and the intended outcome after learning.
- D. A larger knowledge quiz that avoids observing work behavior.

37. A supervisor must address a current documentation error, while a high-potential employee wants broader career perspective. Which pairing fits?

- A. Use formal discipline for both needs because guidance should be corrective.
- B. Use coaching for the immediate performance issue and mentoring for broader career development.
- C. Use one compliance lecture for both needs so all employees receive identical support.
- D. Use a performance plan to define the employee's long-term career direction.

38. A technical team has a new platform but lacks enough people who can administer it. What should the development plan establish?

- A. Enroll everyone in the same course regardless of current proficiency.
- B. Select the most senior employees without assessing their capability or interest.
- C. Wait for a platform failure before deciding what skills are necessary.
- D. Required capabilities, current proficiency, learning experiences, practice opportunities, and readiness checks.

39. Employees ask how a current role could lead to a different career path. Which resource would help most?

- A. A pathway showing target roles, capabilities, experiences, development resources, and movement criteria.
- B. A list of open jobs without information about capability or experience requirements.
- C. A promise that employees who work hard will eventually receive any desired promotion.
- D. Job titles only, leaving employees to infer how one role connects to another.

40. A distributed workforce must learn a short safety procedure and use it correctly on the job. Which design is best?

- A. Use a long lecture with no practice or reference support afterward.
- B. Combine explanation, realistic practice, peer discussion, and an accessible job aid.
- 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 compliance course changes when a new process becomes effective. Which learning-record control matters most?

- A. Keep historical versions active and let employees choose the shortest course.
- B. Update the quiz while old job aids remain available without version labels.
- C. Record the audience, current version, effective date, completion, and approved exceptions.
- D. Tell managers about the revision without updating the learning record.

42. A development cohort must solve a real scheduling problem and present a workable implementation plan to a sponsor. Which method fits?

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

43. Managers attend a feedback workshop but continue to avoid difficult conversations. What should L&D add?

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

44. An L&D dashboard shows completion rates but cannot show whether the target work improved. What should HR do?

- A. Add transfer and outcome measures while explaining the limits of attributing results to learning alone.
- 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 technology firm wants to attract scarce skills but cannot afford to lead the market for every position. What should its pay philosophy specify?

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

46. A company has conflicting opinions about whether two jobs should be placed in the same internal pay grade. What should HR use?

- A. The current salaries of the employees who hold the jobs.
- B. The preference of the manager with the larger department.
- C. The order in which the jobs were originally created.
- D. A systematic job-evaluation method that compares compensable factors across the jobs.

47. Experienced employees learn that new hires receive nearly the same pay for similar work. Which issue should HR assess?

- A. Recognition visibility, because public praise always resolves pay concerns.
- B. Pay compression caused by market movement, hiring rates, progression practices, and internal equity.
- C. Benefits enrollment, because coverage choices determine base-pay relationships.
- D. Training completion, because skill development automatically determines salary placement.

48. A compensation team receives survey data from several markets with different job-matching practices. What should HR do before using the data?

- A. Average every salary regardless of role, location, or survey quality.
- B. Use the highest reported rate as the market target for all jobs.
- C. Check job matches, survey methodology, aging, geographic scope, and sample quality.
- D. Discard internal pay information so external data is never influenced.

49. An analysis shows a pay difference between two employee groups after controlling for job, level, location, and experience. What should HR do next?

- A. Dismiss the result because employees in the groups may have different preferences.
- B. Change employee records until the statistical difference disappears.
- C. Raise every employee's pay by the same amount without investigating the pattern.
- D. Review the model and underlying decisions, investigate legitimate factors, and remediate unsupported differences.

50. A sales incentive increases revenue but also produces more customer complaints. Which redesign is most appropriate?

- A. Balance sales measures with quality, customer, compliance, and clawback safeguards.
- B. Increase the sales target so employees work harder to offset the complaints.
- C. Remove all variable pay and ignore how incentives shape behavior.
- D. Reward only the highest revenue producer regardless of complaint or compliance results.

51. Employees value schedule flexibility, but the company cannot offer identical arrangements in every role. What rewards approach is best?

- A. Promise every employee the same flexible arrangement regardless of job requirements.
- B. Offer a transparent menu of feasible choices within role, operational, and eligibility boundaries.
- C. Let managers negotiate unrelated arrangements without principles or documentation.
- D. Remove flexibility because different options are difficult to administer.

52. Employees misunderstand a health plan's deductible and out-of-pocket maximum. What should HR change in the communication?

- A. Use plain-language examples, timing, decision aids, and channels for questions before enrollment closes.
- B. Send the plan document again without explaining how the terms affect a claim.
- C. Provide only the premium because other cost features are too complex.
- D. Ask managers to interpret plan terms differently for each employee.

53. Before annual enrollment opens, what test gives HR the strongest assurance that benefit elections will process correctly?

- A. Ask one employee to enroll and assume the result represents all cases.
- B. Use representative test cases for eligibility, elections, deductions, limits, effective dates, and changes.
- C. Test only the sign-in page because enrollment errors begin with access.
- D. Wait for payroll reconciliation to reveal whether the system worked.

54. An employee reports a family-status change after open enrollment. What should benefits administration do?

- A. Allow any election change whenever an employee asks, regardless of plan rules.
- B. Refuse every change because the open-enrollment period has ended.
- C. Change the election immediately without checking the event, documentation, or effective date.
- D. Apply the plan's event rules, verify required documentation, update eligibility and elections, and record effective dates.

55. Under ERISA, which communication is designed to explain a retirement or welfare plan's terms to participants?

- A. A recruiting advertisement that describes the employer's culture.
- B. A manager's informal summary of benefits during a team meeting.
- C. The summary plan description, which explains important plan provisions in an understandable form.
- D. A payroll register that lists deductions but not plan provisions.

56. A manager classifies an employee as exempt because the employee is paid a salary, even though the employee's duties do not meet the applicable test. What should HR do?

- A. Review both salary requirements and duties under the applicable wage-and-hour rules before classifying the role.
- B. Keep the classification because salary alone always determines exempt status.
- C. Classify every salaried employee as nonexempt regardless of actual duties.
- D. Ask the employee to waive overtime rights in a signed agreement.

57. Recognition awards are concentrated among employees whose work is most visible to senior leaders. What should HR review?

- A. Give everyone an identical award so differences in visibility disappear.
- B. Criteria, nomination access, manager practices, work visibility, and award patterns across employee groups.
- C. Let senior leaders select every recipient because they see the broadest work.
- D. Delete nomination records so employees cannot compare award patterns.

58. What should an individualized total-rewards statement help an employee understand?

- A. Only base pay because benefits and recognition have no meaningful value.
- B. A generic list of programs without amounts, eligibility, or personal relevance.
- C. The components, employer cost, eligibility, and choices that make up the employee's rewards package.
- D. The highest possible value of every benefit regardless of actual eligibility.

59. A wellbeing program has high participation but no defined employee problem or outcome target. What should HR do before expanding it?

- A. Declare success because participation proves employees value the program.
- B. Collect more personal information before defining the purpose or safeguards.
- C. End the program immediately because wellbeing outcomes are difficult to attribute.
- D. Define the problem, data boundary, outcome measure, comparison evidence, and privacy safeguards.

60. A company will change salary ranges at different times for different job families. What should HR explain to affected employees?

- A. Only the new range because employees do not need implementation context.
- B. A vague message that avoids explaining why groups are affected differently.
- C. The reason, timing, population affected, individual impact, and channel for questions.
- D. A promise that the ranges will never be reviewed or adjusted again.

61. Benefits eligibility changes are processed differently by location. Which control should HR establish?

- A. Let each location choose its own eligibility rules for convenience.
- B. A standard workflow that captures the event, eligibility rule, effective date, documentation, and notice.
- C. Rely on employees to find missing coverage after payroll closes.
- D. Record only the final deduction and omit evidence of the triggering event.

62. A survey item asks employees to rate workload, manager support, and career growth in one response. What should HR do?

- A. Separate the topics into focused items with a clear response scale and action purpose.
- B. Keep the item because combining topics produces more information per question.
- C. Add more response choices without separating the ideas being measured.
- D. Replace it with a general question about whether employees feel positive.

63. Leaders want a weekly pulse survey even though participation has fallen after several recent surveys. What should HR recommend?

- A. Survey every day so leaders have the newest possible data.
- B. Stop collecting feedback because declining participation makes every result useless.
- C. Use a longer survey less often without explaining how results will guide action.
- D. Use a purposeful cadence, reduce burden, and show how feedback will inform visible action.

64. A focus group is scheduled during one shift and will be facilitated by the participants' department head. How should HR improve it?

- A. Invite only the first volunteers because they are likely to be the most motivated.
- B. Use varied participants, neutral facilitation, confidentiality expectations, and a method for synthesizing themes.
- C. Treat the loudest theme as the group's unanimous conclusion.
- D. Ask the department head to challenge comments so the discussion stays positive.

65. An employee resource group requests an annual budget but has not described its purpose or access expectations. What should HR request?

- A. Approve the request because employee groups should never have governance requirements.
- B. Deny the request because employee groups cannot affect engagement.
- C. Provide unrestricted funding and let members define success after spending begins.
- D. A purpose, membership access, sponsorship, budget controls, and measures of intended contribution.

66. Employees report a workload problem, but no one has explained what will happen with the feedback. What should HR do?

- A. Repeat the survey until employees report a more favorable workload experience.
- B. Publish individual comments so leaders can identify everyone who raised a concern.
- C. Communicate themes, actions, owners, timing, and progress updates to close the feedback loop.
- D. Promise that every requested change will be implemented regardless of feasibility.

67. New hires report confusing systems, while employees in later tenure stages report strong support. What should HR analyze?

- A. Compare lifecycle stages for clarity, support, friction, and outcomes, then target the weakest stage.
- B. Average all stage scores so no stage receives special attention.
- C. Focus only on the strongest stage because it shows the process can work.
- D. Replace employee feedback with one general engagement campaign.

68. A manager gives employees performance comments only during annual reviews, and the comments are often general. What should HR teach?

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

69. A recognition program rewards highly visible project work but rarely recognizes behind-the-scenes operational contributions. What should HR review?

- A. Give everyone the same award so differences in visibility disappear.
- B. Let senior leaders select every recipient because they see the broadest work.
- C. Delete recognition records so employees cannot compare award patterns.
- D. Criteria, nomination access, manager practices, work visibility, and award patterns across roles.

70. Employees say they do not understand how promotion candidates are evaluated. Which practice would improve trust in the process?

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

71. Resignations are higher in a unit with heavy workloads, but the unit also has a different manager and pay mix. What should HR do?

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

72. Exit interviews praise a departing supervisor, but current employees privately describe fear of speaking up. How should HR interpret the evidence?

- A. Treat each source as partial and compare exit comments with stay data, reporting patterns, and operational indicators.
- B. Use the exit interview as definitive because departing employees are always more candid.
- C. Discard stay interviews because current employees may protect relationships.
- D. Count the most common phrase as the root cause without examining context.

73. A reorganization will change reporting lines, work routines, and team relationships. Which engagement practice should HR support?

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

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

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

75. Engagement improves after a manager change, while workload also declines during the same period. 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 pattern is clearer.
- D. Report the association with context and avoid treating the timing as proof of a single cause.

76. A wellbeing benefit has strong enrollment, but leaders cannot show whether it improves the employee problem it was intended to address. What should HR do?

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

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

- A. A dashboard only, because managers should choose their own response without guidance.
- B. Concrete behaviors, practice, tools, and accountability for everyday manager actions.
- 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 owns key client relationships and undocumented work. What should a complete offboarding process include?

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

79. Absence increases in one unit after a major schedule redesign. What should HR examine before taking corrective action?

- A. Compare absence with workload, scheduling, safety, manager practices, policy, and employee feedback.
- B. Assume employees are abusing leave because the rate rose after the redesign.
- C. Discipline everyone with an absence before reviewing work conditions.
- D. Ignore the pattern because attendance data cannot inform employee-experience decisions.

80. An engagement action plan contains more initiatives than the team can implement this quarter. 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 lowest-cost initiative regardless of likely employee impact.
- D. Compare employee impact, evidence strength, feasibility, ownership, and the ability to learn quickly.

81. An employee listening forum is accessible only during office hours, so remote and shift workers rarely participate. What should HR do?

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

82. Which list identifies the federal protected bases named in Title VII of the Civil Rights Act?

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

83. An employee with a disability says a standard work process prevents performance of an essential duty. What should HR do?

- A. Reject the request because changing a process would be unfair to coworkers.
- B. Engage in an individualized accommodation process and assess effective options and undue hardship.
- C. Ask for the employee's complete medical history before discussing work limitations.
- D. Remove the essential duty automatically instead of examining the job or accommodation.

84. The Age Discrimination in Employment Act generally protects which employee population from age discrimination?

- A. Individuals who are age 40 or older.
- B. Only employees who are at least 25 years old.
- C. Only employees who have worked for the employer for 20 years.
- D. All applicants and employees regardless of age under the ADEA's age provision.

85. A pregnant employee requests a temporary change to a work practice because of a known limitation related to pregnancy. What should HR do?

- A. Require the employee to take leave before considering any work adjustment.
- B. Deny the request if coworkers have not received the identical adjustment.
- C. Evaluate the request under the applicable pregnancy accommodation framework and discuss effective options.
- D. Consider a reasonable accommodation for the known limitation unless it creates an undue hardship.

86. Which employer practice is most directly restricted by the Genetic Information Nondiscrimination Act?

- A. Using a documented job-related performance result in a promotion decision.
- B. Using an employee's stated work preference when assigning a voluntary schedule.
- C. Using an individual's genetic information as a basis for employment decisions.
- D. Using a verified skill assessment to determine access to a training program.

87. A supervisor reduces an employee's hours shortly after the employee reports suspected discrimination. What should HR assess first?

- A. Whether the employee should withdraw the report to avoid workplace conflict.
- B. Whether the action could be retaliation and whether the stated reason is supported by consistent evidence.
- C. Whether the timing, decision process, and treatment differ from comparable cases.
- D. Whether reports should be accepted only after the supervisor approves them.

88. An employee alleges harassment by a coworker and provides messages supporting the allegation. What should HR do?

- A. Promise the employee a particular discipline result before interviewing witnesses.
- B. Ask the accused employee to investigate the complaint because the parties work together.
- C. Close the matter if the accused denies intent without reviewing the messages or context.
- D. Conduct prompt impartial fact-finding, preserve evidence, protect against retaliation, and communicate appropriate follow-up.

89. An employee requests time away for a reason that may qualify under the Family and Medical Leave Act. What should HR do?

- A. Deny the request because all absences must use the employer's ordinary paid-leave policy.
- B. Assess eligibility and the qualifying reason, provide required notices, and administer approved leave consistently.
- C. Follow the FMLA process, including eligibility, certification, designation, and recordkeeping requirements as applicable.
- D. Tell the manager to decide whether the reason seems serious enough for protected leave.

90. A laboratory introduces a hazardous chemical. Which action best supports OSHA hazard communication requirements?

- A. Maintain labels and safety data sheets, train affected employees, and make hazard information accessible.
- B. Tell only supervisors about the chemical because employees do not manage safety records.
- C. Post a general safety slogan without chemical-specific information or training.
- D. Store the safety data sheet in a locked office that employees cannot access.

91. Which HR action is consistent with USERRA's employment-protection purpose when an employee returns from military service?

- A. Place the returning employee at the bottom of all promotion and benefit decisions.
- B. Require the employee to compete for the former job as a new applicant.
- C. Avoid discrimination or retaliation based on military service and follow applicable reemployment requirements.
- D. Deny reemployment because the employee's absence created scheduling inconvenience.

92. Employees act together to ask for safer staffing and discuss the issue with management. What should HR recognize?

- A. The activity may be protected concerted activity concerning employees' terms and conditions of employment.
- B. The activity is automatically misconduct because employees discussed the issue together.
- C. The activity is protected only if employees first form a union.
- D. The activity is personal and cannot concern workplace conditions when a group participates.

93. During an organizing campaign, what is the most appropriate general HR response to employee questions?

- A. Ask employees privately who supports organizing so HR can plan individual responses.
- B. Promise improved benefits if employees reject the organizing effort.
- C. Provide accurate factual information, respect employee choice, and avoid threats, interrogation, promises, or surveillance.
- D. Monitor employee conversations and report suspected supporters to senior management.

94. Two employees violate the same conduct rule, but a manager wants to discipline only the less-favored employee. What should HR do?

- A. Approve the manager's choice because managers may discipline based on personal trust.
- B. Compare the facts and prior practice, apply the rule consistently, and document the reason for the decision.
- C. Review comparable cases and require consistent, evidence-based treatment before finalizing discipline.
- D. Discipline both employees automatically without reviewing differences in severity or context.

95. A union-represented employee is asked to attend an investigatory interview that the employee reasonably believes could lead to discipline. What right may apply?

- A. The employee may require a personal attorney at every routine management meeting.
- B. The manager may conduct the interview without considering any employee request.
- C. The employee may request representation when the interview is investigatory and may lead to discipline.
- D. The employee may request union representation during the investigatory interview.

96. A union steward files a grievance challenging a scheduling decision. What should the HR labor-relations specialist do?

- A. Ignore the grievance until the next contract negotiation.
- B. Resolve it informally without checking the agreement's procedure or time limits.
- C. Review the collective bargaining agreement, meet the filing and response deadlines, investigate facts, and document the resolution.
- D. Follow the agreement's steps and deadlines while preserving relevant evidence and communications.

97. A conflict between a manager and employee is early, specific, and suitable for a voluntary facilitated discussion. Which approach should HR consider?

- A. Offer neutral mediation with informed participation, clear scope, confidentiality limits, and documented agreement terms.
- B. Impose a decision without hearing either participant because conflict should end quickly.
- C. Ask the manager to mediate the dispute because the manager controls the work.
- D. Promise that mediation will keep every statement completely confidential in all circumstances.

98. An employee requests a workplace adjustment, and the manager says the employee's medical diagnosis is needed by the entire team. What should HR advise?

- A. Share the diagnosis widely so coworkers can understand the decision.
- B. Limit medical information to what is needed, assess essential functions and accommodation, and restrict access.
- C. Ignore the request because medical information cannot be considered in workplace decisions.
- D. Require the employee to disclose all medical history before any accommodation discussion.

99. A dispute may lead to litigation, and routine deletion could remove relevant employee messages. What should HR do?

- A. Continue routine deletion because no complaint has yet become a filed lawsuit.
- B. Ask each employee to preserve only messages the employee considers important.
- C. Delete duplicate records immediately to reduce the amount of information available for review.
- D. Issue a legal hold, preserve relevant information, identify custodians, and suspend routine destruction as directed.

100. A nonexempt employee answers work messages before a scheduled shift and after clocking out. How should HR treat that time?

- A. Ignore it because the employee performed the work outside the scheduled shift.
- B. Count it only if the employee remembers to report it at the end of the week.
- C. Treat it as unpaid personal time because electronic work takes only a few minutes.
- D. Capture and evaluate time spent performing required work as hours worked under applicable wage-and-hour rules.

101. An HR team receives medical documentation for an accommodation request. Which handling practice is most appropriate?

- A. Keep medical information confidential and separate from ordinary personnel records, with access limited to need.
- B. Place the documentation in the employee's general personnel file for manager convenience.
- C. Send the documentation to all supervisors who work with the employee.
- D. Retain no record because confidentiality means HR cannot document an accommodation process.

102. An employee reports that a senior leader violated the organization's ethics policy. What should HR do?

- A. Return the concern to the senior leader because the leader owns the policy area.
- B. Promise the employee a specific outcome before facts are gathered.
- C. Receive and document the concern, route it under the investigation process, protect against retaliation, and follow up.
- D. Use the normal reporting and investigation process regardless of the leader's status.

103. An employee reports that a supervisor discouraged a safety complaint. What should HR do?

- A. Tell the employee to resolve the issue privately with the supervisor.
- B. Preserve the complaint, assess possible retaliation, investigate the supervisor's conduct, and protect the employee.
- C. Treat the complaint as misconduct by the employee for bypassing the supervisor.
- D. Wait for an injury before reviewing whether the supervisor discouraged reporting.

104. A collective bargaining agreement requires grievances to be filed within ten calendar days. A grievance arrives on day twelve. What should HR do?

- A. Reject it automatically without checking waiver, continuing violation, or agreement language.
- B. Review the agreement and facts, raise the timeliness issue through the agreed process, and document the response.
- C. Accept it automatically because every employee concern deserves an exception.
- D. Ignore the deadline and resolve the issue solely through an informal manager conversation.

105. An HR data governance program is producing conflicting ownership decisions. What should the framework define first?

- A. Data owners, stewards, access responsibilities, quality rules, retention, and escalation paths.
- B. A larger storage allocation without accountability for definitions or use.
- C. A single analyst who approves every request regardless of the data domain.
- D. A dashboard that displays conflicting fields without identifying which one governs.

106. An HR analyst needs access to a sensitive compensation table to produce one monthly report. Which control is best?

- A. Give the analyst administrator access so future reporting requests are easier.
- B. Copy the table to a shared folder so the whole HR team can help.
- C. Grant the minimum role-based access needed for the report and review it periodically.
- D. Allow permanent access because the report is part of the analyst's job.

107. Employee counts differ between the HRIS and payroll system. What should HR do before publishing a headcount report?

- A. Use whichever system produces the larger count so no employee is omitted.
- B. Average the two counts and report the result as an estimate.
- C. Publish both numbers without explaining definitions, timing, or reconciliation.
- D. Define the reporting population, identify the authoritative source, reconcile differences, and document the result.

108. An HR system vendor proposes changing a production configuration directly to fix a workflow. What should HR require?

- A. Allow the vendor to make the change immediately because the vendor built the system.
- B. Ask an administrator to change production and document it only if something breaks.
- C. Reject all configuration changes so the system can never be improved.
- D. Document the request, assess impact, test it, obtain approval, and record the implementation and rollback plan.

109. Two dashboards report different turnover rates because one counts transfers as exits and the other does not. What should HR do?

- A. Choose the lower rate because it will be easier for leaders to accept.
- B. Publish a shared metric definition, inclusion rules, time frame, and calculation method.
- C. Document the definition and calculation so users interpret the measure consistently.
- D. Report both rates without explaining why their populations differ.

110. An HR team wants to collect employees' full birth dates for a report that only needs age bands. What principle applies?

- A. Collect and retain only the minimum information necessary for the defined business purpose.
- B. Collect every available field because future analysis might need it.
- C. Share full birth dates with managers so they can verify employee records.
- D. Store the data indefinitely because deletion could limit historical analysis.

111. An HR analyst discovers that a file containing sensitive employee data was sent to the wrong recipient. What should happen first?

- A. Delete the analyst's sent message and assume no one opened the file.
- B. Wait for the recipient to report the incident before taking action.
- C. Activate the incident process, contain access, preserve evidence, assess impact, and notify appropriate owners.
- D. Contain the exposure and follow the documented incident-response and notification process.

112. A legal hold applies to employee messages stored in an HR collaboration platform. Which information-management action is appropriate?

- A. Export only messages that users personally consider important.
- B. Continue automatic deletion because the messages are stored electronically.
- C. Preserve the relevant information under the hold and prevent ordinary retention rules from deleting it.
- D. Preserve relevant messages and metadata, suspend routine deletion, and document custodians and scope.

113. Turnover is higher among employees who use a new HR service, but those employees also work in the most demanding locations. What should HR conclude?

- A. Treat service use and turnover as associated observations and investigate workload and other confounders.
- B. Conclude that the new service caused employees to resign.
- C. Ignore the association because no HR data can support a useful conclusion.
- D. Remove demanding locations from the analysis so the service relationship is clearer.

114. A benefits vendor sends eligibility updates to the HRIS each night. What test is most important before production launch?

- A. Test one successful record and assume all employee types will behave the same way.
- B. Confirm only that the vendor's file was delivered to the HRIS.
- C. Test representative records, field mappings, error handling, timing, duplicates, and downstream payroll effects.
- D. Wait for employees to report incorrect deductions after launch.

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

- A. A shared spreadsheet where administrators record activity when they remember.
- B. A tamper-evident audit log showing user, action, time, affected record, and change details.
- C. A monthly email asking users whether they accessed sensitive records.
- D. A policy statement that prohibits access without technically recording it.

Practice Exam 20: Answer Key and Explanations

1. B - HR should select this response because A decision-rights charter makes accountability visible and reduces conflicting direction during integration. The alternatives are weaker because Calendars, broad announcements, and informal seniority do not identify authority for each decision. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

2. D - HR should select this response because A tiered operating model can produce efficiency for standard work while preserving expertise where context and judgment matter. The alternatives are weaker because Manager self-service, total centralization, and department fragmentation can reduce consistency, responsiveness, or capability. It connects the immediate action to consistent administration and later evaluation.

3. A - HR should select this response because A strategy map explains the logic from workforce conditions through HR interventions to organizational outcomes. The alternatives are weaker because Activity catalogs, request lists, and budget totals do not explain contribution or strategic cause-and-effect. The approach addresses the cause while limiting avoidable operational and compliance risk.

- 4. A** - HR should select this response because Risk appetite converts general concern into boundaries for decisions, controls, monitoring, and escalation. The alternatives are weaker because An unranked list, personal preference, and an absolute promise do not define acceptable exposure. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.
- 5. D** - HR should select this response because A balanced measurement set shows what is happening, how work flows, and whether the intended result occurs. The alternatives are weaker because Additional volume, a lone outcome, and selective measures can hide delays, quality problems, or inconsistent definitions. Documentation also makes the reasoning easier to review if the facts change.
- 6. C** - HR should select this response because Disclosure and independent review protect impartiality and the appearance of responsible procurement. The alternatives are weaker because Private confidence, price, and a discount do not eliminate the related-party conflict. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.
- 7. B** - HR should select this response because Repeated failure at one handoff suggests a process or control problem that requires evidence-based diagnosis. The alternatives are weaker because A reminder, replacement, or removed control may leave the recurring cause and exposure unresolved. The result is more defensible because it relies on evidence rather than assumption.
- 8. C** - HR should select this response because Culture is reinforced by consequences and observed behavior, so HR should compare messages with lived signals. The alternatives are weaker because Wording, message frequency, and investigation counts alone do not show what conduct the system actually rewards. This keeps the decision tied to evidence and the stated business objective.
- 9. D** - HR should select this response because A complete proposal allows leaders to compare value, cost, feasibility, risk, and evidence of success. The alternatives are weaker because Features, unsupported savings, and price alone omit important tradeoffs and implementation conditions. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.
- 10. B** - HR should select this response because Documented governance gives stakeholders a predictable way to resolve conflicts and preserve accountability. The alternatives are weaker because Direct instructions, more meetings, and team preference can multiply conflict rather than resolve it. The approach addresses the cause while limiting avoidable operational and compliance risk.
- 11. A** - HR should select this response because Scenario planning makes uncertainty explicit and helps leaders compare staffing consequences before committing resources. The alternatives are weaker because Optimistic hiring, a freeze, and incomparable guesses do not support flexible or evidence-based planning. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.
- 12. A** - HR should select this response because Relevant context and manager preparation improve understanding and reduce inconsistent communication. The alternatives are weaker because A generic message, premature enforcement, and a universal promise leave predictable questions unanswered.

Documentation also makes the reasoning easier to review if the facts change. The record should identify the relevant facts and owner.

13. C - HR should select this response because A controlled test produces evidence about usability, outcomes, barriers, and needed revisions. The alternatives are weaker because Immediate rollout, indefinite delay, and spending do not establish whether the rule works. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

14. D - HR should select this response because Causal interpretation requires attention to comparison, timing, confounding factors, and the limits of available evidence. The alternatives are weaker because Temporal sequence, total skepticism, and selective reporting do not prove causation. The result is more defensible because it relies on evidence rather than assumption.

15. B - HR should select this response because Controlled exceptions allow legitimate variation while preserving accountability and consistent administration. The alternatives are weaker because Informal approval, absolute denial, and private discretion either weaken governance or ignore valid needs. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

16. C - HR should select this response because Continuity depends on transferable knowledge, capable coverage, usable access, and tested recovery. The alternatives are weaker because Retention money, delay, and unprepared reassignment leave the organization dependent on one person. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

17. D - HR should select this response because A workforce model translates business demand into capability and timing while making assumptions visible. The alternatives are weaker because Current headcount, maximum demand, and preference alone omit productivity, supply, and uncertainty. The approach addresses the cause while limiting avoidable operational and compliance risk. The record should identify the relevant facts and owner.

18. B - HR should select this response because Critical-role analysis directs scarce planning resources toward capabilities whose loss or shortage creates material exposure. The alternatives are weaker because Equal funding, salary alone, and request timing do not measure business impact or replacement risk. This gives managers a practical standard they can apply consistently.

19. A - HR should select this response because Job analysis establishes 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. Documentation also makes the reasoning easier to review if the facts change.

20. B - HR should select this response because Targeted sourcing addresses both access and motivation by reaching qualified people with relevant information. The alternatives are weaker because Stricter filters, repetition, and passive waiting do not address the limited supply or candidate awareness. Follow-

up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

21. A - HR should select this response because Structured evaluation improves comparability and reduces the influence of personal interpretation or interviewer status. The alternatives are weaker because Personal questions, unexplained averages, and hierarchy weaken consistency and selection quality. The result is more defensible because it relies on evidence rather than assumption. The record should identify the relevant facts and owner.

22. D - HR should select this response because A consistently applied procedure still warrants review of job relatedness, evidence, and possible alternatives. The alternatives are weaker because Universal administration, no standards, and altered records avoid rather than resolve selection concerns. This keeps the decision tied to evidence and the stated business objective.

23. C - HR should select this response because A mixed sourcing strategy preserves a useful channel while reducing the risk of reproducing a narrow network. The alternatives are weaker because Ending, relying exclusively, or encouraging similarity sacrifices either evidence or access. It connects the immediate action to consistent administration and later evaluation.

24. B - HR should select this response because The selection process should focus on access and an effective adjustment rather than unnecessary diagnostic detail. The alternatives are weaker because Diagnosis demands, cancellation, and identical barriers can exclude qualified applicants without improving validity. The approach addresses the cause while limiting avoidable operational and compliance risk.

25. C - HR should select this response because The process preserves authorization, notice, review, and employer accountability when consumer reports influence employment decisions. The alternatives are weaker because Immediate action, vendor delegation, and broad disclosure do not protect applicant rights or privacy. This gives managers a practical standard they can apply consistently.

26. D - HR should select this response because Clear written terms help the candidate make an informed decision and reduce avoidable early mismatch. The alternatives are weaker because Delay, assumption, and unilateral change undermine trust and can create a dispute about the job. Documentation also makes the reasoning easier to review if the facts change.

27. A - HR should select this response because A documented process supports fair comparison, accountability, and a defensible explanation of the decision. The alternatives are weaker because Private choice, missing records, and retroactive process do not create trustworthy selection evidence. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

28. C - HR should select this response because Effective onboarding combines administrative readiness, role clarity, relationships, and early feedback. The alternatives are weaker because Repeated slides, passive waiting, and an overwhelming assignment leave immediate barriers unresolved. The result is

more defensible because it relies on evidence rather than assumption. The record should identify the relevant facts and owner.

29. B - 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, added volume, and discarded data do not diagnose preventable causes. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

30. D - HR should select this response because A complete succession plan manages 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. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

31. A - 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. The approach addresses the cause while limiting avoidable operational and compliance risk. The record should identify the relevant facts and owner.

32. B - HR should select this response because Short-term workforce planning must match capacity and timing while allowing for demand variability and ramp-up needs. The alternatives are weaker because Uniform staffing, late recruiting, and historical totals ignore the timing and operating conditions of the season. This gives managers a practical standard they can apply consistently.

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 may 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 states conditions, an 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. The record should identify the relevant facts and owner.

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

36. C - HR should select this response because Transfer depends on behavior and work conditions, not only knowledge, reaction, or attendance. The alternatives are weaker because Satisfaction, attendance,

and another quiz do not show whether employees apply the skill. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

37. B - HR should select this response because Coaching targets specific performance while mentoring supports broader growth, perspective, and relationships. The alternatives are weaker because Discipline, a lecture, and a performance plan do not match the two distinct developmental purposes. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

38. D - HR should select this response because Capability planning connects future work requirements to current gaps, targeted development, and evidence of readiness. The alternatives are weaker because Uniform enrollment, seniority, and crisis-driven decisions do not establish who can perform the future work. The approach addresses the cause while limiting avoidable operational and compliance risk.

39. A - HR should select this response because A visible pathway makes development actionable by showing the capabilities and experiences associated with movement. The alternatives are weaker because Openings, promises, and titles alone do not provide a usable development map. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

40. B - HR should select this response because Blended design supports explanation, practice, social learning, and later reference during performance. 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. The record should identify the relevant facts and owner.

41. C - 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. The record should identify the relevant facts and owner.

42. D - HR should select this response because Action learning connects development to real work, reflection, stakeholder input, and an implementable product. The alternatives are weaker because Lecture, 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. A - HR should select this response because Practice and follow-up connect knowledge to observable behavior and clarify accountability for application. The alternatives are weaker because More lecture, a reminder, and a test score do not build 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 Useful learning analytics combine activity, behavior, outcomes, and appropriate caution about causal claims. 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. The record should identify the relevant facts and owner.

45. C - HR should select this response because A pay philosophy translates business strategy into consistent choices about competitiveness, equity, and affordability. The alternatives are weaker because One posting, a universal promise, and manager preference do not create a coherent rewards strategy. The approach addresses the cause while limiting avoidable operational and compliance risk.

46. D - HR should select this response because Job evaluation compares work content and responsibility using consistent factors rather than incumbent characteristics. The alternatives are weaker because Current pay, manager size, and creation order do not measure the relative value of the work. This gives managers a practical standard they can apply consistently.

47. B - HR should select this response because Compression can arise when external hiring rates rise faster than incumbent progression and should be analyzed as a pay-structure issue. The alternatives are weaker because Recognition, enrollment, and training do not explain a narrow relationship between new-hire and incumbent pay. Documentation also makes the reasoning easier to review if the facts change.

48. C - HR should select this response because Market data becomes useful only when the underlying jobs, timing, geography, and sample are comparable. The alternatives are weaker because Unadjusted averages, highest rates, and discarded internal information can produce misleading pay decisions. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

49. D - HR should select this response because A controlled difference warrants a careful review of data, decisions, legitimate explanations, and possible correction. The alternatives are weaker because Dismissal, altered records, and equal increases do not diagnose or address an unsupported pay difference. The result is more defensible because it relies on evidence rather than assumption.

50. A - HR should select this response because Incentives should reinforce the full performance objective, including quality and conduct that protect customers and the business. The alternatives are weaker because Higher targets, total removal, and revenue alone can intensify the behavior causing the problem. This keeps the decision tied to evidence and the stated business objective.

51. B - HR should select this response because A governed choice model recognizes employee preferences while respecting job requirements and consistent administration. The alternatives are weaker because Identical promises, undocumented negotiation, and total removal either create inequity or discard useful value. It connects the immediate action to consistent administration and later evaluation.

52. A - HR should select this response because Examples and decision support help employees connect plan terms to likely choices and costs. The alternatives are weaker because Repeating a document, showing one cost, and inconsistent manager interpretation leave the confusion intact. The approach addresses the cause while limiting avoidable operational and compliance risk.

53. B - HR should select this response because Representative testing checks the rules and handoffs that affect different employees and payroll outcomes. The alternatives are weaker because One user, one screen, and post-processing discovery do not cover the relevant enrollment conditions. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

54. D - HR should select this response because Consistent event processing protects plan administration by connecting the reported event to eligibility, evidence, and timing. The alternatives are weaker because Unlimited changes, blanket refusal, and unchecked changes can create inconsistent or inaccurate coverage. Documentation also makes the reasoning easier to review if the facts change.

55. C - HR should select this response because A summary plan description gives participants information about important plan provisions and administration. The alternatives are weaker because Recruiting language, informal summaries, and payroll registers do not substitute for the plan communication. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

56. A - HR should select this response because Exemption analysis requires attention to the applicable salary and duties tests, not salary label alone. The alternatives are weaker because Salary alone, universal nonexemption, and a waiver do not replace the legal classification analysis. The result is more defensible because it relies on evidence rather than assumption.

57. B - HR should select this response because Reviewing access and distribution can reveal whether visibility or inconsistent criteria shapes recognition outcomes. The alternatives are weaker because Identical awards, senior-only selection, and missing records do not identify or correct recognition bias. 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 and benefits into information relevant to the individual employee. The alternatives are weaker because Base pay alone, generic lists, and inflated values omit context or misstate the package. It connects the immediate action to consistent administration and later evaluation.

59. D - HR should select this response because Responsible evaluation defines purpose, limits data collection, and tests relevant outcomes before making claims. The alternatives are weaker because Participation, purposeless data collection, and immediate termination do not establish value or responsible design. The approach addresses the cause while limiting avoidable operational and compliance risk.

60. C - HR should select this response because Clear communication connects the decision, timing, impact, and available support for each audience. The alternatives are weaker because Range alone, vagueness, and absolute promises create confusion and undermine trust. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

61. B - HR should select this response because A consistent record links the event to eligibility, timing, evidence, and communication. The alternatives are weaker because Local rules, employee detection, and

final deductions alone do not support accurate administration. Documentation also makes the reasoning easier to review if the facts change. The record should identify the relevant facts and owner.

62. A - HR should select this response because Focused items make responses interpretable and connect each result to a specific decision or action. The alternatives are weaker because Combining topics, adding choices, and using a vague prompt preserve ambiguity. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

63. D - HR should select this response because Engagement measurement works when timing, burden, actionability, and employee trust are balanced. The alternatives are weaker because Daily surveys, total abandonment, and longer unexplained instruments can further reduce participation. The result is more defensible because it relies on evidence rather than assumption. The record should identify the relevant facts and owner.

64. B - HR should select this response because Participant variety and neutral, careful synthesis reduce selection and influence bias in qualitative feedback. The alternatives are weaker because First volunteers, loudest-theme analysis, and leader challenge can distort employee views. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

65. D - 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. C - 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. A - 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 problem. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

68. A - 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. The record should identify the relevant facts and owner.

69. D - HR should select this response because Reviewing access and distribution can reveal whether visibility or inconsistent criteria shapes recognition outcomes. The alternatives are weaker because Identical awards, senior-only selection, and missing records do not identify or correct recognition bias.

Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

70. C - HR should select this response because Clear criteria and process information help employees understand decisions and prepare for future opportunities. 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 dismissed data overstate or underuse the evidence. This keeps the decision tied to evidence and the stated business objective.

72. A - 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 experience. It connects the immediate action to consistent administration and later evaluation.

73. B - 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 useful feedback. The approach addresses the cause while limiting avoidable operational and compliance risk.

74. C - 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. The record should identify the relevant facts and owner.

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

76. C - HR should select this response because 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. The record should identify the relevant facts and owner.

77. B - HR should select this response because Managers need capability, support, and accountability to translate engagement information into daily practice. The alternatives are weaker because Dashboards, speeches, and unexplained targets do not create a reliable response. The result is more defensible because it relies on evidence rather than assumption. The record should identify the relevant facts and owner.

78. D - HR should select this response because Complete offboarding 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 risk. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

79. A - 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 response. The approach addresses the cause while limiting avoidable operational and compliance risk. The record should identify the relevant facts and owner.

81. A - 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 barriers rather than employee voice. This gives managers a practical standard they can apply consistently.

82. C - HR should select this response because Title VII names 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 An individualized process identifies an effective accommodation while considering essential functions and undue hardship. The alternatives are weaker because Fairness assumptions, excessive medical demands, and automatic duty removal do not apply the accommodation framework. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

84. A - HR should select this response because The ADEA's federal age-discrimination protection applies to individuals who are 40 or older. The alternatives are weaker because The other thresholds refer to unrelated tenure or age concepts and do not state the ADEA threshold. The result is more defensible because it relies on evidence rather than assumption.

85. D - HR should select this response because The pregnancy accommodation framework directs employers to consider reasonable accommodations for known limitations and undue hardship. The alternatives are weaker because Automatic leave, identical-treatment reasoning, and an unexplained denial do not address the applicable accommodation analysis. This keeps the decision tied to evidence and the stated business objective.

86. C - HR should select this response because GINA addresses employment discrimination based on genetic information and limits how that information may be used. The alternatives are weaker because Job performance, voluntary preferences, and job-related skill evidence are not genetic-information decisions in these examples. It connects the immediate action to consistent administration and later evaluation.

87. B - HR should select this response because Retaliation review examines protected activity, timing, decision evidence, comparators, and whether the explanation is credible. The alternatives are weaker because Withdrawal, supervisor gatekeeping, and ignoring timing can chill reporting and miss a potential adverse action. The approach addresses the cause while limiting avoidable operational and compliance risk.

88. D - HR should select this response because A fair investigation tests evidence and protects participants while avoiding predetermined outcomes. The alternatives are weaker because Promises, self-investigation, and reliance on a denial do not establish reliable facts or a safe process. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

89. B - HR should select this response because The FMLA process connects eligibility, qualifying reason, notices, certification, designation, and records. The alternatives are weaker because Ordinary leave substitution, manager impression, and blanket denial do not apply the protected-leave process. Documentation also makes the reasoning easier to review if the facts change. The record should identify the relevant facts and owner.

90. A - HR should select this response because Hazard communication depends on accessible information, labeling, safety data, and employee training. The alternatives are weaker because Supervisor-only notice, slogans, and inaccessible records do not communicate the relevant chemical hazards. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

91. C - HR should select this response because USERRA protects service members from employment discrimination and establishes reemployment rights when its requirements apply. The alternatives are weaker because Punitive placement, new-applicant treatment, and inconvenience do not reflect the statute's protective purpose. The result is more defensible because it relies on evidence rather than assumption.

92. A - HR should select this response because Employees' collective action about workplace conditions may receive NLRA protection even without a union. The alternatives are weaker because Automatic misconduct, a union prerequisite, and a personal-issue label can overlook protected activity. This keeps the decision tied to evidence and the stated business objective.

93. C - HR should select this response because A lawful response gives facts while preserving employee freedom and avoiding coercive campaign conduct. The alternatives are weaker because Interrogation, promises, and surveillance can interfere with protected employee choice. It connects the immediate

action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

94. B - HR should select this response because Consistent discipline depends on comparable facts, proportionality, prior practice, and documented reasoning. The alternatives are weaker because Personal preference, automatic equal punishment, and unchecked discretion can produce unfair or indefensible outcomes. The approach addresses the cause while limiting avoidable operational and compliance risk. The record should identify the relevant facts and owner.

95. D - HR should select this response because Weingarten rights concern a union-represented employee's request for representation in a qualifying investigatory interview. The alternatives are weaker because Routine-meeting representation, ignoring a request, and an incomplete trigger do not state the applicable right. This gives managers a practical standard they can apply consistently.

96. C - HR should select this response because Contract administration requires timely use of the agreed process, factual review, and a clear record. The alternatives are weaker because Delay, unchecked informal resolution, and missing evidence can waive rights or create inconsistent administration. Documentation also makes the reasoning easier to review if the facts change.

97. A - HR should select this response because Mediation can support voluntary resolution when a neutral process and realistic confidentiality expectations are established. The alternatives are weaker because Imposed decisions, manager mediation, and absolute secrecy do not provide a trustworthy neutral process. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

98. B - HR should select this response because Accommodation administration should focus on work limitations and effective options while protecting confidential medical information. The alternatives are weaker because Wide disclosure, total avoidance, and complete-history demands exceed what the decision requires. The result is more defensible because it relies on evidence rather than assumption.

99. D - HR should select this response because A legal hold protects potentially relevant information and provides a controlled preservation process. The alternatives are weaker because Routine deletion, individual selection, and immediate purging can destroy evidence or create inconsistent preservation. This keeps the decision tied to evidence and the stated business objective.

100. D - HR should select this response because Required work time generally must be captured even when it occurs before, after, or outside a scheduled shift. The alternatives are weaker because Schedule labels, memory-based reporting, and short duration do not determine whether work was performed. It connects the immediate action to consistent administration and later evaluation.

101. A - HR should select this response because Separate restricted records support confidentiality while preserving the evidence needed to administer the accommodation. The alternatives are weaker because General filing, broad distribution, and no record either expose sensitive information or prevent accountable administration. The approach addresses the cause while limiting avoidable operational and compliance risk.

102. C - HR should select this response because A consistent reporting process protects credibility, preserves evidence, and reduces the risk of retaliation or favoritism. The alternatives are weaker because Leader control, predetermined outcomes, and status-based exceptions undermine a trustworthy ethics process. This gives managers a practical standard they can apply consistently. The record should identify the relevant facts and owner.

103. B - HR should select this response because Safety reporting must be taken seriously because discouraging reports can conceal hazards and create retaliation risk. The alternatives are weaker because Private resolution, punishment for reporting, and waiting for injury fail to address the immediate risk. Documentation also makes the reasoning easier to review if the facts change.

104. B - HR should select this response because Contract deadlines require careful application of the agreement and facts, including any stated exceptions or waiver rules. The alternatives are weaker because Automatic rejection, automatic acceptance, and informal avoidance can misapply negotiated rights and obligations. Follow-up confirms whether the intervention solved the problem described.

105. A - HR should select this response because Governance establishes accountability and standards for data quality, access, retention, and issue resolution. The alternatives are weaker because Storage, one-person approval, and display alone do not establish ownership or reliable data practices. The result is more defensible because it relies on evidence rather than assumption.

106. C - HR should select this response because Least-privilege access limits exposure to the data necessary for a defined task and supports later review. The alternatives are weaker because Administrator rights, shared copies, and permanent access expand exposure beyond the reporting need. This keeps the decision tied to evidence and the stated business objective.

107. D - HR should select this response because A trustworthy report requires shared definitions, an authoritative source, reconciliation, and documented assumptions. The alternatives are weaker because Larger counts, averages, and unexplained alternatives do not create a reliable headcount. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

108. D - HR should select this response because Change control reduces unintended effects by linking authorization, testing, implementation, and recovery. The alternatives are weaker because Immediate vendor action, after-the-fact notes, and total refusal weaken control or prevent needed improvement. The approach addresses the cause while limiting avoidable operational and compliance risk. The record should identify the relevant facts and owner.

109. B - HR should select this response because A metric is useful only when its population, exclusions, period, and calculation are understood consistently. The alternatives are weaker because Choosing a favorable result, unexplained dual reporting, and preference do not resolve the definition conflict. This gives managers a practical standard they can apply consistently.

110. A - HR should select this response because Data minimization reduces exposure by aligning collection and retention with the stated purpose. The alternatives are weaker because Speculative

collection, broad sharing, and indefinite storage expand risk without serving the current need. Documentation also makes the reasoning easier to review if the facts change.

111. C - HR should select this response because Prompt containment and structured response limit harm while preserving facts needed for assessment and notification. The alternatives are weaker because Deletion, waiting, and informal assumptions can increase exposure or destroy evidence. Follow-up confirms whether the intervention solved the problem described. The record should identify the relevant facts and owner.

112. D - HR should select this response because A legal hold requires controlled preservation of relevant information, including the context needed to interpret it. The alternatives are weaker because User selection, routine deletion, and casual electronic storage do not protect potentially relevant evidence. The result is more defensible because it relies on evidence rather than assumption.

113. A - HR should select this response because An association may reflect service use, location demands, selection, or other factors and requires careful investigation. The alternatives are weaker because Causal certainty, total dismissal, and selective exclusion distort the evidence. This keeps the decision tied to evidence and the stated business objective. The record should identify the relevant facts and owner.

114. C - HR should select this response because Integration testing checks data translation and downstream effects across normal, edge, and error conditions. The alternatives are weaker because One record, delivery alone, and post-launch discovery do not test the full interface. It connects the immediate action to consistent administration and later evaluation. The record should identify the relevant facts and owner.

115. B - 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.