

PRACTICE EXAM 21: 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 should HR establish before assigning integration work?

- A. A shared calendar that lists meetings but not deliverables or authority.
- B. A message saying every integration question should be sent to the chief executive.
- C. An informal agreement that the longest-serving HR employee will coordinate the work.
- D. A workstream charter with outcomes, decision owners, dependencies, milestones, and escalation paths.

2. A matrix organization gives business leaders and functional HR leaders overlapping authority. Which practice reduces confusion?

- A. Allow both leaders to approve every HR decision independently.
- B. Define decision rights, service expectations, escalation rules, and accountability for shared work.
- C. Use the same reporting ratio for every business unit and role.
- D. Let employees choose which leader's direction to follow in each situation.

3. A payroll redesign affects finance, managers, employees, and an outside vendor. What should HR do first?

- A. Send the same technical update to every stakeholder group.
- B. Ask the vendor to communicate directly with employees and managers.
- C. Map stakeholder interests, influence, concerns, required decisions, and communication needs.
- D. Schedule a launch meeting before identifying affected groups or their concerns.

4. An enterprise risk review identifies ten HR risks with different likelihoods and consequences. Which tool should HR use?

- A. A chronological list of risks based only on when they were reported.
- B. A list arranged by which risk sounds most serious to a senior leader.
- C. A risk register or heat map that ranks likelihood, impact, controls, owners, and response status.
- D. A policy requiring every risk to receive identical resources and urgency.

5. HR reports more completed cases but cannot tell whether employee service improved. What measurement approach is best?

- A. Combine activity, quality, cycle-time, employee-experience, and outcome measures tied to decisions.
- B. Report only case volume because it is the easiest measure to increase.
- C. Use the highest satisfaction result and omit cases that required escalation.
- D. Replace all operational measures with a single annual engagement score.

6. A manager participating in a supplier selection receives expensive gifts from one bidder. What should HR recommend?

- A. Keep the gifts if the bidder's proposal appears technically strong.
- B. Accept the gifts but ask the manager to document an objective reason afterward.
- C. Return only the most expensive gift and continue without reporting the relationship.
- D. Disclose the gifts, follow the ethics policy, and remove or independently review the conflicted decision.

7. An audit finds that managers approve status changes without a second review or documented evidence. What should HR do?

- A. Send a reminder and close the audit without reviewing past transactions.
- B. Identify affected transactions, determine the control gap, add an appropriate review, and test it.
- C. Remove all manager access so no status change can be made locally.
- D. Blame the last manager who missed a review and end the investigation.

8. Leaders say customer focus is a core value, but promotions favor employees who maximize internal output at customer expense. What should HR assess?

- A. Rewrite the value statement with stronger customer language.
- B. Ask leaders to mention customer focus more often in team meetings.
- C. Compare stated values with incentives, promotion evidence, leader behavior, and tolerated tradeoffs.
- D. Measure culture only through formal complaints about customer treatment.

9. A business unit proposes automating an HR transaction that employees currently complete manually. Which analysis should support the decision?

- A. Approve automation because technology always reduces total operating cost.
- B. Reject automation because every manual process provides better employee service.
- C. Use the vendor's demonstration as proof without testing the process or business case.
- D. Compare current cost and risk with automation benefits, implementation effort, adoption, and control needs.

10. A cross-functional HR project has competing sponsors and repeated rework. What governance change should HR make?

- A. Create one decision forum with documented authority, criteria, escalation, and a decision log.
- B. Ask each sponsor to give the project team separate instructions.
- C. Add more meetings while leaving authority and escalation undefined.
- D. Let the project team choose whichever sponsor's request seems easiest.

11. A logistics company expects demand to be low, moderate, or high next year. What should HR include in its plan?

- A. One hiring target based only on the highest forecast.
- B. Workforce scenarios showing capacity, skills, cost, hiring timing, and contingency actions.
- C. A staffing freeze until the year's actual demand is known.
- D. Independent manager estimates that use different capacity assumptions.

12. A new attendance policy will affect employees differently by work arrangement. What should HR prepare before launch?

- A. Audience-specific explanations, manager guidance, timing, examples, and a channel for questions.
- B. One brief announcement that omits the reason for different impacts.
- C. A posted policy followed by enforcement before managers receive guidance.
- D. A promise that every employee will experience the change identically.

13. HR wants to replace an intake form but has little evidence about how employees use it. Which approach is strongest?

- A. Replace the form everywhere immediately so the organization has one version.
- B. Pilot a revised form with defined users, success measures, feedback, and a scale-up decision.
- C. Wait until every possible exception can be predicted before testing anything.
- D. Judge the change only by whether the project budget was fully spent.

14. A retention initiative coincides with fewer resignations, but the business also changed its hiring mix. What should HR report?

- A. Credit the initiative for the entire improvement because it began first.
- B. Conclude that retention data cannot inform decisions because many factors exist.
- C. Report only the department with the largest decline in resignations.
- D. Use comparison and timing evidence, test alternative explanations, and state limits on causal claims.

15. A standard HR approval process receives repeated exception requests from one location. What should HR add?

- A. Approve all requests informally so local operations move faster.
- B. Deny all requests because standardized processes never allow variation.
- C. Criteria, authority, documentation, duration, and periodic review for approved exceptions.
- D. Let each local manager decide privately whether an exception seems fair.

16. A critical employee-relations process depends on one specialist who is taking extended leave. What continuity step is most important?

- A. Offer the specialist a retention payment without transferring the knowledge.
- B. Document the process, cross-train coverage, verify access, and test the backup arrangement.
- C. Wait until the leave begins before naming a replacement owner.
- D. Assign the work to a manager without preparation or a recovery test.

17. A software company expects a major cloud migration but has not finalized its delivery schedule. What should workforce planning model?

- A. Current headcount only, because project timing is not final.
- B. A hiring target based on the largest possible project scope.
- C. Manager estimates without shared assumptions about skills or capacity.
- D. Capability demand, skill availability, productivity, attrition, hiring lead time, and alternative project scenarios.

18. A company can fund development for only three roles this year. Which role should receive priority?

- A. The role with high business impact, scarce capability, and difficult replacement exposure.
- B. A role chosen by the manager who submits a request first.
- C. The role with the highest current salary regardless of business impact.
- D. Every role equally, so no group appears less important.

19. A department wants to recruit for a role that has changed substantially since its last opening. What should HR complete first?

- A. Reuse the prior posting so applicants recognize the job title.
- B. Add every qualification the hiring manager personally prefers.
- C. Analyze essential duties, outputs, capabilities, conditions, and evidence from incumbents and managers.
- D. Post the role and allow applicants to define its requirements.

20. A specialized vacancy attracts many applicants who lack the needed capability. Which recruiting change is most useful?

- A. Clarify the work and target outreach toward qualified communities and passive candidates.
- B. Use targeted messaging and relationship-building with qualified prospects.
- C. Raise the requirements further so the applicant pool becomes smaller.
- D. Repeat the existing advertisement without changing its audience or content.

21. A hiring panel gives one finalist a conversational interview and another a structured interview. What should HR change?

- A. Let each interviewer choose a different format to preserve personal interviewing style.
- B. Use the same job-related questions, rating anchors, evidence notes, and trained interview process.
- C. Use structured, comparable questions and documented evidence for every finalist.
- D. Average scores without requiring interviewers to explain their observations.

22. A preemployment assessment screens out one group at a higher rate than others. What should HR review?

- A. Keep the assessment automatically because the same rule applied to everyone.
- B. Remove all selection standards so no applicant can be screened out.
- C. Job relatedness, validation evidence, impact data, and less-disparate alternatives to the assessment.
- D. Change demographic records so the difference is less visible in reports.

23. A referral program fills jobs quickly, but referrals are concentrated within one social network. What should HR do?

- A. End referrals because every referral program produces unfair hiring.
- B. Use referrals alone because the current hires perform well.
- C. Ask employees to refer only people with backgrounds like the existing team.
- D. Keep the channel, broaden outreach, and compare applicant reach and outcomes by source.

24. An applicant requests an adjustment to complete a skills assessment. What should HR do?

- A. Require a diagnosis before discussing how the assessment can be completed.
- B. Discuss an effective adjustment and provide an accessible assessment without lowering job-related standards.
- C. Use the same inaccessible assessment because identical treatment is always fair.
- D. Cancel the assessment because an adjustment could affect the testing process.

25. An employer will use a third-party background report in hiring. Which practice is required before an adverse decision based on it?

- A. Let the vendor make the employment decision because it supplied the report.
- B. Share the report with every interviewer so all opinions are informed.
- C. Reject the applicant immediately and answer questions only after the decision.
- D. Provide the report and pre-adverse-action notice, then give the required final notice if action follows.

26. A candidate accepts an offer but later says the job's travel expectation was never explained. What should HR improve?

- A. Wait until orientation to explain requirements that may affect the candidate's decision.
- B. Assume the candidate accepts every condition implied by the job title.
- C. Communicate material duties, schedule, location, contingencies, and questions before acceptance.
- D. Change the travel requirement later if the manager's staffing needs change.

27. A hiring manager wants to select a favored applicant without completing the approved evaluation record. What should HR require?

- A. Document criteria, evidence, approvals, and job-related reasons before finalizing the selection.
- B. Allow the manager to decide privately because the manager owns the vacancy.
- C. Skip documentation if a senior employee recommends the applicant.
- D. Complete the record after the favored applicant has already been promised the job.

28. A new remote employee begins work without system access, team contacts, or a clear first assignment. What should onboarding provide?

- A. More orientation slides without addressing missing systems or role clarity.
- B. Access readiness, role context, a first-week plan, and scheduled manager and peer support.
- C. A generic welcome packet while the manager decides later when access and role details are needed.
- D. A difficult project immediately so the employee learns without structured support.

29. Early turnover rises among employees recruited through one channel. What should HR compare?

- A. Blame the employees because leaving early demonstrates weak commitment.
- B. Increase recruiting volume without studying the post-hire experience.
- C. Stop tracking early turnover because individual decisions cannot be analyzed.
- D. Early exits by source, role, manager, expectations, schedule, and onboarding experience.

30. A successor is identified for a key role but lacks two capabilities needed for the future job. What should HR add?

- A. A development plan with targeted experiences, interim coverage, evidence, milestones, and reassessment.
- B. Wait until the incumbent leaves before developing the successor.
- C. Name the successor permanently because selection proves readiness.
- D. Hire externally immediately without checking whether the capability need may change.

31. A campus recruiting program has strong attendance but few accepted offers. Which dashboard is most informative?

- A. Attendance only, because a large audience proves the program works.
- B. Resume totals only, because more resumes guarantee more qualified hires.
- C. Source quality, funnel conversion, time, cost, acceptance, and early performance measures.
- D. Funnel and outcome measures that show where qualified candidates disengage.

32. A project needs specialized expertise for six months, and the organization is considering employees, an agency, or contractors. What should HR compare?

- A. Choose the cheapest option without examining work design or business risk.
- B. Work requirements, control, duration, capability, cost, compliance exposure, and transition needs.
- C. Choose an agency automatically because specialized work should always be external.
- D. Use contractors automatically because the assignment has a fixed end date.

33. A warehouse team misses a quality target, but its scanning equipment frequently fails. What should L&D determine before assigning training?

- A. Whether the gap reflects knowledge, skill, motivation, resources, workflow, or unclear expectations.
- B. Buy a course immediately because every performance gap is a learning problem.
- C. Assume the team lacks motivation because the quality target was missed.
- D. Discipline the team before reviewing equipment, workload, or process design.

34. Which objective is best written for a workshop on reviewing employee status changes?

- A. Understand why complete approvals support accurate employee records.
- B. Become familiar with the organization's status-change philosophy and controls.
- C. Appreciate the importance of careful documentation during routine HR service.
- D. Given a sample change request, the specialist will identify missing approvals with 90 percent accuracy.

35. Employees perform a new process correctly immediately after training but forget it by the next quarter. Which redesign is strongest?

- A. Make the first lecture longer while removing later practice.
- B. Send the process once and ask employees to reread it before a deadline.
- C. Use spaced retrieval practice and realistic application opportunities after initial instruction.
- D. Schedule one additional lecture at the end of each quarter without retrieval practice.

36. A course quiz scores highly, but supervisors see no change in the target workplace behavior. What should L&D assess?

- A. Observe workplace application and examine manager support, job conditions, and intended outcomes.
- B. Review workplace behavior and conditions rather than relying on quiz or reaction scores.
- C. Collect more satisfaction ratings because participants already liked the course.
- D. Count attendance because participation is the clearest evidence of transfer.

37. A manager needs immediate coaching on a safety-related performance gap, while another employee seeks long-term career planning. Which pairing fits?

- A. Use formal discipline for both needs because guidance should be corrective.
- B. Use one compliance lecture for both needs so support is identical.
- C. Use coaching for the immediate performance issue and mentoring for broader career development.
- D. Assign a compliance course and a job rotation without matching either intervention to the stated need.

38. A succession review lists possible candidates but no evidence about readiness for the future roles. What should HR add?

- A. Rank candidates by tenure and treat the longest-serving employee as ready.
- B. Use one personality result as the final succession decision.
- C. Ask leaders to select candidates privately without development commitments.
- D. Future-role capabilities, performance evidence, development needs, mobility information, and reassessment dates.

39. Employees want to move from technical specialist to team leader but cannot see the required development. What should HR provide?

- A. A list of leadership vacancies without explaining preparation requirements.
- B. A pathway showing target capabilities, experiences, resources, criteria, and manager support.
- C. A visible pathway that links the target role to capabilities and development experiences.
- D. A promise that strong effort will eventually earn any requested promotion.

40. A compliance course is required for employees using screen readers and mobile devices. Which design choice is most appropriate?

- A. Use the same file for everyone even when its controls are inaccessible.
- B. Provide accessible content, equivalent interaction, usable alternatives, and testing with affected users.
- C. Offer accessible content and equivalent learning activities across supported devices.
- D. Excuse employees from the course when the standard version does not work.

41. A new safety module becomes effective on July 1, replacing an older module. Which learning-record control matters most?

- A. Keep both modules active and let employees choose whichever is shorter.
- B. Update only the quiz while old job aids remain available without labels.
- C. Track audience, version, effective date, completion, and approved exceptions for the current module.
- D. Record current-module completion and preserve the evidence needed for compliance review.

42. A cross-functional cohort is assigned to improve an onboarding handoff and present its proposed solution to senior leadership. Which method fits?

- A. Use action learning with a real problem, sponsor support, reflection, feedback, and a work product.
- B. Use an applied business problem with reflection, stakeholder feedback, and an implementation product.
- C. Use lecture-only instruction followed by a satisfaction survey.
- D. Use an individual reading assignment with no feedback or sponsor.

43. A leadership program teaches delegation, but participants receive no opportunity to practice or receive observation. What should L&D add?

- A. Use a longer lecture so the program covers more delegation theory.
- B. Use realistic practice and feedback followed by workplace observation and follow-up.
- C. Use a policy reminder that treats delegation as a matter of personal motivation.
- D. Use realistic simulations, feedback, reflection, and follow-up measures of leadership behavior.

44. An L&D report shows course completion but cannot show whether customer errors declined. What should HR add?

- A. Transfer and outcome measures, with context about other factors that may influence results.
- B. Add behavior and outcome measures while stating limits on attributing results to training.
- C. Declare success from completion because finished courses prove employees improved.
- D. Remove outcome measures because workplace performance has multiple influences.

45. A company wants to compete aggressively for selected technical skills but maintain affordability in other jobs. What should its pay philosophy state?

- A. Lead the market for every job regardless of cost or talent priority.
- B. Use each manager's preferred salary without comparing jobs or labor markets.
- C. Target market position by talent segment while applying internal equity and affordability principles.
- D. Match the single highest salary found in any competitor posting.

46. Managers disagree about whether two jobs belong in the same grade. Which method should HR use?

- A. Compare the current salaries of the employees holding each job.
- B. Use the opinion of the manager with the larger department.
- C. Evaluate responsibility, knowledge, problem solving, and working conditions consistently.
- D. Systematic job evaluation using consistent compensable factors across the jobs.

47. Long-serving employees discover that new hires are entering near their pay level after market rates increased. What issue should HR examine?

- A. Recognition visibility, because public praise resolves most pay concerns.
- B. Pay compression involving hiring rates, range movement, progression, and incumbent equity.
- C. Pay compression created by external rates rising faster than incumbent progression.
- D. Benefits enrollment, because coverage choices determine base-pay relationships.

48. A compensation analyst receives market surveys with inconsistent job matches and different geographic coverage. What should happen before using the data?

- A. Review job matches, survey methods, timing, geography, sample quality, and aging assumptions.
- B. Validate comparability before using market data to set pay ranges.
- C. Average every reported salary regardless of role, market, or survey quality.
- D. Use the highest reported rate as the target for every position.

49. A regression review finds a statistically meaningful adjusted pay gap between employee groups. What should HR do next?

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

50. A production incentive increases output but also increases defects. Which redesign is most appropriate?

- A. Raise the output target so employees work harder despite the defects.
- B. Eliminate variable pay and ignore how incentives shape behavior.
- C. Balance output measures with quality, safety, compliance, and customer safeguards.
- D. Pay only the highest-output employee regardless of quality results.

51. Employees value learning opportunities and flexible scheduling, but roles cannot all support identical arrangements. What rewards approach is best?

- A. Promise every employee identical flexibility regardless of job requirements.
- B. Offer a transparent menu of feasible choices within role, operational, and eligibility boundaries.
- C. Use governed noncash choices that recognize preferences while respecting work constraints.
- D. Let managers negotiate unrelated arrangements without principles or documentation.

52. Employees confuse a health plan's deductible, coinsurance, and out-of-pocket maximum. How should HR improve enrollment communication?

- A. Repeat the plan document without explaining how the terms affect a claim.
- B. Show only the premium because other cost features are too complex.
- C. Use plain-language examples, decision aids, timing, and channels for questions before enrollment closes.
- D. Provide examples and decision support that connect plan terms to likely costs.

53. The benefits team is replacing a carrier interface before open enrollment. Which validation approach best tests payroll accuracy?

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

54. A dependent loses other coverage in the middle of the plan year. What should benefits administration do?

- A. Allow any election change whenever an employee asks.
- B. Refuse every change because annual enrollment has ended.
- C. Change the election immediately without checking the event or effective date.
- D. Apply plan event rules, verify documentation, update elections, and record the effective date.

55. Under ERISA, which document is intended to explain important retirement or welfare plan provisions to participants?

- A. A recruiting advertisement describing the employer's culture and mission.
- B. The summary plan description, which communicates important plan terms in understandable form.
- C. A manager's informal benefit summary prepared for a team meeting.
- D. A payroll register listing deductions without describing plan provisions.

56. A manager classifies a salaried employee as exempt without reviewing the employee's duties. What should HR do?

- A. Review the applicable salary and duties tests before deciding whether the classification is valid.
- B. Use the job title and salary alone to assign exempt status.
- C. Treat every salaried employee as exempt because salary determines status.
- D. Classify every salaried employee as nonexempt regardless of duties.

57. Remote employees receive fewer peer-recognition nominations despite comparable performance. What should HR audit?

- A. Give everyone an identical award so visibility differences disappear.
- B. Let senior leaders select every recipient because they see the broadest work.
- C. Criteria, nomination access, manager practices, visibility, and award patterns across roles and locations.
- D. Use headquarters nominations alone because that work is easiest for leaders to see.

58. What should an employee-specific total-rewards statement explain?

- 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 highest possible value of every benefit regardless of eligibility.
- D. The components, employer cost, eligibility, and choices in the employee's rewards package.

59. A wellness vendor requests detailed personal data, but the employer has not defined the program outcome. What should HR do?

- A. Collect every available health field in case future analysis needs it.
- B. Define purpose and outcomes, limit collection, protect privacy, and establish evaluation boundaries.
- C. Collect detailed health data first, then decide what outcome the vendor should measure.
- D. Declare success from enrollment because participation proves the program works.

60. A company will revise salary ranges for several job families at different times. What should HR explain?

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

61. After a merger, benefit eligibility events are handled differently at each site. Which control should HR establish?

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

62. An engagement dashboard combines workload, manager trust, pay fairness, and career growth into one score. What should HR change?

- A. Separate the topics into focused items with clear scales and action purposes.
- B. Keep the item because combining topics yields 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 request weekly engagement pulses after participation has declined across several recent surveys. What should HR recommend?

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

64. HR wants input from three shifts, but department leaders volunteer to facilitate their own teams' focus groups. How should HR improve the design?

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

65. An employee resource group submits a funding request without a charter or access rules. What should HR request?

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

66. Survey participants ask whether their comments influenced a proposed workload redesign. 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. Experience scores fall between offer acceptance and the 30-day check-in, then stabilize by the first anniversary. What should HR analyze?

- A. Average all stage scores so no stage receives special attention.
- B. Compare lifecycle stages for clarity, support, friction, and outcomes, then target the weakest stage.
- C. Use lifecycle analysis to locate the stage where employee experience breaks down.
- D. Replace employee feedback with one general engagement campaign.

68. Team members say coaching arrives long after the work and focuses on personality instead of observable actions. What should HR teach?

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

69. The recognition program rewards visible individual wins but rarely acknowledges behind-the-scenes team contributions. What should HR review?

- A. Give everyone an identical award so visibility differences disappear.
- B. Criteria, nomination access, manager practices, visibility, and award patterns across roles and locations.
- C. Let senior leaders select every recipient because they see the broadest work.
- D. Use a random drawing for every award so managers cannot influence selection.

70. Employees say they cannot predict how promotion candidates are evaluated. Which practice would improve procedural confidence?

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

71. Turnover is higher in a unit with heavy workloads, a new manager, and a different pay mix. What should HR analyze?

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

72. Departing employees describe a supportive manager, but current staff avoid a particular reporting channel. How should HR interpret the evidence?

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

73. During a restructuring, employees will lose familiar reporting relationships and routines. Which engagement practice should HR support?

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

74. An ethics hotline has no published routing or response process, so employees fear reports disappear. What should HR create?

- A. A suggestion box with no stated review or response process.
- B. A trusted channel with routing, confidentiality limits, response expectations, and escalation steps.
- C. A manager-only channel that filters every concern before HR receives it.
- D. An anonymous channel promising complete secrecy in every circumstance.

75. A unit's survey scores rise after a supervisor changes, while overtime falls in the same quarter. 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. Report the association with context and avoid treating timing as proof of a single cause.
- D. Remove employees whose scores did not improve so the pattern is clearer.

76. A mental-health app has high participation, but leaders cannot link it to reduced burnout. What evaluation step should HR take first?

- A. Define the problem, participation boundary, outcome measure, comparison evidence, and privacy safeguards.
- B. Declare success because enrollment demonstrates employee satisfaction.
- C. Collect detailed health data first, then decide what outcome the vendor should measure.
- D. Collect every available health detail before defining purpose or safeguards.

77. Leaders can see team sentiment results but are unsure how to turn them into daily behavior. What should HR provide?

- A. A dashboard only, because managers should choose responses without guidance.
- B. Concrete behaviors, practice, tools, and accountability for everyday manager actions.
- C. An instruction to improve scores without clarifying which behaviors matter.
- D. A one-time motivational speech with no practice or follow-up.

78. A senior account manager leaves with undocumented client handoffs and active system access. Which offboarding design is most complete?

- 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. Sick-leave rates climb after one operation moves to rotating shifts. What should HR examine before taking corrective action?

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

80. A department has resources for only one engagement intervention this quarter. How should HR prioritize the options?

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

81. A listening session reaches office staff but excludes most night-shift and remote employees. What should HR do?

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

82. A hiring policy lists race, color, religion, sex, and national origin as factors that cannot determine employment decisions. Which law names these bases?

- A. Title VII of the Civil Rights Act of 1964.
- B. The Fair Labor Standards Act.
- C. The Employee Retirement Income Security Act.
- D. The Occupational Safety and Health Act.

83. A candidate says the default assessment interface creates a disability-related barrier. What should HR do?

- A. Require complete medical records before discussing the interview barrier.
- B. Discuss an effective accommodation and provide access to the selection process without lowering job-related standards.
- C. Postpone the interview indefinitely because an adjustment could complicate comparison.
- D. Use the same inaccessible process because identical treatment is always fair.

84. Under the federal ADEA, which age threshold generally defines the protected group?

- A. Only employees who have worked for an employer for twenty years.
- B. All applicants regardless of age under the ADEA age provision.
- C. Individuals who are age 40 or older.
- D. Only employees younger than 40 under the federal age-discrimination law.

85. An employee asks to sit periodically because standing creates a pregnancy-related limitation, although standing is normally required. What should HR do?

- A. Consider a reasonable accommodation for the known limitation unless it creates an undue hardship.
- B. Apply the ordinary attendance policy without considering a pregnancy-related limitation.
- C. Require the employee to take leave before considering a work adjustment.
- D. Deny the request unless every coworker receives the identical adjustment.

86. Which employment decision would most directly raise a concern under the Genetic Information Nondiscrimination Act?

- A. Selecting a candidate because a verified job-related skills test was strong.
- B. Rejecting an applicant because the employer learned of a hereditary condition in the applicant's family.
- C. Using a verified attendance record to apply a neutral workplace policy.
- D. Assigning a voluntary schedule based on an employee's stated preference.

87. An employee's schedule is reduced soon after the employee communicates opposition to suspected discrimination. What should HR assess?

- A. Whether the employee should withdraw the concern to preserve workplace harmony.
- B. Whether supervisors should approve all future discrimination complaints before HR receives them.
- C. Whether the schedule change should be ignored because it was made by a manager.
- D. Whether the action may be retaliation by comparing protected activity, timing, rationale, and comparable treatment.

88. An employee reports repeated harassing messages from a coworker and provides screenshots. What should HR do?

- A. Promise a specific 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 evidence.
- D. Conduct prompt impartial fact-finding, preserve evidence, protect against retaliation, and communicate appropriate follow-up.

89. A worker asks HR for leave related to a serious health condition but gives few details. What is HR's appropriate next step?

- A. Deny the request because all absences must use ordinary paid leave.
- B. Assess eligibility and the qualifying reason, provide required notices, and administer approved leave consistently.
- C. Ask the worker to use ordinary paid leave until a diagnosis is disclosed to the manager.
- D. Let the manager decide whether the reason seems serious enough for protected leave.

90. A plant introduces a hazardous chemical for a new production line. Which action best supports hazard communication?

- A. Tell only supervisors because employees do not manage safety records.
- B. Post a general safety slogan without chemical-specific information.
- C. Maintain labels and safety data sheets, train affected employees, and make hazard information accessible.
- D. Rely on supervisor verbal briefings instead of written chemical information.

91. An employee returns from military service and seeks restoration of the employment status protected by applicable law. What should HR do?

- A. Avoid discrimination or retaliation based on service and follow applicable reemployment requirements.
- B. Require the returning employee to reapply before considering any return arrangement.
- C. Place the employee at the bottom of future promotion and benefit decisions.
- D. Require the employee to compete for the former position as a new applicant.

92. Two cashiers jointly complain to management about a tip-allocation policy. What should HR recognize?

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

93. During a union organizing campaign, employees ask HR what the employer may do. What is the best response?

- A. Ask employees privately which coworkers support organizing.
- B. Provide accurate facts, respect employee choice, and avoid threats, interrogation, promises, or surveillance.
- C. Monitor employee conversations and report suspected supporters to senior management.
- D. Promise improved benefits if employees reject the organizing effort.

94. A supervisor proposes a written warning for one of two employees who committed comparable misconduct, citing personal dislike. What should HR do?

- A. Compare the facts and prior practice, apply the rule consistently, and document the decision.
- B. Use the manager's personal trust as the primary discipline standard.
- C. Discipline both employees automatically without reviewing severity or context.
- D. Skip documentation when prior practice is unclear.

95. During management questioning that could result in discipline, a union-represented employee asks for a steward. What right may apply?

- A. The employee may require a personal attorney at every routine management meeting.
- B. The manager may ignore any representation request during the interview.
- C. The employee may request union representation during the investigatory interview.
- D. The right applies to every routine meeting regardless of representation status.

96. A union steward challenges a schedule change through the grievance process. What should the labor-relations specialist do?

- A. Ignore the grievance until the next contract negotiation.
- B. Resolve it informally without checking the agreement's procedure or deadlines.
- C. Ask the manager to decide without reviewing agreement deadlines or procedures.
- D. Review the agreement, meet filing and response deadlines, investigate facts, and document the resolution.

97. A contained disagreement between a supervisor and direct report appears suitable for a voluntary neutral conversation. Which approach should HR consider?

- A. Offer neutral mediation with informed participation, defined scope, confidentiality limits, and documented terms.
- B. Require mediation and make the outcome binding before hearing the participants.
- C. Impose a decision without hearing either participant so conflict ends quickly.
- D. Ask the manager to mediate because the manager controls the work.

98. An employee requests a work adjustment, and the supervisor asks HR to share the employee's complete diagnosis with the team. What should HR advise?

- A. Share the diagnosis widely so coworkers understand the decision.
- B. Ignore the request because medical information cannot be considered in employment decisions.
- C. Limit medical information, assess essential functions and accommodation, and restrict access to those with a need.
- D. Require complete medical history before discussing any accommodation process.

99. Counsel alerts HR that a threatened claim may involve messages covered by the normal deletion schedule. What should HR do?

- A. Continue routine deletion because no lawsuit has yet been filed.
- B. Issue a legal hold, preserve relevant information, identify custodians, and suspend routine destruction as directed.
- C. Delete messages that users consider unimportant before the hold is reviewed.
- D. Ask each employee to preserve only messages that seem personally important.

100. A nonexempt customer-service representative logs in before the scheduled start and answers required messages after clocking out. How should HR treat that time?

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

101. A supervisor forwards medical paperwork supporting an employee's adjustment 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 general personnel file for manager convenience.
- C. Send the documentation to all supervisors who work with the employee.
- D. Retain no record because confidentiality prevents HR from documenting the process.

102. A hotline complaint names an executive as the alleged violator of the organization's ethics rules. 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 process, protect against retaliation, and follow up.
- D. Create a separate exception because the reported leader is senior.

103. A worker reports that a supervisor told the team not to mention hazards to OSHA. What should HR do first?

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

104. A union contract sets a 10-day filing deadline, but a steward submits a grievance on day 12 and cites a continuing violation. What should HR do?

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

105. An HR data program has conflicting decisions about who may define, change, and approve employee fields. What should governance establish?

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

106. An analyst needs a sensitive compensation field for one monthly report. Which access control is strongest?

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

107. The HRIS and payroll system show different active-employee counts. What should HR do before publishing a headcount report?

- A. Use the larger count so no employee is omitted.
- B. Define the population, identify the authoritative source, reconcile differences, and document assumptions.
- C. Publish both counts side by side and let each reader choose which definition applies.
- D. Average the counts and report the result as an estimate.

108. A vendor proposes changing a production HRIS workflow directly to fix an error. What should HR require?

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

109. Two reports show different turnover rates because one counts transfers as exits. What should HR standardize?

- A. Choose the lower rate because it will be easier for leaders to accept.
- B. Report both rates without explaining why their populations differ.
- C. Use the rate from whichever report has the more favorable trend.
- D. Population, inclusion rules, time frame, and calculation method in a shared metric definition.

110. A report needs age bands, but the analyst proposes collecting employees' full birth dates. Which principle applies?

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

111. An HR analyst sends a sensitive employee file to the wrong recipient. What should happen first?

- A. Delete the sent message and assume the recipient did not open it.
- B. Activate incident response, contain access, preserve evidence, assess impact, and notify appropriate owners.
- C. Wait for the recipient to report the problem before taking action.
- D. Forward the file to the intended recipient before documenting the mistaken disclosure.

112. Litigation counsel instructs HR to preserve chat messages and their metadata in a collaboration tool. Which action is appropriate?

- A. Export only messages that users personally consider important.
- B. Continue automatic deletion because the messages are stored electronically.
- C. Preserve relevant messages and metadata, suspend routine deletion, and document scope and custodians.
- D. Print selected messages, delete the electronic copies, and retain only the paper versions.

113. An HR dashboard flags higher attrition among users of a voluntary service, who are concentrated in high-pressure sites. What should HR conclude?

- A. Conclude that the new service caused employees to resign.
- B. Treat service use and turnover as associated observations and investigate workload and other confounders.
- C. Treat the association cautiously and investigate workload, location, selection, and other factors.
- D. Ignore the association because HR data cannot support useful analysis.

114. A vendor interface will feed eligibility changes into the HRIS each night. What should the pre-launch test plan cover?

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

115. To investigate possible unauthorized HRIS access, which control gives the strongest activity evidence?

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

Practice Exam 21: Answer Key and Explanations

1. D - HR should select this response because A charter translates a broad integration goal into accountable work, dependencies, timing, and decisions. The alternatives are weaker because Calendars, executive routing, and informal seniority do not define deliverables or reliable ownership. This keeps the decision tied to evidence and the stated business objective.

- 2. B** - HR should select this response because Clear decision rights make matrix accountability workable when more than one leader has a legitimate interest. The alternatives are weaker because Dual approval, universal ratios, and employee choice can create delay, conflict, and inconsistent service. It connects the immediate action to consistent administration and later evaluation.
- 3. C** - HR should select this response because Stakeholder analysis helps HR tailor involvement and communication to each group's role and influence. The alternatives are weaker because A common update, vendor-only communication, and an unplanned meeting can miss resistance or decisions. The approach addresses the cause while limiting avoidable operational and compliance risk.
- 4. C** - HR should select this response because A ranked register helps leaders distinguish material exposure, control strength, ownership, and response priority. The alternatives are weaker because Report order, alarm, and equal treatment do not provide a consistent basis for risk decisions. This gives managers a practical standard they can apply consistently.
- 5. A** - HR should select this response because A balanced set shows workload, process performance, experience, and whether the intended service result occurred. The alternatives are weaker because Volume, selective satisfaction, and one broad score can hide delay, quality problems, or uneven service. Documentation also makes the reasoning easier to review if the facts change.
- 6. D** - HR should select this response because Disclosure and independent review protect impartial procurement and the appearance of ethical conduct. The alternatives are weaker because Technical merit, after-the-fact notes, and partial return do not resolve the conflict or its appearance. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.
- 7. B** - HR should select this response because Control remediation addresses exposure, root cause, accountability, and whether the revised process works. The alternatives are weaker because A reminder, total removal, and individual blame may leave the systemic weakness 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 rewards and observed decisions, so HR should compare messages with lived signals. The alternatives are weaker because Wording, repetition, and complaint counts alone do not show which behaviors the system advances. This keeps the decision tied to evidence and the stated business objective.
- 9. D** - HR should select this response because The analysis connects technology to value, risk, employee impact, feasibility, and sustainable controls. The alternatives are weaker because Automatic approval, automatic rejection, and a demonstration do not establish actual business value. It connects the immediate action to consistent administration and later evaluation. This also supports consistent follow-up and later review.
- 10. A** - HR should select this response because A defined forum resolves competing priorities and preserves a record of who decided and why. The alternatives are weaker because Separate instructions,

extra meetings, and team preference can multiply rework instead of resolving it. The approach addresses the cause while limiting avoidable operational and compliance risk.

11. B - HR should select this response because Scenario planning makes uncertainty explicit and connects staffing choices to business conditions and timing. The alternatives are weaker because Maximum hiring, a freeze, and incomparable estimates do not support flexible resource decisions. This gives managers a practical standard they can apply consistently. This also supports consistent follow-up and later review.

12. A - HR should select this response because Relevant context and manager preparation improve understanding and reduce inconsistent administration. The alternatives are weaker because Generic communication, premature enforcement, and an identical-impact promise leave predictable confusion. Documentation also makes the reasoning easier to review if the facts change. This also supports consistent follow-up and later review.

13. B - HR should select this response because A pilot produces evidence about usability, completion, outcomes, and needed revisions before broad commitment. The alternatives are weaker because Immediate rollout, indefinite delay, and spending do not establish whether the form works. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

14. D - HR should select this response because Responsible analysis considers selection, timing, confounding factors, and what the evidence can actually support. 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. This also supports consistent follow-up and later review.

15. C - HR should select this response because Controlled exceptions allow legitimate flexibility while preserving consistent administration and accountability. The alternatives are weaker because Informal approval, absolute denial, and private discretion weaken governance or ignore valid needs. This keeps the decision tied to evidence and the stated business objective. This also supports consistent follow-up and later review.

16. B - HR should select this response because Continuity requires 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. This also supports consistent follow-up and later review.

17. D - HR should select this response because Scenario modeling translates uncertain business plans into capability, supply, timing, and cost implications. The alternatives are weaker because Current counts, maximum scope, and unsupported estimates omit uncertainty and the skills required to deliver work. The approach addresses the cause while limiting avoidable operational and compliance risk.

18. A - HR should select this response because Critical-role analysis directs limited resources toward capabilities whose shortage or loss creates material risk. The alternatives are weaker because Request timing, salary alone, and equal treatment do not measure business consequences or replacement difficulty. This gives managers a practical standard they can apply consistently.

19. C - HR should select this response because Current job analysis supports accurate sourcing, job-related selection, performance expectations, and accommodation review. The alternatives are weaker because Old postings, personal preferences, and applicant interpretation can omit essential work or add barriers. Documentation also makes the reasoning easier to review if the facts change.

20. A - HR should select this response because A targeted sourcing mix improves access by reaching qualified people with relevant information about the opportunity. The alternatives are weaker because Stricter filters, repetition, and undefined outreach do not address the mismatch between applicants and capability. Follow-up confirms whether the intervention solved the problem described.

21. B - HR should select this response because A common process improves comparability and reduces the influence of interviewer preference or candidate format. The alternatives are weaker because Personal formats, unexplained averages, and inconsistent questioning weaken selection evidence. The result is more defensible because it relies on evidence rather than assumption. This also supports consistent follow-up and later review.

22. C - HR should select this response because A uniformly administered assessment still warrants review of validity, job relationship, impact, and 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. D - 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 An accessible process evaluates qualification while addressing disability-related barriers to participation. The alternatives are weaker because Diagnosis demands, inaccessible sameness, and cancellation can exclude qualified applicants without improving validity. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

25. D - HR should select this response because The FCRA process preserves authorization, pre-action review, final notice, and employer accountability. The alternatives are weaker because Vendor delegation, broad disclosure, and immediate rejection do not protect applicant rights. This gives managers a practical standard they can apply consistently. This also supports consistent follow-up and later review.

26. C - HR should select this response because Accurate job information supports informed acceptance and reduces preventable mismatch and early turnover. The alternatives are weaker because Delay,

assumption, and unilateral change undermine trust and create an avoidable expectation gap. Documentation also makes the reasoning easier to review if the facts change. This also supports consistent follow-up and later review.

27. A - HR should select this response because A complete record supports fair comparison, accountability, and a defensible selection explanation. The alternatives are weaker because Private choice, recommendation, and retroactive paperwork do not create comparable evidence. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

28. B - HR should select this response because Effective onboarding joins administrative readiness with role clarity, relationships, and early feedback. The alternatives are weaker because Slides, unstructured pressure, and missing access leave the employee unable to integrate productively. The result is more defensible because it relies on evidence rather than assumption. This also supports consistent follow-up and later review.

29. D - HR should select this response because Segmented early-tenure analysis can reveal source quality, expectation mismatch, manager practice, or onboarding barriers. 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. This also supports consistent follow-up and later review.

30. A - HR should select this response because Succession planning closes readiness gaps while protecting continuity and responding to changing business requirements. The alternatives are weaker because Delay, assumed readiness, and premature hiring leave capability and continuity risks unmanaged. It connects the immediate action to consistent administration and later evaluation. This also supports consistent follow-up and later review.

31. C - HR should select this response because Funnel and outcome measures reveal whether activity becomes qualified, accepted, and successful hires. The alternatives are weaker because Attendance, resume totals, and a single count measure activity without demonstrating value. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

32. B - HR should select this response because A workforce choice should fit the work and account for capability, operating control, risk, cost, and continuity. The alternatives are weaker because Price alone, an end date, and automatic contractor use ignore important facts about the arrangement. This gives managers a practical standard they can apply consistently.

33. A - HR should select this response because Needs assessment separates learning needs from environmental barriers that training cannot solve. The alternatives are weaker because Buying first, assuming motivation, and disciplining early can target the wrong cause and leave barriers 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. This also supports consistent follow-up and later review.

35. C - HR should select this response because Spaced retrieval and application strengthen recall and support durable performance in realistic work conditions. The alternatives are weaker because Longer lectures and one-time reading increase exposure without ensuring lasting use. The result is more defensible because it relies on evidence rather than assumption. This also supports consistent follow-up and later review.

36. A - 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 knowledge score do not show whether employees apply the skill. This keeps the decision tied to evidence and the stated business objective.

37. C - 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 single corrective method do not match the two developmental purposes. It connects the immediate action to consistent administration and later evaluation. This also supports consistent follow-up and later review.

38. D - HR should select this response because Succession data should connect future requirements to readiness evidence and actions that close identified gaps. The alternatives are weaker because Tenure, one instrument, and private selection cannot demonstrate readiness or support development. The approach addresses the cause while limiting avoidable operational and compliance risk.

39. B - HR should select this response because Career pathing 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. This also supports consistent follow-up and later review.

40. B - HR should select this response because Accessibility preserves the required learning outcome while removing barriers in content, controls, and delivery. The alternatives are weaker because Inaccessible sameness, blanket exemption, and untested files do not produce equivalent learning access. Documentation also makes the reasoning easier to review if the facts change.

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 records permit inconsistent or unprovable training results. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

42. A - 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 and isolated reading do not require applied problem solving or implementation. The result is more defensible because it relies on evidence rather than assumption.

43. D - HR should select this response because Practice and follow-up connect leadership knowledge to observable behavior and workplace results. The alternatives are weaker because More lecture, motivation assumptions, and policy reminders do not demonstrate capability in use. This keeps the decision tied to evidence and the stated business objective. This also supports consistent follow-up and later review.

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 unsupported attribution overstate what the report can establish. It connects the immediate action to consistent administration and later evaluation. This also supports consistent follow-up and later review.

45. C - HR should select this response because A pay philosophy converts strategy into consistent choices about competitiveness, equity, and affordability. The alternatives are weaker because Universal leadership, manager preference, and one posting 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 rather than incumbent characteristics or manager status. The alternatives are weaker because Current pay, department size, and an unexplained opinion do not measure relative job value. This gives managers a practical standard they can apply consistently. This also supports consistent follow-up and later review.

47. B - HR should select this response because Compression can occur when external hiring rates move faster than incumbent pay progression. The alternatives are weaker because Recognition, benefits, and unrelated choices do not explain a narrow new-hire and incumbent pay relationship. Documentation also makes the reasoning easier to review if the facts change.

48. A - 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 unexamined comparability can produce misleading pay decisions. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

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

50. C - HR should select this response because Incentives should reinforce the full performance objective, including quality and conduct that protect the business. The alternatives are weaker because Higher targets, total removal, and output 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. C - 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 unexplained complexity leave confusion intact. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

53. A - HR should select this response because Representative testing checks rules and handoffs that affect different employees and payroll outcomes. The alternatives are weaker because One user, one screen, and post-launch discovery do not cover relevant enrollment conditions. This gives managers a practical standard they can apply consistently. This also supports consistent follow-up and later review.

54. D - HR should select this response because Consistent event processing connects the reported event to eligibility, evidence, coverage, and timing. The alternatives are weaker because Unlimited changes, blanket refusal, and unchecked changes can create inaccurate or inconsistent coverage. Documentation also makes the reasoning easier to review if the facts change. This also supports consistent follow-up and later review.

55. B - HR should select this response because The summary plan description gives participants information about important plan provisions and administration. The alternatives are weaker because Recruiting language and payroll records do not substitute for the required plan communication. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

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

57. C - 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 no audit do not identify or correct recognition bias. This keeps the decision tied to evidence and the stated business objective.

58. D - 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. B - 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 Speculative collection and participation alone create exposure without establishing program value. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

60. B - 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. This also supports consistent follow-up and later review.

61. D - 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. This also supports consistent follow-up and later review.

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 Combined topics, extra choices, and a vague prompt preserve ambiguity instead of improving measurement. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

63. C - 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. This also supports consistent follow-up and later review.

64. D - 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. This also supports consistent follow-up and later review.

65. A - 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. B - 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. This also supports consistent follow-up and later review.

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

69. 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 no distribution review do not identify or correct bias. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

70. A - 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. D - 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. D - 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. A - 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. B - 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. This also supports consistent follow-up and later review.

75. C - 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. A - 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 expansion do not establish program value. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

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. This also supports consistent follow-up and later review.

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. This also supports consistent follow-up and later review.

79. C - 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. C - 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. This also supports consistent follow-up and later review.

81. D - 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. A - HR should select this response because Title VII prohibits employment discrimination based on race, color, religion, sex, and national origin. The alternatives are weaker because The other statutes address wage and hour, benefit-plan, or workplace-safety matters rather than this list of protected bases. Documentation also makes the reasoning easier to review if the facts change.

83. B - HR should select this response because The ADA accommodation process addresses barriers while preserving the essential, job-related requirements of selection. The alternatives are weaker because Medical overcollection, inaccessible sameness, and an unexplained denial can exclude qualified applicants. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

84. C - 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 Tenure, universal coverage, and a repeated threshold do not provide different valid ADEA populations. The result is more defensible because it relies on evidence rather than assumption.

85. A - HR should select this response because The PWFA generally requires reasonable accommodation for a qualified employee's known pregnancy-related limitation absent undue hardship. The alternatives are weaker because Automatic leave, identical-treatment reasoning, and a bare denial do not apply the accommodation framework. This keeps the decision tied to evidence and the stated business objective.

86. B - HR should select this response because GINA prohibits employment discrimination based on genetic information and restricts its acquisition and disclosure. The alternatives are weaker because Job-related skill evidence and voluntary preferences are not genetic-information decisions in these examples. It connects the immediate action to consistent administration and later evaluation. This also supports consistent follow-up and later review.

87. D - 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 managerial status do not resolve 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. This also supports consistent follow-up and later review.

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. This also supports consistent follow-up and later review.

90. C - 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 information do not communicate the relevant chemical hazards. Follow-up confirms whether the intervention solved the problem described. This also supports consistent follow-up and later review.

91. A - 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 service-related denial do not reflect the statute's purpose. The result is more defensible because it relies on evidence rather than assumption.

92. D - 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. B - 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. This also supports consistent follow-up and later review.

94. A - 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 outcomes. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

95. C - 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. D - 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 inconsistency. 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. This also supports consistent follow-up and later review.

98. C - HR should select this response because Accommodation administration focuses 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. B - 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 delay can destroy evidence or create inconsistent preservation. This keeps the decision tied to evidence and the stated business objective. This also supports consistent follow-up and later review.

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 evidence needed to administer the accommodation. The alternatives are weaker because General filing, broad distribution, and no record either expose 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 retaliation or favoritism risk. 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. This also supports consistent follow-up and later review.

103. A - 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 agreement language and facts, including any 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. This also supports consistent follow-up and later review.

105. C - 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 practice. The result is more defensible because it relies on evidence rather than assumption.

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

107. B - 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. This also supports consistent follow-up and later review.

108. A - 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 improvement. The approach addresses the cause while limiting avoidable operational and compliance risk. This also supports consistent follow-up and later review.

109. D - HR should select this response because A metric is useful only when its population, exclusions, period, and calculation are consistently understood. The alternatives are weaker because Favorable selection, unexplained dual reporting, and preference do not resolve the definition conflict. This gives managers a practical standard they can apply consistently. This also supports consistent follow-up and later review.

110. C - HR should select this response because Data minimization reduces exposure by aligning collection and retention with the defined 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. B - 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. This also supports consistent follow-up and later review.

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

113. B - HR should select this response because An association may reflect service use, location demands, selection, or other factors and requires 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. This also supports consistent follow-up and later review.

114. D - 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. This also supports consistent follow-up and later review.

115. A - HR should select this response because Reliable audit logs support accountability by showing activity, timing, and changes for later review. The alternatives are weaker because Memory, self-report,

and policy alone do not create dependable evidence of system activity. The approach addresses the cause while limiting avoidable operational and compliance risk.