

PRACTICE EXAM 22: PHR STUDY GUIDE 2026-2027

SIMULATION (115 QUESTIONS)

This practice exam contains 115 questions representing 90 scored and 25 pretest-style items. Allow two hours for testing and 30 minutes for administrative time. Select the best answer for each question. Review the answer key and explanations after completing the exam.

1. During a workforce planning huddle, the HR team analyzes this scenario: The board asks whether HR should support automating a manual service. What should HR present first?

- A. A technology feature list without workforce analysis
- B. A business case linking process impact, capability needs, cost, risk, and change readiness
- C. A promise that no employee roles will change
- D. A hiring request based only on current vacancies

2. At a regional employer, HR is asked to assess this case: A division has 18 additional employees in a workforce that averaged 240 last year. What is the growth rate?

- A. 7.5%
- B. 5.0%
- C. 6.0%
- D. 8.5%

3. While reviewing an operational dashboard, HR considers this situation: A new operating model affects finance, operations, HR, and IT. Which tool should HR use to organize the decision?

- A. A mailing list with every employee's address
- B. A project poster without accountable owners
- C. A stakeholder map showing influence, impact, dependencies, and decision rights

D. A single executive opinion treated as consensus

4. In a talent meeting, HR works through this example: A risk committee wants to prioritize a possible privacy incident and a low-impact scheduling typo. What should HR compare?

A. Likelihood, impact, existing controls, and the cost of mitigation

B. Which issue was mentioned most recently

C. Whether both issues can receive identical resources

D. Whether either issue has already caused harm

5. During a policy implementation review, HR examines this issue: A transaction team handles employee inquiries while a specialist team sets enterprise policy. What HR structure does this illustrate?

A. A temporary task force with no ongoing roles

B. Shared services for transactions and a center of excellence for specialized design

C. A flat structure in which every team performs every task

D. A vendor arrangement that removes internal accountability

6. At a distributed workplace, HR evaluates this question: A new timekeeping platform will change manager approvals. What should HR establish before the pilot?

A. A launch date without process owners

B. A list of software features without user testing

C. A policy announcement after the system goes live

D. A control plan covering owners, approvals, data, testing, communication, and escalation

7. While advising department leaders, HR reviews this case: A senior leader asks HR to omit an unfavorable engagement result from a board report. What should HR do?

A. Remove the result and keep a private copy

B. Delay reporting until the number improves

- C. Preserve the accurate result, explain limitations, and escalate pressure to mislead
- D. Let the leader choose which data are considered factual

8. In a quarterly risk session, HR responds to this scenario: A planning budget assigns \$95,000 for 19 planned hires. What is the average recruiting cost per hire?

- A. \$3,800
- B. \$4,500
- C. \$6,000
- D. \$5,000

9. During a systems change meeting, HR analyzes this example: A change project has strong executive support but low manager readiness. What should HR do before expanding it?

- A. Assess readiness, manager capability, communication, support, and adoption barriers
- B. Scale immediately because executives support it
- C. Replace managers who raise concerns
- D. Delay all work until every employee agrees

10. At an employer preparing for growth, HR addresses this situation: Two workforce reports use different definitions of active employees. What should HR do before comparing them?

- A. Choose the report with the larger workforce
- B. Average the reported totals
- C. Reconcile definitions, populations, dates, and calculation rules
- D. Publish both figures without explanation

11. While checking a people process, HR considers this question: An industry forecast predicts a decline in demand, but HR has no view of the skills affected. What should HR add?

- A. A hiring freeze without role analysis

- B. A capability and redeployment analysis tied to demand scenarios
- C. A list of employees ranked by tenure
- D. A promise that training will solve every gap

12. During a leadership discussion, HR evaluates this case: A project costs \$60,000 and saves \$15,000 per month after launch. What is the simple payback period?

- A. 3 months
- B. 5 months
- C. 4 months
- D. 6 months

13. During a workforce planning huddle, the HR team analyzes this scenario: Demand could increase by 10% or 30% after a product launch. What should HR prepare?

- A. Hire for the highest scenario immediately
- B. Plan only for the lowest scenario
- C. Wait until demand is certain before gathering options
- D. Staffing and capability options with triggers, lead times, and cost assumptions

14. At a regional employer, HR is asked to assess this case: A vendor will process employee data in another platform. What should HR review before approval?

- A. Purpose, access, retention, security, data return, and incident accountability
- B. Only the contract price
- C. The vendor's branding and dashboard colors
- D. Whether the vendor can launch faster than internal teams

15. While reviewing an operational dashboard, HR considers this situation: A skills review shows only one person can complete a critical reporting process. What should HR recommend?

- A. Keep the process confidential to protect the specialist
- B. Document the capability and create controlled backup coverage through cross-training
- C. Wait until the specialist requests help
- D. Replace the process with an untested shortcut

16. In a talent meeting, HR works through this example: A workforce initiative costs \$150,000 and is expected to produce \$45,000 in measurable benefit. What is the benefit-to-cost percentage?

- A. 30%
- B. 15%
- C. 25%
- D. 45%

17. During a policy implementation review, HR examines this issue: A forecast shows 8,000 monthly orders and capacity of 80 orders per employee. What staffing level does the forecast imply?

- A. 80 employees
- B. 100 employees
- C. 90 employees
- D. 120 employees

18. At a distributed workplace, HR evaluates this question: A recruiting team tracks a median time-to-fill but includes approval delays in only some departments. What should HR do?

- A. Publish the fastest department's result
- B. Average the medians without reviewing definitions
- C. Remove approval time from every department automatically
- D. Standardize the definition and separate controllable and external time

19. While advising department leaders, HR reviews this case: A manager labels a long-term worker a contractor because the worker submits invoices. What should HR examine?

- A. Only whether the worker signs invoices
- B. Whether the worker prefers contractor status
- C. Actual control, independence, economic dependence, and the work relationship
- D. The label used in the engagement letter

20. In a quarterly risk session, HR responds to this scenario: An outreach campaign generates many applicants from one channel but few qualified candidates. What should HR compare?

- A. Applicant volume as the only success measure
- B. The least expensive source regardless of results
- C. Source quality, qualification, cost, speed, acceptance, and retention outcomes
- D. The source with the most attractive advertising

21. During a systems change meeting, HR analyzes this example: A selection process produces a lower selection rate for one protected group. What should HR do first?

- A. Review the job-related criteria, sample sizes, process stages, and possible impact
- B. Assume the result proves intentional discrimination
- C. Ignore the result because the final hire is qualified
- D. Remove the selection standard without analysis

22. At an employer preparing for growth, HR addresses this situation: An applicant challenges a consumer report used in a hiring decision. What should HR do before final action?

- A. Let the reporting vendor decide the outcome
- B. Follow required disclosure, review, dispute, and adverse-action procedures
- C. Reject the applicant immediately
- D. Delete the report and close the requisition

23. While checking a people process, HR considers this question: A coordinator tells a new employee to bring one particular document for employment verification. What should HR do?

- A. Require the document easiest for the coordinator
- B. Skip the form if the employee seems authorized
- C. Ask the manager to select the document
- D. Follow current instructions and allow the employee to choose acceptable documents

24. During a leadership discussion, HR evaluates this case: Interviewers use different questions and scoring standards for the same role. What should HR implement?

- A. More interviewer discretion without documentation
- B. A structured interview with common questions and anchored rating criteria
- C. A final decision based on the most senior interviewer's preference
- D. A shorter interview with no scoring guide

25. During a workforce planning huddle, the HR team analyzes this scenario: An internal mobility program has many postings but few moves. What should HR investigate?

- A. Add more postings without reviewing barriers
- B. Require every employee to apply for a new role
- C. Measure success only by posting volume
- D. Awareness, manager support, eligibility, skill visibility, and employee experience

26. At a regional employer, HR is asked to assess this case: A candidate requests an alternative interview format because of a disability. What should HR do?

- A. Explore an effective accommodation while preserving the job-related assessment
- B. Require the standard format for identical treatment
- C. Ask the candidate to disclose a diagnosis to the panel
- D. Remove the candidate from consideration

27. While reviewing an operational dashboard, HR considers this situation: A referral program reaches mostly the same networks as current employees. What should HR monitor?

- A. Referral count as the only performance measure
- B. Automatic preference for referred candidates
- C. Representation, access, selection outcomes, and network effects
- D. Removal of referrals from every role

28. In a talent meeting, HR works through this example: A job description lists every occasional task as essential. What should HR do?

- A. Accept every listed task as essential
- B. Analyze actual functions and distinguish essential duties from marginal tasks
- C. Remove all technical and physical requirements
- D. Copy the duties from another position

29. During a policy implementation review, HR examines this issue: A selection process produces 18 hires from 60 applicants who reached the final screen. What is the final-screen selection rate?

- A. 18%
- B. 25%
- C. 40%
- D. 30%

30. At a distributed workplace, HR evaluates this question: A new hire receives orientation but no manager conversation about priorities or success measures. What should HR add?

- A. More welcome messages without role clarity
- B. A review scheduled only after one year
- C. Early expectations, resources, relationships, feedback, and measurable integration goals
- D. A rule requiring independent work immediately

31. While advising department leaders, HR reviews this case: A succession review lists employees by tenure but not by readiness or capability. What should HR add?

- A. Readiness definitions, critical skills, development gaps, and coverage alternatives
- B. A longer tenure ranking
- C. A promise to promote the longest-serving employee
- D. An external search without internal analysis

32. In a quarterly risk session, HR responds to this scenario: A succession slate has 7 ready-now candidates for 14 critical roles. What is ready-now coverage?

- A. 35%
- B. 50%
- C. 45%
- D. 60%

33. During a systems change meeting, HR analyzes this example: A department requests communication training after conflict increases. What should HR do before selecting a course?

- A. Analyze the behavior gap, causes, audience, evidence, and desired performance
- B. Buy the most popular communication course
- C. Assign the same course to every employee
- D. Use the conflict label without gathering examples

34. At an employer preparing for growth, HR addresses this situation: Which objective is most measurable for training on a new leave workflow?

- A. Understand the leave process
- B. Appreciate the importance of accuracy
- C. Become familiar with the system
- D. Process leave requests with required fields complete

35. While checking a people process, HR considers this question: Employees rate a course highly, but post-course assessments show little improvement. What should HR examine?

- A. Course satisfaction as proof of learning
- B. Attendance as the only program outcome
- C. Assessment design, learning objectives, practice, facilitation, and learner support
- D. A longer course without reviewing the assessment

36. During a leadership discussion, HR evaluates this case: An employee knows the technical steps but struggles to apply them during real work. What should HR provide?

- A. A motivational email without practice
- B. A mentor with no defined performance goal
- C. A final discussion at the annual review
- D. Coaching with observation, practice, feedback, and follow-up

37. During a workforce planning huddle, the HR team analyzes this scenario: A mentoring program pairs employees but gives mentors no role guidance or goals. What should HR add?

- A. A requirement that every pair meet daily
- B. Purpose, expectations, matching guidance, boundaries, and progress measures
- C. An automatic promotion for participants
- D. A rule limiting mentors to the same team

38. At a regional employer, HR is asked to assess this case: A safety course has 54 completions among 60 assigned employees. What is the completion rate?

- A. 90%
- B. 80%
- C. 85%
- D. 95%

39. While reviewing an operational dashboard, HR considers this situation: A course is completed, but managers never discuss use of the new skill. What should HR build into the program?

- A. More slides in the original course
- B. A satisfaction survey as the only follow-up
- C. Manager reinforcement, practice opportunities, job aids, and transfer measures
- D. A certificate without workplace observation

40. In a talent meeting, HR works through this example: Employees can select courses but cannot see which capabilities lead to advancement. What should HR create?

- A. Career pathways connecting skills, experiences, resources, and role expectations
- B. A larger catalog without role information
- C. A promotion promise for every course completed
- D. A tenure chart without capability standards

41. During a policy implementation review, HR examines this issue: A skills review shows 48 employees meet a target capability while 64 roles require it. What is coverage?

- A. 60%
- B. 70%
- C. 80%
- D. 75%

42. At a distributed workplace, HR evaluates this question: A succession committee uses performance ratings but ignores turnover risk and critical-skill scarcity. What should HR contribute?

- A. The highest ratings as the only evidence
- B. Executive nominations without supporting data
- C. Performance, potential, skills, retention risk, and business-criticality data
- D. Tenure as the primary readiness measure

43. While advising department leaders, HR reviews this case: A required online module cannot be completed with the accessibility tools used by an employee. What should HR do?

- A. Require the employee to find a private workaround
- B. Correct the barrier or provide an effective accessible alternative
- C. Exclude the employee from the module
- D. Remove the learning objective from the course

44. In a quarterly risk session, HR responds to this scenario: A development cohort has 36 completers from 45 assigned participants. What is the completion rate?

- A. 70%
- B. 80%
- C. 75%
- D. 90%

45. During a systems change meeting, HR analyzes this example: Leaders want to raise all salaries by the same percentage despite different market positions. What should HR review first?

- A. The same percentage because equal increases are always equitable
- B. Tenure as the only pay factor
- C. Manager discretion without decision standards
- D. Pay philosophy, market position, internal equity, performance, and affordability

46. At an employer preparing for growth, HR addresses this situation: A salary range has a minimum of \$52,000 and a maximum of \$88,000. What is the midpoint?

- A. \$62,000
- B. \$68,000
- C. \$70,000
- D. \$76,000

47. While checking a people process, HR considers this question: A manager says a salaried employee must be exempt from overtime. What should HR verify?

- A. Actual duties, salary basis, and the applicable exemption requirements
- B. Only the employee's title
- C. Whether the employee prefers exempt status
- D. Whether pay is issued monthly

48. During a leadership discussion, HR evaluates this case: A pay review finds different salaries for employees performing substantially equal work. What should HR examine?

- A. Negotiating style as the only explanation
- B. Compare job content, legitimate factors, pay history, patterns, and correction
- C. Employee popularity with leaders
- D. Whether the difference can remain undocumented

49. During a workforce planning huddle, the HR team analyzes this scenario: Supervisors require employees to finish work after clocking out. What should HR review?

- A. Whether tasks are short enough to ignore
- B. Whether employees volunteer to finish them
- C. Whether the time is compensable and whether timekeeping practices are accurate
- D. Whether message records can be deleted

50. At a regional employer, HR is asked to assess this case: A bonus target is \$6,500, and the approved payout factor is 80%. What is the payout?

- A. \$4,800
- B. \$5,000
- C. \$5,850
- D. \$5,200

51. While reviewing an operational dashboard, HR considers this situation: An incentive plan rewards sales volume but ignores returns, quality, and customer complaints. What should HR recommend?

- A. Balance the measure with quality, compliance, customer, and risk controls
- B. Raise the sales target without changing measures
- C. Remove all incentive pay
- D. Pay the maximum as soon as revenue is booked

52. In a talent meeting, HR works through this example: An employee loses group coverage after a qualifying event. What should HR do?

- A. End coverage without written information
- B. Tell the employee to choose any individual policy
- C. Offer continuation only after manager approval
- D. Provide required continuation information and administer the election process

53. During a policy implementation review, HR examines this issue: A retirement plan changes an investment option, but HR cannot locate current participant documents. What should HR do?

- A. Rely on an informal vendor email
- B. Implement the change without documentation
- C. Locate governing documents and confirm required participant communication
- D. Ask employees to infer the rules from account balances

54. At a distributed workplace, HR evaluates this question: A benefits guide explains premiums but not enrollment dates, eligibility, or life-event changes. What should HR add?

- A. Eligibility, timing, elections, qualifying events, and employee support contacts
- B. Only a larger premium table
- C. Advice to ask coworkers for answers
- D. A reminder after the enrollment deadline

55. While advising department leaders, HR reviews this case: A recognition program rewards individual output even though teams depend on shared handoffs. What should HR change?

- A. Remove every recognition measure
- B. Add team and collaboration criteria that reflect the work design
- C. Keep individual output as the only standard
- D. Reward the person nominated most often without criteria

56. In a quarterly risk session, HR responds to this scenario: An employee asks why paid volunteer time matters when it does not increase salary. What should HR explain?

- A. It is a nonmonetary reward supporting purpose, flexibility, and employee experience
- B. It replaces required wage payments
- C. It guarantees a promotion
- D. It has value only when every employee uses it

57. During a systems change meeting, HR analyzes this example: Two sites administer flexible scheduling differently. What should HR do?

- A. Let each site retain an unwritten local practice
- B. Remove flexible scheduling from everyone
- C. Define job-related criteria, train decision makers, and review access patterns
- D. Offer it only to employees with seniority

58. At an employer preparing for growth, HR addresses this situation: An employee raises a concern that pay differences are based on sex, while the employer cites tenure. What should HR do?

- A. Accept the explanation without checking records
- B. Tell the employee not to discuss pay
- C. Change the employee's title to end the comparison
- D. Compare job content, tenure records, pay history, and consistent application of the factor

59. While checking a people process, HR considers this question: A payroll review finds 114 accurate records among 120 sampled records. What is the accuracy rate?

- A. 85%
- B. 95%
- C. 90%
- D. 98%

60. During a leadership discussion, HR evaluates this case: The eligible payroll is \$3.6 million and the merit budget is 3%. What is the merit pool?

- A. \$10,800
- B. \$108,000
- C. \$72,000
- D. \$120,000

61. During a workforce planning huddle, the HR team analyzes this scenario: Annual benefits cost \$420,000 for 140 covered employees. What is the average cost per employee?

- A. \$3,000
- B. \$2,000
- C. \$2,800
- D. \$3,500

62. At a regional employer, HR is asked to assess this case: A new-hire cohort takes longer than expected to reach independent productivity. What should HR examine?

- A. Only the orientation presentation
- B. Whether new hires are generally optimistic
- C. Role clarity, manager support, tools, training, workload, and early feedback
- D. An annual engagement score with no cohort comparison

63. While reviewing an operational dashboard, HR considers this situation: A pulse survey receives 156 responses from 240 invitations. What is the response rate?

- A. 55%
- B. 60%
- C. 75%
- D. 65%

64. In a talent meeting, HR works through this example: A focus group includes only volunteers from one office. What should HR do before generalizing the comments?

- A. Treat the group as representative of every employee
- B. Compare the comments with other populations and additional evidence
- C. Discard the comments because volunteers participated
- D. Publish the comments with participant names

65. During a policy implementation review, HR examines this issue: Managers give very different ratings to employees performing similar work. What should HR recommend?

- A. Calibrate standards using role expectations, evidence, and comparable examples
- B. Average all ratings into one company score
- C. Let each manager define performance independently
- D. Replace performance reviews with tenure

66. At a distributed workplace, HR evaluates this question: A manager wants a performance plan because an employee is described as not committed. What should HR require?

- A. A general warning about attitude
- B. Immediate separation without written expectations
- C. A plan based on coworkers' private impressions
- D. Observable behaviors, job impact, support, measures, and review timing

67. While advising department leaders, HR reviews this case: Employees report receiving little feedback between formal reviews. What should HR help managers implement?

- A. A longer annual review form
- B. Feedback only when performance fails
- C. Regular, specific conversations tied to expectations, coaching, and progress
- D. A survey asking employees to rate managers once a year

68. In a quarterly risk session, HR responds to this scenario: A promotion panel uses executive presence without defining job-related behaviors. What should HR do?

- A. Use role-based evidence and common promotion standards
- B. Let panelists interpret presence independently
- C. Use the longest-serving candidate
- D. Remove every leadership expectation

69. During a systems change meeting, HR analyzes this example: A recognition program awards 30 employees in a workforce of 150 during the quarter. What is its reach?

- A. 10%
- B. 15%
- C. 20%
- D. 25%

70. At an employer preparing for growth, HR addresses this situation: Exit conversations repeatedly cite unclear advancement opportunities. What should HR do with the pattern?

- A. Archive the comments because employees have left
- B. Validate the theme with other data and improve pathway visibility
- C. Promise a promotion opportunity to everyone
- D. Focus only on recruiting more employees

71. While checking a people process, HR considers this question: A team records 18 unscheduled absence days across 240 scheduled workdays. What is the absence rate?

- A. 5.0%
- B. 6.0%
- C. 8.5%
- D. 7.5%

72. During a leadership discussion, HR evaluates this case: An average workforce of 240 has 12 voluntary departures in a year. What is the voluntary turnover rate?

- A. 3%
- B. 4%
- C. 5%
- D. 8%

73. During a workforce planning huddle, the HR team analyzes this scenario: A wellness initiative has 90 participants among 180 eligible employees. What is participation?

- A. 40%
- B. 45%
- C. 60%
- D. 50%

74. At a regional employer, HR is asked to assess this case: An employee resource group requests funding but has no charter or stated outcomes. What should HR help establish?

- A. Purpose, access, goals, resources, boundaries, and measures
- B. Event attendance as the only success measure
- C. A promise that the group will solve inclusion alone
- D. Participation limited to senior employees

75. While reviewing an operational dashboard, HR considers this situation: Employees avoid raising concerns because they fear manager retaliation. What should HR assess?

- A. Only the number of formal complaints
- B. Speak-up channels, manager conduct, response quality, and retaliation risk
- C. Whether employees should tolerate disagreement
- D. A larger survey without a response plan

76. In a talent meeting, HR works through this example: A transformation message gives a launch date but not how daily work will change. What should HR add?

- A. Reason, affected groups, milestones, support, expectations, and feedback routes
- B. A slogan emphasizing speed
- C. A promise that no role will ever change
- D. A list of technical features only

77. During a policy implementation review, HR examines this issue: An action plan from a survey lists twelve initiatives but no owners or dates. What should HR change?

- A. Add more initiatives to show responsiveness
- B. Publish the list without assigning responsibility
- C. Wait for the next survey before beginning
- D. Prioritize owned actions with milestones, measures, and feedback loops

78. At a distributed workplace, HR evaluates this question: Hybrid employees say office presence influences recognition more than results. What should HR recommend?

- A. Require everyone to work onsite
- B. Set outcome-based expectations and review visibility, access, and promotion patterns
- C. Tell remote employees to be more visible
- D. Let managers reward preferred schedules

79. While advising department leaders, HR reviews this case: A stay interview identifies concern about work ending after a major project. What should HR explore?

- A. An immediate promotion promise
- B. Treating the concern as a resignation
- C. The employee's goals, realistic work, development, mobility, and timing
- D. Waiting until annual planning

80. In a quarterly risk session, HR responds to this scenario: An offboarding process returns equipment but omits benefits, final-pay, and records information. What should HR add?

- A. A coordinated checklist with owners, timing, communication, and access controls
- B. Reliance on each manager's memory
- C. All information after the final paycheck
- D. Access removal without explaining the process

81. During a systems change meeting, HR analyzes this example: Employees say they do not feel safe disagreeing with leaders in meetings. What should HR recommend?

- A. Tell employees to be more confident
- B. Measure only meeting attendance
- C. Cancel all leadership meetings
- D. Assess leader behavior, speak-up routes, retaliation concerns, and follow-through

82. At an employer preparing for growth, HR addresses this situation: An employee reports repeated comments by a coworker and asks HR to keep the matter completely secret. What should HR do first?

- A. Promise absolute secrecy before asking questions
- B. Assess safety, explain confidentiality limits, and begin an appropriate response
- C. Tell the whole department to prevent rumors
- D. Ask the employee to resolve it alone

83. While checking a people process, HR considers this question: A complaint names the supervisor who normally investigates every issue in the unit. What should HR do?

- A. Assign an impartial reviewer and preserve relevant evidence
- B. Let the supervisor investigate to save time
- C. Ask the complainant to investigate the supervisor
- D. Close the issue after the supervisor denies it

84. During a leadership discussion, HR evaluates this case: A written warning follows shortly after an employee reports discrimination. What should HR examine?

- A. Assume the warning is valid because discipline is permitted
- B. Cancel it without reviewing performance evidence
- C. Timing, evidence, decision process, comparators, and stated rationale
- D. Require withdrawal of the report before review

85. During a workforce planning huddle, the HR team analyzes this scenario: Employees discuss wage differences in a group chat, and a manager proposes discipline for disloyalty. What should HR review?

- A. Whether employees used personal devices
- B. Whether the manager disliked the tone
- C. Whether the employees had complained before
- D. Whether the conduct is protected concerted activity about working conditions

86. At a regional employer, HR is asked to assess this case: A safety coordinator asks employees to report only injuries requiring medical treatment. What should HR do?

- A. Accept it because the injury rate will improve
- B. Stop the instruction and reinforce complete hazard reporting and nonretaliation
- C. Count only events affecting production
- D. Ask employees to report after the monthly close

87. While reviewing an operational dashboard, HR considers this situation: A supervisor proposes discipline after counting approved family leave as an attendance absence. What should HR review?

- A. Count every absence identically
- B. Approve discipline because attendance is objective
- C. Leave status, protected absences, policy, timing, and comparable treatment
- D. Ask the employee to return before reviewing the record

88. In a talent meeting, HR works through this example: A service member returns and requests the position the employee would have attained without the leave. What should HR review?

- A. Place the employee in any open position
- B. Require competition with external applicants
- C. Applicable reemployment rights, notice, eligibility, and service records
- D. Deny return because the original role changed

89. During a policy implementation review, HR examines this issue: An employee asks for a representative at a meeting that could lead to discipline. What should HR do?

- A. Deny representation automatically
- B. Proceed secretly so the employee speaks freely
- C. Allow representation only after discipline is imposed
- D. Apply the governing representation rule and established meeting process

90. At a distributed workplace, HR evaluates this question: A grievance deadline under a labor agreement passed while the responsible manager was unavailable. What should HR do?

- A. Review the agreement and determine the appropriate procedural cure
- B. Deny the grievance automatically
- C. Ignore the lapse because the manager was busy
- D. Rewrite the deadline in the employee handbook

91. While advising department leaders, HR reviews this case: A reduction plan ranks employees by manager preference rather than documented job criteria. What should HR require?

- A. Let managers select the least preferred employee
- B. Clear job-related criteria reviewed for consistency and potential disparate impact
- C. Use expected retirement to reduce future cost
- D. Keep the criteria informal for flexibility

92. In a quarterly risk session, HR responds to this scenario: A supervisor rejects a requested schedule adjustment without discussing alternatives. What should HR do?

- A. Approve the rejection because inconvenience is enough
- B. Begin the accommodation discussion and evaluate effective alternatives
- C. Ask coworkers to vote on the request
- D. Require performance without support

93. During a systems change meeting, HR analyzes this example: A manager asks an employee about a parent's hereditary disease during a review. What should HR do?

- A. Stop the unnecessary inquiry and review the conduct under genetic-information rules
- B. Ask for more family history to complete the review
- C. Store the response in the performance file
- D. Treat the question as harmless conversation

94. At an employer preparing for growth, HR addresses this situation: A leader says an older employee should not receive a promotion because the role requires energy. What should HR do?

- A. Approve the decision to protect succession planning
- B. Ask the employee to retire voluntarily
- C. Remove the statement from the promotion record
- D. Reject the stereotype and apply documented, job-related promotion criteria

95. While checking a people process, HR considers this question: Employees must answer work messages before clocking in, but the time is not recorded. What should HR review?

- A. Assume short tasks never count as work
- B. Tell employees to volunteer the time
- C. Review compensability, timekeeping, supervision, and pay practices
- D. Delete message records to simplify payroll

96. During a leadership discussion, HR evaluates this case: An emergency drill shows employees do not know the assembly location or how updates will be communicated. What should HR correct?

- A. Wait for an actual emergency to test the plan
- B. Publish a policy without practicing it
- C. The emergency plan, communication methods, training, and drill follow-up
- D. Assign decisions to whoever arrives first

97. During a workforce planning huddle, the HR team analyzes this scenario: Two employees committed similar violations, but only one received a final warning. What should HR review?

- A. Give both a final warning without reviewing facts
- B. Ignore the difference because managers have discretion
- C. Change the earlier record to match the later decision
- D. Evidence, notice, severity, decision makers, and comparable treatment

98. At a regional employer, HR is asked to assess this case: An employee reports a credible threat from a coworker before the next shift. What should HR do first?

- A. Wait for more evidence from the employee
- B. Assess immediate safety and activate the appropriate security response
- C. Send the parties to mediation immediately
- D. Tell the employee to ignore the comment

99. While reviewing an operational dashboard, HR considers this situation: Employees request mediation about a communication dispute while one reports a possible safety threat. What should HR do?

- A. Assess safety and conduct issues before deciding whether mediation fits
- B. Force mediation because both requested it
- C. Promise mediation will decide discipline
- D. Reject all mediation in employee relations matters

100. In a talent meeting, HR works through this example: A case team closes 27 of 36 employee-relations matters within its service target. What is the closure rate?

- A. 60%
- B. 72%
- C. 80%
- D. 75%

101. During a policy implementation review, HR examines this issue: An employee requests time for a religious observance, but the manager says every schedule must be identical. What should HR do?

- A. Deny the request because identical treatment is required
- B. Evaluate an effective accommodation and applicable undue-hardship analysis
- C. Ask coworkers to vote on the observance
- D. Require unpaid leave automatically

102. At a distributed workplace, HR evaluates this question: An employee reports a pregnancy-related work limitation, and the supervisor says the rule applies to everyone. What should HR do?

- A. Apply the rule without asking what support is needed
- B. Require the employee to stop working immediately
- C. Review the limitation, support options, comparable policies, and applicable duties
- D. Ask coworkers to decide whether the limitation is serious

103. While advising department leaders, HR reviews this case: A review team closes 15 of 20 complaints within its target. What is the on-time closure rate?

- A. 75%
- B. 60%
- C. 70%
- D. 80%

104. In a quarterly risk session, HR responds to this scenario: After a complaint is filed, routine deletion would remove related messages. What should HR do?

- A. Preserve relevant records and coordinate a legal-hold or retention instruction
- B. Delete the messages because the policy is automatic
- C. Save only records favorable to the organization
- D. Move the records to a personal account

105. During a systems change meeting, HR analyzes this example: During an HRIS conversion, one employee appears in two profiles with different job histories. What should HR do before merging them?

- A. Delete the older profile automatically
- B. Validate identity, source records, history, and an auditable merge rule
- C. Merge records with similar names
- D. Let the employee choose which history remains

106. At an employer preparing for growth, HR addresses this situation: Two turnover reports use different average-workforce definitions. What should HR do before publishing a trend?

- A. Publish the higher rate to be conservative
- B. Average the two results
- C. Delete the report with the lower rate
- D. Create a shared definition and document population, period, and calculation

107. While checking a people process, HR considers this question: An HRIS review finds 340 accurate records among 400 records sampled. What is the accuracy rate?

- A. 75%
- B. 80%
- C. 85%
- D. 90%

108. During a leadership discussion, HR evaluates this case: A manager requests a full HRIS export for a small scheduling project. What should HR provide?

- A. The full export because the request is internal
- B. A copy sent to a personal email
- C. Only fields necessary for the stated purpose with controlled access
- D. Every field except employee names

109. During a workforce planning huddle, the HR team analyzes this scenario: A former employee's application account remains active after termination. What control should HR strengthen?

- A. Rely on managers to remember every account
- B. Keep access active in case of rehiring
- C. Delete the personnel record before disabling access
- D. Link status changes to timely deprovisioning and exception review

110. At a regional employer, HR is asked to assess this case: A benefits file is mistakenly sent from a personal email account to a vendor. What should HR do first?

- A. Ignore it because the vendor is trusted
- B. Contain further access, preserve evidence, notify the owner, and follow incident procedures
- C. Delete the sent message and tell no one
- D. Send the same file again through the personal account

111. While reviewing an operational dashboard, HR considers this situation: A status change in the HRIS fails to trigger a downstream benefits notification. What should HR test?

- A. The interface, required fields, ownership, exception queue, and reconciliation control
- B. Whether employees can discover the change themselves
- C. Only the visual design of the HRIS
- D. Whether the vendor can add unrelated features

112. In a talent meeting, HR works through this example: A manager asks for medical documentation to decide whether work can be assigned. What should HR provide?

- A. The full file because the manager assigns work
- B. A redacted copy of every document
- C. The file in a shared team folder
- D. A limited authorized answer about restrictions, not the underlying medical file

113. During a policy implementation review, HR examines this issue: An analyst wants a dashboard showing absence by named employee in teams of three. What should HR consider?

- A. Aggregate or suppress small-cell details that could identify individuals
- B. Publish names because the calculation is accurate
- C. Use job titles and publish every row
- D. Remove all absence reporting

114. At a distributed workplace, HR evaluates this question: A new hire presents acceptable documents, but the coordinator insists on one preferred document. What should HR do?

- A. Require the preferred document
- B. Follow current instructions and avoid demanding a particular acceptable document
- C. Skip verification because the person appears authorized
- D. Accept the document without recording the review

115. While advising department leaders, HR reviews this case: A retention schedule calls for deletion, but a pending complaint concerns the same records. What should HR do?

- A. Delete the records because the policy is automatic
- B. Keep only records favorable to the organization
- C. Suspend destruction within scope and coordinate the applicable legal-hold instruction
- D. Move the records to a personal drive

Practice Exam 22: Answer Key and Explanations

1. **B** - A useful business case connects the proposed change to work, capability, cost, risk, service, and readiness. A feature list or no-change promise does not show how the organization will operate after implementation. HR should help leaders compare realistic workforce and process options. Comparable cases can then follow the same process.
2. **A** - Workforce growth is 18 divided by 240, which equals 0.075, or 7.5%. HR should identify whether the growth reflects demand, productivity, restructuring, or temporary work. The percentage provides context, but it does not by itself show whether staffing is appropriate. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.
3. **C** - A stakeholder map helps HR distinguish decision makers, affected groups, dependencies, influence, and communication needs. A mailing list, poster, or single opinion does not establish accountability or reveal where adoption risks may arise. Clear relationships improve cross-functional decisions and implementation. It clarifies ownership and supports consistent review. The record should show evidence and timing.
4. **A** - Risk prioritization should compare probability, impact, existing controls, and mitigation cost. Recency, equal resource allocation, or waiting for harm does not establish a defensible order. Documented comparison helps leaders direct prevention resources toward material exposure while still tracking smaller issues. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.
5. **B** - Shared services centralize repeatable transactions, while a center of excellence provides specialized design, standards, and consultation. The distinction clarifies ownership and expertise. A task force, completely flat structure, or vendor-only model does not describe the operating responsibilities in the scenario. It clarifies ownership and supports consistent review. The record should show evidence and timing.
6. **D** - A control plan connects the system to roles, approvals, data quality, testing, communication, and escalation. A date or feature list does not show whether the new process will work. Early ownership and testing reduce avoidable errors and clarify how problems will be handled. It clarifies ownership and supports consistent review.

7. C - HR should report accurate information, describe limitations, and maintain an auditable record. Omitting, delaying, or surrendering control of the data can mislead decision makers and weaken governance. Ethical escalation protects the quality of the decision and the integrity of HR reporting. It protects rights and supports consistent review. The record should show the facts and timing.

8. D - Average recruiting cost is 95,000 divided by 19, which equals 5,000 dollars per hire. HR should use the average for comparison while examining role mix, sourcing, timing, quality, and actual hiring conditions. A planning average does not explain cost differences across roles. Context determines what action the number can justify.

9. A - Executive sponsorship helps but does not replace operational readiness. HR should assess manager capability, communication, support, workload, and adoption barriers before expanding. Immediate scaling, replacing critics, or waiting for universal agreement avoids the practical work needed for sustainable change. It clarifies ownership and supports consistent review. The record should show evidence and timing.

10. C - A comparison is meaningful only when definitions, populations, dates, and calculations are aligned. HR should reconcile the reports and document any restatement before interpreting a trend. Choosing, averaging, or presenting incompatible totals without context can mislead leaders and weaken later review. It improves reliability and supports later review. Access should match the business purpose.

11. B - Demand information becomes useful when connected to work, skills, capacity, redeployment, and timing. A hiring freeze or tenure list does not show which capabilities are affected. Training may help, but HR should compare development, redesign, reassignment, and separation options. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

12. C - Simple payback is 60,000 divided by 15,000 monthly savings, or 4 months. HR should clarify that the calculation excludes financing, implementation variation, risk, and benefits that are difficult to monetize. The result supports comparison but does not replace a full business case. Context determines what action the number can justify.

13. D - Scenario planning lets leaders compare staffing, development, scheduling, and vendor options before uncertainty is resolved. Triggers and lead times show when action should begin. Planning to one extreme or waiting until demand arrives can create unnecessary cost or an avoidable capability gap. Comparable cases can then follow the same process.

14. A - A vendor review should define purpose, access, retention, security, data return, and responsibility for incidents or errors. Price, branding, and launch speed do not establish control. HR should document responsibilities before sensitive employee information is transferred. It improves reliability and supports later review. The control should be documented for reviewers.

15. B - A single point of failure creates continuity risk. HR should document the capability, identify a qualified backup, provide controlled cross-training, and confirm appropriate access. Secrecy, waiting, or

an untested shortcut leaves the organization exposed when the primary employee is unavailable. It clarifies ownership and supports consistent review. The record should show evidence and timing.

16. A - The benefit-to-cost percentage is 45,000 divided by 150,000, which equals 0.30, or 30%. HR should also consider timing, implementation cost, risk, assumptions, and nonfinancial outcomes. The percentage is an input to a decision, not proof that the initiative will succeed. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

17. B - The implied staffing level is 8,000 divided by 80, or 100 employees. HR should test whether capacity assumptions include absence, training, quality, seasonality, and process variation. The quotient supports planning but should not be treated as a guaranteed headcount requirement. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

18. D - Time-to-fill is useful only when the start and end points are defined consistently. HR should standardize the measure and distinguish approval, sourcing, interviewing, offer, and market time. Choosing the fastest result or changing one component without review can distort comparisons. It improves reliability and supports later review. Access should match the business purpose.

19. C - Classification depends on the actual relationship and applicable law, not only invoices, preference, or labels. HR should examine control, independence, economic realities, and the work performed. Misclassification can affect pay, taxes, benefits, and compliance, so the facts should be documented. It protects rights and supports consistent review. The record should show the facts and timing.

20. C - Recruiting sources should be assessed through quality, qualification, cost, time, acceptance, and retention outcomes. Volume alone can hide poor fit and wasted review time. Comparing outcomes helps HR invest in channels that support the organization's talent needs. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

21. A - A group difference warrants careful review of criteria, populations, stages, validation, and possible alternatives. The result does not alone prove intent, but ignoring it or removing standards without analysis is not responsible. HR should document the evidence and consider corrective action where appropriate. It protects rights and supports consistent review.

22. B - When a consumer report may affect employment, HR should follow applicable disclosure, authorization, review, dispute, and adverse-action procedures. The vendor does not decide whether the person is employable. Immediate rejection or deletion can deny a meaningful opportunity to address inaccurate information. It protects rights and supports consistent review. The record should show the facts and timing.

23. D - Employment verification requires review of acceptable documentation without improperly demanding a particular document. HR should follow current USCIS instructions and complete the record accurately. Appearance, coordinator preference, or a manager's choice does not replace the employee's document options. It protects rights and supports consistent review. The record should show the facts and timing.

24. B - Structured interviews improve comparability by using common job-related questions, evidence expectations, and rating anchors. More discretion and seniority preference can amplify bias, while no scoring guide makes decisions hard to explain. HR should train interviewers and monitor the process. It clarifies ownership and supports consistent review. The record should show evidence and timing.

25. D - Low mobility may reflect awareness, eligibility rules, manager resistance, unclear skills, lack of support, or limited roles. HR should investigate the employee and manager experience before adding postings. Volume measures activity, not whether the program creates accessible career movement. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

26. A - The selection process should measure job-related capability rather than create an unnecessary barrier. HR should discuss an effective accommodation and limit medical information to what is necessary. Identical treatment is not always equal access, and removal is not an appropriate default. It protects rights and supports consistent review. The record should show the facts and timing.

27. C - Referrals can reduce recruiting cost but may reproduce existing networks. HR should monitor who is reached, screened, selected, and retained, then adjust outreach or criteria when patterns appear. Automatic preference and blanket removal ignore the program's value and potential limitations. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

28. B - Job analysis should identify functions fundamental to the role and distinguish them from marginal or occasional tasks. Accurate analysis supports selection, performance, and accommodation decisions. An inflated list can create unnecessary barriers, while borrowing another role's duties can misstate the work. It clarifies ownership and supports consistent review. The record should show evidence and timing.

29. D - The selection rate is 18 divided by 60, which equals 0.30, or 30%. HR should interpret the rate with role difficulty, applicant quality, process stages, and adverse-impact information. The number supports inquiry but does not alone establish whether the process is valid or fair. It informs inquiry without replacing diagnosis.

30. C - Onboarding improves when employees understand expectations, resources, relationships, support, and feedback timing. More welcome messages cannot replace role clarity, and a distant annual review delays useful guidance. HR should coordinate with the manager to define practical early goals. It clarifies ownership and supports consistent review. The record should show evidence and timing.

31. A - Succession planning should show readiness, critical capability, gaps, development, and alternative coverage. Tenure can provide context but does not establish readiness. A promotion promise or external search without internal evidence may ignore both capability and retention risks. It clarifies ownership and supports consistent review. The record should show evidence and timing.

32. B - Ready-now coverage is 7 divided by 14, which equals 0.50, or 50%. HR should identify which roles lack coverage and examine readiness definitions, development plans, retention risk, and external options. The rate shows exposure but does not prove that candidates can fill every role. It informs inquiry without replacing diagnosis.

33. A - A learning needs analysis identifies the behavior gap, audience, causes, constraints, and desired outcome. A popular course or universal assignment may miss workload, incentives, leadership, or policy issues. Evidence helps HR select training only when training is an appropriate intervention. It clarifies ownership and supports consistent review. The record should show evidence and timing.

34. D - A measurable objective describes observable behavior and a performance standard. Processing a request through approved steps with complete fields can be assessed directly. Understand, appreciate, and become familiar express intentions but do not specify evidence that the employee can perform the workflow. Comparable cases can then follow the same process.

35. C - Satisfaction measures reaction, not necessarily learning. HR should review objectives, assessment quality, practice, facilitation, materials, and learner support. Attendance or a longer course may not correct a measurement or design problem. Evaluation should connect the program to the intended capability. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

36. D - Coaching is appropriate when an employee needs focused improvement through observation, practice, feedback, and follow-up. A motivational message or undefined mentoring relationship may help but is not a complete performance intervention. Delaying the discussion loses an opportunity to support transfer. It clarifies ownership and supports consistent review. The record should show evidence and timing.

37. B - Mentoring works better when participants understand purpose, expectations, boundaries, matching, and progress. Daily meetings or promotion promises may be unrealistic, while restricting mentors to one team can reduce useful perspective. HR should support relationships without making the program overly rigid. It clarifies ownership and supports consistent review. The record should show evidence and timing.

38. A - The completion rate is 54 divided by 60, which equals 0.90, or 90%. HR should verify that completion means the required learning was completed and documented, then examine assessment, application, and overdue cases. High completion matters but does not alone establish competence. Context determines what action the number can justify.

39. C - Transfer improves when employees practice, receive feedback, use job aids, and discuss application with managers. More slides or satisfaction data may not change behavior. HR should define follow-up measures that connect learning to work outcomes and identify barriers to application. It clarifies ownership and supports consistent review. The record should show evidence and timing.

40. A - Career development is more useful when employees can connect capabilities, experiences, resources, and role expectations. A larger catalog or automatic promotion promise creates activity without direction. Tenure alone does not show readiness for work involving different responsibilities. It clarifies ownership and supports consistent review. The record should show evidence and timing.

41. D - Capability coverage is 48 divided by 64, which equals 0.75, or 75%. HR should identify uncovered roles, assess proficiency rather than simple presence, and choose development, hiring, or

redesign actions. The percentage signals a gap but does not show that every role has equal urgency. It informs inquiry without replacing diagnosis.

42. C - Succession decisions benefit from multiple relevant data points. Performance, potential, skill scarcity, retention risk, and role criticality help leaders see readiness and exposure. A single rating, nomination, or tenure measure can overvalue past results and hide future capability gaps. It improves reliability and supports later review. Access should match the business purpose.

43. B - Learning should be accessible while preserving the intended objective. HR should correct the barrier or provide an effective alternative and involve appropriate accessibility support. Private workarounds, exclusion, or removing the objective shifts the burden to the employee and may reduce learning quality. The record should show the facts and timing.

44. B - The completion rate is 36 divided by 45, which equals 0.80, or 80%. HR should examine attendance, assessment, application, withdrawal reasons, and manager support. The rate describes participation but does not establish whether participants gained or used the intended capability. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

45. D - A pay decision should reflect philosophy, market position, internal equity, performance, affordability, and legal requirements. Equal percentages may not address compression or market gaps. Tenure alone and unguarded discretion can create inconsistent outcomes that are difficult to explain. It clarifies ownership and supports consistent review. The record should show evidence and timing.

46. C - The midpoint is the average of 52,000 and 88,000, which equals 70,000 dollars. HR can use the midpoint for market comparison, but placement also requires review of role scope, capability, performance, geography, and internal relationships. Context determines what action the number can justify. HR should test alternative explanations before acting.

47. A - Exemption analysis depends on applicable salary and duties requirements and actual work, not merely title, preference, or pay frequency. HR should review the role and records before classification. Misclassification can affect overtime, payroll, and compliance, so the decision should be documented. It protects rights and supports consistent review. The record should show the facts and timing.

48. B - Pay-equity review should compare substantially equal work and examine legitimate factors, job history, decision practices, and patterns by sex. Negotiating style or popularity may not explain a lawful difference. Documentation supports consistent analysis and helps identify appropriate correction. It protects rights and supports consistent review. The record should show the facts and timing.

49. C - Required work performed outside recorded time may create a wage-and-hour issue. HR should review actual practice, supervision, timekeeping, pay, and correction under applicable rules. Ignoring short tasks or deleting records can extend the problem and weaken evidence. It protects rights and supports consistent review. The record should show the facts and timing.

50. D - The payout is 6,500 multiplied by 0.80, which equals 5,200 dollars. HR should confirm the plan terms, eligibility, performance measure, timing, and approvals before payment. The calculation gives the

amount under the stated factor but does not establish whether the employee qualifies. Context determines what action the number can justify.

51. A - Incentives can create unintended behavior when one measure dominates. HR should review sales, quality, compliance, customer outcomes, timing, and controls so the plan supports sustainable performance. Removing incentives or paying on an early single measure may increase avoidable risk. It clarifies ownership and supports consistent review. The record should show evidence and timing.

52. D - A qualifying loss of group health coverage may trigger continuation rights and notice duties. HR should follow the plan and applicable COBRA process, provide required information, and document timing. Manager approval or informal advice does not replace the administrator's responsibilities. It protects rights and supports consistent review. The record should show the facts and timing.

53. C - Plan administration should rely on current governing documents and clear participant communication. HR should locate plan materials, coordinate with responsible fiduciaries and vendors, and confirm required notices. Informal email or account balances cannot substitute for governing terms. It protects rights and supports consistent review. The record should show the facts and timing.

54. A - Benefits communication should explain the decisions employees must make, including eligibility, timing, qualifying events, elections, and support contacts. Premiums alone are incomplete. Peer advice and after-the-fact reminders can produce inconsistent or missed elections. It clarifies ownership and supports consistent review. The record should show evidence and timing. Comparable cases can then follow the same process.

55. B - Recognition should reinforce the behaviors and outcomes the organization needs. When work depends on handoffs, collaboration, quality, and shared results should be visible in the criteria. Removing measures or using popularity does not create a reliable link between reward and contribution. It clarifies ownership and supports consistent review. The record should show evidence and timing.

56. A - Total rewards include nonmonetary elements that can support purpose, flexibility, development, recognition, and employee experience. Volunteer time does not replace wages or guarantee advancement. HR should communicate its value honestly and evaluate participation and employee feedback. It balances empathy with consistent follow-through. Clear expectations help the parties move forward. The response should remain proportionate.

57. C - Flexible scheduling should have clear, job-related criteria and consistent administration. Training and outcome review help HR detect uneven access or unintended impact. Unwritten rules, blanket removal, or seniority alone may create inequity without addressing the control problem. It clarifies ownership and supports consistent review. The record should show evidence and timing.

58. D - HR should test whether the cited factor is real, consistently applied, and related to the pay difference while comparing substantially equal work. Accepting an unsupported explanation or suppressing discussion does not resolve the concern. Accurate records support a fair review. It protects rights and supports consistent review. The record should show the facts and timing.

59. B - The accuracy rate is 114 divided by 120, which equals 0.95, or 95%. HR should identify error types, affected processes, owners, and correction timing. The percentage supports control monitoring but does not show the severity, cause, or distribution of each error. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

60. B - Three percent of 3.6 million is 0.03 times 3,600,000, which equals 108,000 dollars. HR should allocate the pool using the approved philosophy and review equity, compression, performance, and affordability. The pool establishes a budget, not each employee's increase. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

61. A - Average cost is 420,000 divided by 140, which equals 3,000 dollars per covered employee. HR should pair the average with plan mix, utilization, dependents, employer contribution, and trend. The average supports comparison but does not explain cost drivers or employee value. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

62. C - Time to productivity may reflect role clarity, manager support, tools, training, workload, or process barriers. HR should compare cohorts and identify where support breaks down. An orientation presentation or distant annual score cannot explain the transition from entry to independent work. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

63. D - The response rate is 156 divided by 240, which equals 0.65, or 65%. HR should examine who responded, access, confidentiality, and possible nonresponse bias. Participation is useful evidence, but it does not by itself establish the cause of engagement or disengagement. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

64. B - A volunteer group from one office can provide useful insight but may not represent the broader workforce. HR should compare roles, locations, tenure, and other evidence while protecting confidentiality. Treating or discarding the comments as universal misses both their value and their limitations. Context determines what action the number can justify.

65. A - Calibration can reveal inconsistent standards, unclear expectations, or actual differences in work. HR should compare role requirements, evidence, examples, and manager practices. Averaging, personal definitions, or tenure cannot establish whether employees were evaluated fairly or whether differences are genuine. It clarifies ownership and supports consistent review. The record should show evidence and timing.

66. D - A performance plan should describe observable job-related behavior, impact, support, measures, timing, and consequences. Labels and private impressions cannot guide improvement consistently. Clear expectations give the employee a fair opportunity and provide evidence for later follow-up or employment decisions. It clarifies ownership and supports consistent review. The record should show evidence and timing.

67. C - Effective feedback is timely, specific, connected to expectations, and useful for improvement or recognition. A longer form or annual survey cannot replace manager conversations. Waiting for failure

misses opportunities to reinforce performance and address barriers while they are still manageable. It clarifies ownership and supports consistent review. The record should show evidence and timing.

68. A - Vague criteria can invite affinity bias and inconsistent promotion decisions. HR should define observable behaviors tied to the role and use common evidence standards. Tenure alone is not readiness, while removing leadership expectations entirely weakens the decision instead of improving it. It clarifies ownership and supports consistent review. The record should show evidence and timing.

69. C - Recognition reach is 30 divided by 150, which equals 0.20, or 20%. HR should examine access, distribution, behavior alignment, and employee perceptions. Reach alone does not prove that recognition is fair, meaningful, or reinforcing the outcomes the organization needs. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

70. B - Exit comments can signal a broader experience issue, but HR should compare them with mobility, engagement, manager, and turnover data. Clear pathways, development resources, and career conversations may address the theme. Archiving or making universal promises does not solve uncertainty. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

71. D - The absence rate is 18 divided by 240, which equals 0.075, or 7.5%. HR should clarify what time is included and examine workload, scheduling, health, manager, and recording practices. The rate requires context before the organization selects a response. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

72. C - Voluntary turnover is 12 divided by 240, which equals 0.05, or 5%. HR should define the period and denominator consistently and examine tenure, role, location, manager, reasons, and labor-market context. The percentage identifies a signal, not its cause. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

73. D - Participation is 90 divided by 180, which equals 0.50, or 50%. HR should examine access, communication, privacy, eligibility, and whether the program reaches groups with different needs. Participation does not establish health outcomes or explain why others did not participate. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

74. A - An ERG can support community, insight, development, and outreach when purpose and access are clear. HR should help define goals, resources, boundaries, and measures without making the group solely responsible for inclusion. Attendance and seniority limits do not show meaningful impact. It clarifies ownership and supports consistent review. The record should show evidence and timing.

75. B - Low formal reporting may reflect low trust rather than low concern. HR should examine speak-up channels, manager conduct, response quality, retaliation risk, and follow-through. A larger survey without action may collect more data while leaving the underlying climate unchanged. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

76. A - Change communication should explain why the change is occurring, who is affected, what will change, when milestones occur, and where support and questions go. A slogan, feature list, or absolute

promise leaves employees without practical information needed to participate and adapt. It clarifies ownership and supports consistent review. The record should show evidence and timing.

77. D - An action plan should connect feedback to a limited set of owned actions, timing, measures, and communication. More initiatives or no owners creates activity without accountability. Feedback loops help employees see progress and allow HR to adjust ineffective interventions. It clarifies ownership and supports consistent review. The record should show evidence and timing.

78. B - Hybrid fairness requires clear work outcomes and review of access to development, recognition, and promotion. Office presence can become an untested proxy for contribution. A blanket return or manager preference does not address whether employees are evaluated consistently. It clarifies ownership and supports consistent review. The record should show evidence and timing.

79. C - A stay interview helps identify factors affecting retention and explore realistic options. HR and the manager should discuss goals, work, development, mobility, and timing without promising an outcome they cannot deliver. Treating concern as resignation ends the conversation prematurely. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

80. A - Offboarding should coordinate pay, benefits, records, equipment, access, and communication through a clear checklist. A consistent process protects the employee experience and the organization. Memory, delayed information, or unexplained access changes can create errors and unnecessary distrust. It clarifies ownership and supports consistent review. The record should show evidence and timing.

81. D - Psychological safety depends on whether people can raise concerns, ask questions, and disagree without retaliation or humiliation. HR should examine leader behavior, channels, response quality, and evidence of follow-through. Confidence advice or meeting counts does not address the system conditions. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

82. B - HR should respond promptly, assess safety and retaliation risk, and explain that information may need to be shared discreetly with people who must review or respond. Absolute secrecy may be impossible, while broad disclosure is unnecessary. The initial response should protect the employee and preserve a fair process. It protects rights and supports consistent review.

83. A - An investigator should be impartial and able to evaluate evidence without a conflict. HR should assign an appropriate reviewer, preserve records, and protect against retaliation. The accused supervisor or complainant should not control the investigation, and a denial is not a substitute for fact-finding. It clarifies ownership and supports consistent review.

84. C - Close timing can support a retaliation concern, but it does not decide the issue alone. HR should compare evidence, decision makers, rationale, timing, and treatment of similar employees. Automatic approval or cancellation would not produce a fair, fact-based assessment. It protects rights and supports consistent review. The record should show the facts and timing.

85. D - Group discussion about wages or working conditions may be protected concerted activity. HR should preserve the messages, understand the employees' role and context, and review the rule before

discipline. Device ownership, tone, or prior silence does not determine whether conduct is protected. The record should show the facts and timing.

86. B - Suppressing safety information hides hazards and weakens prevention. HR should stop the instruction, preserve available evidence, and reinforce reporting and nonretaliation expectations. A favorable metric based on missing events is not a safety control and can increase risk to employees and the organization. It protects rights and supports consistent review.

87. C - Attendance decisions should distinguish protected leave from unprotected conduct. HR should review status, documentation, timing, policy, and comparable treatment before recommending action. Treating every absence identically can produce an inaccurate record and create interference or retaliation risk. It protects rights and supports consistent review. The record should show the facts and timing.

88. C - USERRA analysis considers notice, eligibility, service limits, timely return, and the position the employee would have attained absent service. HR should review the facts and apply the required process rather than treating return as a new external application or choosing any vacant role. It protects rights and supports consistent review.

89. D - When representation rights apply, HR should follow the governing labor-relations rule and process before the interview. Automatically denied or secret meetings can undermine the process. HR should clarify purpose, participants, timing, and roles while preserving legitimate organizational rights. It protects rights and supports consistent review. The record should show the facts and timing.

90. A - Labor agreements create binding procedures that HR and managers must administer consistently. HR should review the language, determine whether the lapse affects employee rights, and apply the agreement's remedy or extension process. Workload does not erase the organization's procedural obligation. It protects rights and supports consistent review. The record should show the facts and timing.

91. B - RIF decisions should use clear, job-related criteria that can be explained and tested across comparable employees. Subjective preference and retirement assumptions can conceal inconsistency or bias. HR should document the method, review impact, and preserve the rationale rather than relying on undocumented flexibility. It protects rights and supports consistent review.

92. B - The employee's preferred solution may not be the only effective one, but HR should explore alternatives and assess actual hardship under the applicable rule. Automatic rejection, coworker votes, and unsupported assumptions bypass interactive review and may leave an effective option undiscovered. It protects rights and supports consistent review. The record should show the facts and timing.

93. A - Family medical history is genetic information and should not be requested or used for employment decisions. HR should stop the inquiry, document the concern, limit access to information received, and review the facts under the applicable rule. Informal wording does not remove the risk. It protects rights and supports consistent review.

94. D - Promotion should be based on legitimate, documented qualifications rather than age stereotypes or assumptions about retirement. HR should review role requirements, evidence, and comparable

candidates. Voluntary retirement or deleting the comment does not cure discriminatory reasoning or create a defensible process. It protects rights and supports consistent review. The record should show the facts and timing.

95. C - Required work performed outside recorded time may create a wage-and-hour issue. HR should review actual practice, timekeeping, supervision, pay, and correction under applicable rules. Ignoring short tasks or deleting records can extend the problem and weaken evidence. It protects rights and supports consistent review. The record should show the facts and timing.

96. C - Emergency preparedness depends on clear roles, communication, assembly information, training, and practice. The drill exposed a correctable gap. Waiting, publishing without practice, or relying on whoever arrives first can create confusion when rapid, coordinated action is needed. It clarifies ownership and supports consistent review. The record should show evidence and timing.

97. D - Consistent discipline requires review of evidence, notice, severity, intent, history, decision makers, and comparable treatment. Automatic matching, unchecked discretion, or retroactive record changes can create new errors. HR should understand the difference before deciding whether correction or policy guidance is needed. It clarifies ownership and supports consistent review. The record should show evidence and timing.

98. B - A credible threat requires prompt safety assessment and coordination with appropriate security, leadership, and emergency processes. Mediation or delay may be inappropriate before safety is addressed. HR should preserve the report, limit unnecessary disclosure, and follow the organization's response plan. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

99. A - Mediation may help a voluntary communication dispute, but a safety threat or issue requiring an organizational finding may need another response first. HR should clarify scope, authority, confidentiality, and alternatives rather than treating mediation as a substitute for safety assessment or investigation. Comparable cases can then follow the same process.

100. D - The closure rate is 27 divided by 36, which equals 0.75, or 75%. HR should pair the rate with case age, complexity, intake, outcome quality, and reopenings before judging performance. A percentage alone cannot show whether matters were resolved appropriately or sustainably. Context determines what action the number can justify.

101. B - Religious accommodation analysis focuses on the request, possible alternatives, and applicable undue-hardship standards. Identical schedules are not automatically required, and coworker votes are not a legal analysis. HR should engage the employee and manager in a documented, practical review. It protects rights and supports consistent review. The record should show the facts and timing.

102. C - HR should understand the limitation, essential work, available support, comparable policies, and applicable accommodation requirements. A facially uniform rule may still fail to address a protected need. Automatic exclusion or coworker judgment does not provide a careful, documented response. It protects rights and supports consistent review. The record should show the facts and timing.

103. A - The on-time closure rate is 15 divided by 20, which equals 0.75, or 75%. HR should examine complaint type, complexity, extensions, quality, and reopenings before treating the rate as a performance conclusion. Timeliness matters, but speed alone does not establish a fair resolution. Context determines what action the number can justify.

104. A - Relevant records should be preserved when a complaint, investigation, or legal matter requires retention. HR should coordinate with the responsible legal or records owner, identify systems and custodians, and suspend routine destruction within scope. Selective deletion or personal storage can compromise evidence. The record should show the facts and timing.

105. B - Duplicate resolution requires validated identity, authoritative source information, preservation of history, and an auditable merge rule. Similar names or employee preference do not establish which record is correct. HR should protect payroll, benefits, reporting, and employment history before changing source data. It improves reliability and supports later review. Access should match the business purpose.

106. D - Comparable reporting requires consistent definitions, populations, periods, and calculations. HR should create a data dictionary, reconcile the reports, and document any restatement. Choosing the higher value, averaging incompatible measures, or deleting evidence can mislead leaders and weaken later review. It improves reliability and supports later review. Access should match the business purpose.

107. C - Accuracy is accurate records divided by records sampled: 340 divided by 400 equals 0.85, or 85%. HR should identify error types, affected processes, owners, and correction timing. The percentage is a control signal and should be interpreted with the severity and distribution of errors. It informs inquiry without replacing diagnosis.

108. C - Data minimization connects access to a defined business purpose. HR should provide only necessary fields, limit recipients, document retention, and use a controlled channel. A full export or personal email increases exposure, while removing names may not eliminate reidentification risk. It improves reliability and supports later review. Access should match the business purpose.

109. D - Access removal should be linked to reliable status changes and reviewed for exceptions. Manager memory and indefinite access create security risk, while deleting the personnel record harms retention and auditability. HR and IT should coordinate ownership and evidence without destroying needed history. It improves reliability and supports later review. Access should match the business purpose.

110. B - An uncontrolled transmission may expose sensitive employee data. HR should contain further access, preserve evidence, notify security or privacy owners, and follow the incident process. Trust in the recipient does not make the channel acceptable, and deleting evidence can impair assessment or response. It improves reliability and supports later review.

111. A - A failed notification may reflect an interface, field, ownership, exception, or reconciliation problem. HR should trace the transaction from status change through downstream action and document

controls. Employee discovery and visual design do not provide reliable assurance that the process works. It clarifies ownership and supports consistent review. The record should show evidence and timing.

112. D - Medical information should be segregated and accessed only for a legitimate need. A manager generally needs information about applicable restrictions or arrangements, not the underlying diagnosis or documents. Limiting the response supports staffing while reducing unnecessary exposure. It protects rights and supports consistent review. The record should show the facts and timing.

113. A - Accurate data can still be unnecessarily identifying in a small group. HR should balance usefulness with confidentiality by aggregating or suppressing small-cell details and limiting access. Deleting all reporting is unnecessary, while names or near-identifiers may exceed the stated business purpose. It improves reliability and supports later review. Access should match the business purpose.

114. B - The employment-verification process requires review of acceptable documentation without improperly demanding a particular document. HR should follow current USCIS instructions and complete the record accurately. Appearance, coordinator preference, or an undocumented review does not establish a compliant process. It protects rights and supports consistent review. The record should show the facts and timing.

115. C - A complaint or legal matter may require preservation of relevant information. HR should identify scope, systems, custodians, and the responsible legal or records owner before suspending routine destruction. Selective deletion or personal storage can compromise evidence and make retention inconsistent. It protects rights and supports consistent review. The record should show the facts and timing.