

PRACTICE EXAM 26: 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 merger planning, leaders ask HR for the most useful early people-risk analysis. What should HR provide?

- A. A list of executive preferences for the combined company
- B. A due-diligence review of obligations, workforce overlap, capability, and culture risks
- C. A new office design before reviewing employee data
- D. A hiring plan based only on the acquiring company's titles

2. Operating margin falls while headcount remains stable. What should HR examine before recommending a staffing reduction?

- A. Headcount alone compared with last year's headcount
- B. The department with the most employees
- C. Compare labor cost, productivity, workload, revenue, and margin drivers
- D. Whether managers prefer smaller teams

3. An executive requests a workforce dashboard but cannot state what decision it should support. What should HR do first?

- A. Define the decision question, audience, measure, source, and review cadence
- B. Add every available HR metric to the dashboard
- C. Choose attractive colors and publish immediately

D. Copy another department's dashboard without adjustment

4. A risk register lists a data breach as likely and a minor printing error as unlikely. How should HR prioritize mitigation?

A. Compare likelihood, impact, existing controls, and mitigation cost

B. Address the risk with the most visible employee complaint

C. Treat both risks as equally urgent

D. Wait until either risk causes actual harm

5. A transaction center handles routine employee transactions while a specialist group designs enterprise policy. Which structure is represented?

A. A flat structure with no role distinction

B. A replacement of HR business partners by vendors

C. Shared services for transactions and a center of excellence for specialized expertise

D. A temporary project team with no operating responsibilities

6. A cross-functional team is implementing a new attendance system. What should HR establish before work begins?

A. A single launch announcement with no owner

B. A stakeholder map showing decision rights, dependencies, impacts, and communication needs

C. A software feature list without process owners

D. A project schedule that excludes employees and managers

7. A recruiter recommends a candidate who is a close relative of the hiring manager. What should HR require?

A. Automatic rejection because relatives can never work together

B. Private approval from the hiring manager

- C. Selection without documenting the relationship
- D. Disclosure, conflict review, and consistent selection procedures

8. A continuity review finds documented backups for 18 of 24 critical HR processes. What percentage has backup coverage?

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

9. A remote-work program is expanding, and leaders ask what business continuity issue HR should address first. What is best?

- A. Require every role to use the same schedule
- B. Assume remote work removes continuity risk
- C. Delay planning until the next disruption occurs
- D. Clarify essential roles, alternate work methods, technology dependencies, and communication triggers

10. An exception report shows one manager repeatedly bypassing an approval control. What should HR do first?

- A. Disable the control for everyone
- B. Review the pattern, business rationale, policy, and control design
- C. Ignore the pattern because the manager is senior
- D. Punish the manager before checking the facts

11. An employer brand promises career mobility, but internal data show few employees receive development opportunities. What should HR recommend?

- A. Increase advertising without changing employee programs
- B. Remove all career language from recruiting materials
- C. Align the message with actual practices and create measurable mobility actions
- D. Ask employees to accept the promise as aspirational

12. A pilot costs \$120,000 and is expected to produce \$36,000 in first-year savings. What is the simple savings-to-cost percentage?

- A. 3%
- B. 24%
- C. 36%
- D. 30%

13. A change team wants to launch a new performance process nationwide after one successful department pilot. What should HR do?

- A. Review pilot evidence, boundary conditions, readiness, and a controlled scale plan
- B. Scale immediately because one department succeeded
- C. Discard the pilot because it was not nationwide
- D. Let each department invent a different process

14. A finance partner reports that overtime is rising while output per labor hour is falling. What should HR investigate?

- A. Only whether employees want higher pay
- B. Workload, staffing, scheduling, process friction, and manager practices
- C. Whether overtime should be hidden from the dashboard
- D. Whether output should be measured once a year

15. A culture committee wants to measure inclusion using event attendance alone. What should HR recommend?

- A. Use attendance as the only culture measure
- B. Stop collecting employee feedback
- C. Combine participation data with experience, access, and outcome measures
- D. Count the number of committee meetings instead

16. A hiring report shows 42 fills from 70 approved requisitions in the quarter. What is the fill rate?

- A. 42%
- B. 55%
- C. 60%
- D. 70%

17. A product launch may require 20, 35, or 50 additional workers. What should HR bring to the planning meeting?

- A. A request for 50 hires without demand evidence
- B. Scenario staffing options with demand triggers, lead times, and capability assumptions
- C. A plan for 20 hires with no expansion option
- D. A promise that contractors will solve every scenario

18. A recruiting team schedules 9 hard-to-fill roles over an average of 27 days of recruiter capacity. What is the average capacity per role?

- A. 2 days
- B. 4 days
- C. 6 days
- D. 3 days

19. A manager labels a long-term worker an independent contractor because the worker is paid by invoice. What should HR assess?

- A. The actual degree of control, independence, economic dependence, and relationship
- B. Only whether the worker signs an invoice
- C. Only whether the worker prefers contractor status
- D. The title used in the manager's request

20. A job board produces many applicants but few qualified finalists. Which recruiting decision is strongest?

- A. Keep the source because volume is highest
- B. Compare source quality, qualification rates, cost, speed, and retention outcomes
- C. Use only the cheapest source
- D. Stop sourcing until the applicant pool disappears

21. A referral program produces candidates from the same social networks as current employees. What should HR monitor?

- A. Referral volume as the only success measure
- B. Automatic preference for referred candidates
- C. Removal of all employee referrals
- D. Representation, selection outcomes, access, and unintended network effects

22. An interviewer rates one applicant highly because the applicant attended the same school. What should HR do?

- A. Accept the rating because shared background builds trust
- B. Average the rating with the interviewer's intuition
- C. Require job-related evidence and structured rating criteria
- D. Remove all education information from every process

23. A background report may cause an applicant to be rejected. What should HR do before making the final decision?

- A. Provide required notices and a meaningful opportunity to review and dispute the report
- B. Rely on the vendor's recommendation without review
- C. Delete the report after reading it
- D. Notify the applicant only after the hiring file is closed

24. A coordinator tells a new hire to present a specific identity document for employment verification. What should HR correct?

- A. Require the document most familiar to the coordinator
- B. Use current instructions and allow the employee to choose acceptable documents
- C. Accept a verbal statement instead of completing the form
- D. Ask the manager to decide which document is best

25. A hiring manager lists every task in a role as essential, including occasional clerical work. What should HR do?

- A. Accept the list because managers define every requirement
- B. Remove all physical and technical requirements
- C. Analyze actual job functions and distinguish essential duties from marginal tasks
- D. Use the duties from a different position

26. An internal applicant says a vacancy was filled before employees knew about it. What should HR review?

- A. Posting policy, access to information, selection criteria, and comparable opportunity
- B. Whether the selected employee is popular
- C. Whether internal postings are always required by federal law
- D. Whether the applicant should be excluded from future roles

27. A selection test predicts performance well for one technical role but poorly for a customer-service role. What should HR do?

- A. Use it for every role because it worked once
- B. Keep it because candidates prefer short tests
- C. Replace all selection criteria with tenure
- D. Validate the assessment for the intended job and population before using it broadly

28. From 48 screened applicants, 12 are invited to interviews. What is the screen-to-interview yield?

- A. 12%
- B. 25%
- C. 20%
- D. 40%

29. A new hire receives system access, a role outline, and a first-week meeting, but no 30-day goals. What should HR add?

- A. More welcome messages without role clarity
- B. A final performance review after one year
- C. Early role expectations, support contacts, feedback points, and measurable integration goals
- D. A rule requiring the new hire to work independently

30. A finalist requests an accessible virtual interview format because of a disability. What should HR do?

- A. Require the candidate to use the standard format
- B. Ask the candidate to disclose medical details to the panel
- C. Remove the candidate from consideration
- D. Explore an effective accommodation while preserving the interview's job-related purpose

31. Two relatives work in the same department, and the manager directly approves one relative's pay. What should HR recommend?

- A. Apply the conflict policy and add independent review of decisions
- B. Ban all relatives from the organization
- C. Ignore the relationship because both employees perform well
- D. Let the manager document the decisions after the fact

32. A succession slate has 3 ready-now candidates for 12 critical positions. What is the ready-now coverage rate?

- A. 12%
- B. 25%
- C. 20%
- D. 36%

33. A compliance course has high completion but repeated post-course errors. What should HR evaluate next?

- A. Completion as proof that learning occurred
- B. Attendance as the only program outcome
- C. Application, supervisor reinforcement, assessment quality, and work-process barriers
- D. A longer course without reviewing the work

34. A department requests leadership training because team conflict increased. What should HR do before selecting a course?

- A. Conduct a needs analysis using behavior, performance, and stakeholder evidence
- B. Purchase the most popular leadership course
- C. Require every employee to attend the same program
- D. Use the conflict label without gathering examples

35. A manager asks for coaching, while the employee needs a specific skill demonstration and practice plan. Which response fits best?

- A. Send a general motivational message
- B. Assign a mentor with no defined goal
- C. Wait for the annual review to discuss the skill
- D. Provide skill-focused coaching with observation, practice, feedback, and follow-up

36. A high-potential program selects employees using performance scores but ignores turnover and critical-skill data. What should HR add?

- A. Select only employees with the highest current ratings
- B. Use performance, potential, skills, retention risk, and business-criticality evidence
- C. Replace all data with executive nomination
- D. Use tenure as the primary succession measure

37. A safety program has 46 completions among 50 assigned employees. What is the completion rate?

- A. 82%
- B. 88%
- C. 96%
- D. 92%

38. Employees can select courses, but no career framework explains how skills connect to advancement. What should HR build?

- A. A larger course catalog without role information
- B. A promotion promise for every completed course
- C. Career pathways linking capabilities, experiences, development resources, and role expectations
- D. A seniority list with no skill criteria

39. Which learning objective is most measurable for a new HRIS process?

- A. Complete the approved status workflow with all required fields

- B. Understand the new system
- C. Appreciate the importance of accurate data
- D. Become familiar with HR technology

40. A skills inventory shows 31 employees meet a target capability, while 44 roles require it. What is the coverage rate?

- A. 55.68%
- B. 70.45%
- C. 68.18%
- D. 78.57%

41. A virtual course includes timed activities that cannot be completed with a screen reader. What should HR do?

- A. Require the learner to find private workarounds
- B. Exclude the employee from the course
- C. Correct the barrier and provide an effective accessible learning experience
- D. Remove all interactive activities from training

42. After training, supervisors never observe the new behavior or discuss application. What should HR recommend?

- A. Add more slides to the original course
- B. Measure only satisfaction surveys
- C. Close the program because attendance was complete
- D. Build manager reinforcement, practice opportunities, and follow-up measures

43. A tuition program reimburses approved courses, but employees do not know the eligibility rules or deadlines. What should HR improve?

- A. Publish clear criteria, timing, documentation, and an equitable request process
- B. Approve requests only after the course ends
- C. Let managers set different rules by employee
- D. Limit information to employees who ask twice

44. A mentoring program has 24 active pairs from 32 planned pairs. What is the launch rate?

- A. 60%
- B. 75%
- C. 68%
- D. 80%

45. Leaders want to raise every salary by the same percentage despite different labor-market positions. What should HR recommend first?

- A. Use the same increase because equal percentages are always equitable
- B. Base increases only on employee tenure
- C. Let each manager choose an increase without guidelines
- D. Review pay philosophy, market position, performance, internal equity, and budget objectives

46. A salary range runs from \$60,000 to \$100,000. What is the range midpoint?

- A. \$70,000
- B. \$90,000
- C. \$80,000
- D. \$160,000

47. A manager labels a worker exempt because the worker receives a salary. What should HR verify?

- A. Duties, salary basis, applicable exemption requirements, and actual work performed
- B. Only the worker's job title

- C. Whether the worker prefers exempt status
- D. Whether the salary is paid monthly

48. Payroll discovers that a group received a lower premium-rate calculation than the policy requires. What should HR do first?

- A. Contain error, identify affected periods, and correct pay
- B. Wait until the annual audit
- C. Correct only employees who complain
- D. Delete the original payroll file

49. A pay-equity review finds different pay for employees doing substantially equal work. What should HR examine?

- A. Only employee negotiating style
- B. Job content, legitimate factors, sex-based patterns, history, and corrective options
- C. Whether the higher-paid employees are more popular
- D. Whether the difference can remain undocumented

50. An employee earns \$72,000 in a range with an \$80,000 midpoint. What is the compa-ratio?

- A. 80%
- B. 88%
- C. 112%
- D. 90%

51. A sales incentive plan rewards revenue but ignores returns and customer complaints. What should HR recommend?

- A. Increase the revenue target without changing measures
- B. Remove all incentive pay

- C. Balance the measure with quality, compliance, customer, and risk controls
- D. Pay the maximum when revenue is booked

52. An employee experiences a qualifying loss of group health coverage. What should HR do regarding continuation coverage?

- A. End coverage without written information
- B. Provide required notice and administer the plan's election process
- C. Tell the employee to purchase any individual policy
- D. Offer continuation only if the manager approves

53. A retirement-plan committee changes an investment option but cannot locate the summary plan description. What should HR do?

- A. Rely on an email from the investment vendor
- B. Continue without documenting the change
- C. Ask employees to infer the rules from account balances
- D. Locate current plan documents and confirm required participant communication

54. A benefits guide lists deductibles but does not explain enrollment timing or life-event changes. What should HR improve?

- A. Publish only the premium amounts
- B. Tell employees to ask coworkers for answers
- C. Explain eligibility, timing, elections, qualifying events, and where employees get help
- D. Wait until an employee misses an enrollment date

55. A wellness program asks employees to disclose medical information to their supervisor. What should HR do?

- A. Review confidentiality, necessity, accessibility, and the program's legal requirements

- B. Allow the supervisor to keep a personal list
- C. Require disclosure because participation is voluntary
- D. Publish the information to encourage participation

56. An employee asks why a paid volunteer benefit is valuable when it does not increase salary. What should HR explain?

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

57. Two sites offer flexible scheduling, but one applies eligibility criteria inconsistently. What should HR do?

- A. Let each site create an unwritten local rule
- B. Remove flexible scheduling from both sites
- C. Define job-related criteria, train decision makers, and review access patterns
- D. Offer the benefit only to employees with seniority

58. A merit budget of \$2.4 million is set at 4% of eligible payroll. What is the budget?

- A. \$9,600
- B. \$96,000
- C. \$60,000
- D. \$240,000

59. A recognition program rewards only individual output even though the operating model depends on team handoffs. What should HR change?

- A. Add team and collaboration criteria that reflect the work design

- B. Remove all recognition measures
- C. Keep individual output as the only criterion
- D. Reward the employee nominated most often without standards

60. A payroll report contains bank-account and tax information. A manager asks for the full file to verify staffing. What should HR provide?

- A. A limited report containing only fields necessary for the staffing decision
- B. The full file because the manager is internal
- C. A copy sent to the manager's personal email
- D. No information under any circumstance

61. An employee says a pay difference is based on sex, while the employer cites different tenure. What should HR do?

- A. Accept the explanation without checking records
- B. Ask the employee to stop discussing pay
- C. Change the employee's title to end the comparison
- D. Compare job content, tenure records, pay history, and the employer's stated factor

62. A benefits enrollment audit finds 108 accurate elections among 120 reviewed. What is the accuracy rate?

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

63. New-hire survey scores fall sharply after the first week. What should HR examine?

- A. Only the orientation presentation

- B. Onboarding expectations, manager contact, workload, resources, and role clarity
- C. Whether new hires are generally optimistic
- D. A year-end engagement score with no cohort comparison

64. A pulse survey receives 135 responses from 180 invitations. What is the response rate?

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

65. A focus group consists only of volunteers from one high-performing team. What should HR do before generalizing the comments?

- A. Treat the comments as representative of the company
- B. Compare the group with other populations and use additional evidence
- C. Discard the comments because volunteers participated
- D. Publish the comments without protecting identities

66. Performance ratings vary widely by manager even when teams perform similar work. What should HR recommend?

- A. Average all ratings into one company score
- B. Allow each manager to use personal definitions
- C. Replace performance reviews with tenure
- D. Calibrate standards using evidence, role expectations, and comparable examples

67. A supervisor proposes a performance plan for an employee described only as having a bad attitude. What should HR require?

- A. Specific behaviors, job impact, support, measures, and review dates

- B. A general warning about professionalism
- C. Immediate separation without documented expectations
- D. A plan based on coworkers' private impressions

68. A promotion panel uses executive presence without defining behaviors or role requirements. What should HR do?

- A. Let each panelist interpret presence independently
- B. Translate the criterion into observable, job-related evidence and consistent standards
- C. Use the candidate with the longest tenure
- D. Remove all leadership criteria from promotion decisions

69. A recognition program awards 40 employees in a workforce of 200 during the quarter. What is the recognition reach?

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

70. Exit interviews repeatedly mention unclear career options. What should HR do with the pattern?

- A. Validate the theme with other data and improve career pathways
- B. Archive the comments because departures are final
- C. Promise promotion opportunities to every employee
- D. Focus only on recruiting more employees

71. A team has 14 voluntary departures from an average workforce of 200 during a year. What is the voluntary turnover rate?

- A. 5%

- B. 6%
- C. 7%
- D. 14%

72. A team records 21 unscheduled absence days across 280 scheduled workdays. What is the absence rate?

- A. 5.0%
- B. 6.5%
- C. 7.5%
- D. 8.0%

73. A wellness program has 84 participants among 140 eligible employees. What is the participation rate?

- A. 50%
- B. 60%
- C. 56%
- D. 70%

74. An employee resource group requests budget for programming but has no stated purpose or success measures. What should HR ask for?

- A. Attendance at every event as the only measure
- B. A promise that the group will solve inclusion alone
- C. A rule limiting participation to senior employees
- D. A charter, membership access, goals, resources, and measures linked to organizational needs

75. Employees say they avoid raising concerns because managers react defensively. What should HR assess?

- A. Speak-up channels, manager behavior, retaliation risk, and follow-through evidence
- B. Only the number of formal complaints
- C. Whether employees can tolerate disagreement
- D. A larger survey with no action plan

76. A transformation announcement gives the launch date but not how work, roles, or support 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 employee will experience change
- D. Only a list of technical features

77. A former employee network shares job leads and product feedback, but HR has no privacy or communication rules. What should HR establish?

- A. Automatic access to all former-employee records
- B. A promise that alumni can use internal systems freely
- C. No contact after separation under any circumstance
- D. A clear alumni purpose, consent expectations, access controls, and responsible owners

78. A survey action plan lists ten initiatives but names no owners, measures, or deadlines. What should HR change?

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

79. Hybrid employees report that some managers reward office presence rather than results. What should HR recommend?

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

80. A listening session produces many complaints but no agreement on priorities. What should HR do next?

- A. Implement the loudest suggestion immediately
- B. Ignore all comments because they conflict
- C. Code themes, validate patterns, identify controllable causes, and prioritize actions
- D. Publish every comment with employee names

81. A stay interview reveals that an employee may leave because a critical project ends soon. What should HR do?

- A. Promise a promotion immediately
- B. Treat the concern as a resignation
- C. Tell the employee to wait for annual planning
- D. Explore the employee's goals and realistic work or development options

82. An employee reports repeated comments by a supervisor and asks HR not to tell anyone. What should HR do first?

- A. Promise complete secrecy before asking questions
- B. Assess immediate safety, explain confidentiality limits, and begin an appropriate response
- C. Tell the entire department to prevent rumors
- D. Ask the employee to confront the supervisor alone

83. A complaint names the manager who normally investigates all department concerns. What should HR do?

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

84. A written warning follows soon after an employee reports discrimination. What should HR examine?

- A. Assume the warning is valid because performance action is allowed
- B. Cancel the warning without reviewing performance evidence
- C. Require the employee to withdraw the report
- D. Timing, evidence, decision process, comparators, and the stated rationale

85. Employees use a group chat to discuss pay differences, and a supervisor calls the discussion disloyal. What should HR review?

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

86. A plant supervisor tells employees to report only injuries that require medical treatment. What should HR do?

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

87. A supervisor recommends discipline for absences that include approved family leave. What should HR review?

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

88. A returning service member seeks the role the employee would have reached absent military leave. What should HR review?

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

89. An employee requests a representative for a fact-finding meeting that could lead to discipline. What should HR do?

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

90. A collective bargaining agreement deadline passed while the responsible manager was unavailable. What should HR do?

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

91. A proposed RIF ranks employees by manager preference rather than documented role factors. What should HR require?

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

92. An employee requests a schedule adjustment, but the supervisor rejects it without exploring alternatives. What should HR do?

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

93. A manager asks an employee whether a parent has a hereditary disease during a review. What should HR do?

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

94. A leader says an older employee should not be promoted because the role requires energy and a long future. What should HR do?

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

95. Employees are required to 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. Delete message records to simplify payroll
- D. Review compensability, timekeeping, supervision, and pay practices

96. A severe-weather drill reveals that employees do not know where to assemble or how to receive updates. What should HR do?

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

97. Two employees committed similar policy violations, but only one received a final warning. What should HR review?

- A. Apply a final warning to both 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. An employee reports that a coworker made a credible threat for the next shift. What should HR do first?

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

99. Two employees request mediation over a communication dispute, but one also alleges a safety threat. What should HR do?

- A. Force mediation because both employees requested it
- B. Promise mediation will determine discipline
- C. Assess safety and conduct issues first, then determine whether mediation is suitable
- D. Reject all mediation in employee relations matters

100. A case team closes 16 of 20 employee-relations matters within its service target. What is the closure rate?

- A. 80%
- B. 64%
- C. 75%
- D. 85%

101. An employee requests time for a religious observance, and 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 any applicable undue-hardship analysis
- C. Ask coworkers to vote on the observance
- D. Require the employee to use unpaid leave automatically

102. An employee reports a pregnancy-related work limitation, but the supervisor says the same 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. Ask coworkers to decide whether the limitation is serious
- D. Review the limitation, available support, comparable policies, and applicable accommodation duties

103. A review team closes 18 of 24 complaints within 30 days. What is the on-time closure rate?

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

104. After a complaint is filed, a routine deletion schedule would remove related emails. What should HR do?

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

105. During an HRIS conversion, one employee appears in two records with conflicting hire dates. What should HR do before merging them?

- A. Delete the older record 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. Two reports show different turnover rates because they define average workforce differently. What should HR do?

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

107. An HRIS review finds 357 accurate records among 420 records sampled. What is the accuracy rate?

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

108. A department requests a full HRIS export for a small scheduling project. What should HR provide?

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

109. An access review finds a former employee's application account active after termination. What 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. A benefits census file is sent from a personal email account to a vendor contact. What should HR do first?

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

111. A status change in the HRIS does not trigger the expected benefits notification. What should HR test?

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

112. A manager asks to see an employee's medical documentation to decide whether work can be assigned. What should HR provide?

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

113. An analyst wants a dashboard that identifies absence patterns in teams of three employees. What should HR consider?

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

114. A new hire presents documents for employment verification, and the coordinator says one document is preferred. What should HR do?

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

115. A records schedule calls for routine deletion, but a pending complaint concerns the same files. What should HR do?

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

Practice Exam 26: Answer Key and Explanations

1. **B** - Merger due diligence should identify legal obligations, overlapping roles, critical capability, retention risk, compensation differences, and cultural friction. An office design, executive preference list, or one company's titles does not show how people issues could affect integration, cost, or continuity. It clarifies ownership and supports consistent review. The record should show evidence and timing.
2. **C** - A margin change may reflect revenue, pricing, productivity, overtime, mix, or other business drivers. HR should analyze labor cost and work outcomes before recommending reductions. Headcount totals and manager preference cannot identify the cause or show whether a staffing cut would solve it. Context determines what action the number can justify.
3. **A** - A useful dashboard begins with the decision it must support. HR should define the audience, measure, source, definition, and review cadence before selecting displays. More data, attractive formatting, or copying another dashboard can create activity without producing reliable management insight. It improves reliability and supports later review. Access should match the business purpose.
4. **A** - Risk prioritization should consider probability, impact, existing controls, and the cost of mitigation. Visibility, equal urgency, or waiting for harm does not provide a defensible basis for action. A documented comparison helps leaders allocate limited prevention resources consistently. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.
5. **C** - Shared services typically centralize repeatable transactions, while a center of excellence provides specialized design, standards, and consultation. The distinction clarifies service ownership and expertise. A flat structure, vendor substitution, or temporary project label does not describe the operating roles. It clarifies ownership and supports consistent review. The record should show evidence and timing.
6. **B** - A stakeholder map helps HR identify decision makers, affected groups, dependencies, risks, and communication needs. A feature list or isolated launch announcement does not assign ownership or reveal adoption barriers. Including managers and employees supports practical implementation and usable feedback. It clarifies ownership and supports consistent review. The record should show evidence and timing.
7. **D** - A potential conflict should be disclosed and reviewed under the organization's policy. Automatic rejection may be broader than necessary, while private approval or no documentation weakens fairness.

Consistent criteria and an independent review help protect the decision from favoritism concerns. It protects rights and supports consistent review. The record should show the facts and timing.

8. A - Backup coverage is calculated as documented backups divided by critical processes: 18 divided by 24 equals 0.75, or 75%. HR should then examine which uncovered processes are most important and assign mitigation owners. The percentage identifies exposure but does not complete continuity planning. Context determines what action the number can justify.

9. D - Continuity planning connects essential work to alternate methods, technology, staffing, communication, and decision triggers. A single schedule or assumption that remote work eliminates risk misses role differences and dependencies. Waiting until disruption removes the time needed to test and correct gaps. It clarifies ownership and supports consistent review. The record should show evidence and timing.

10. B - Repeated exceptions may reflect misconduct, unclear policy, an impractical control, or a legitimate business need. HR should review facts, rationale, approvals, and control design before choosing a response. Automatic punishment, broad removal, or deference to seniority would not diagnose the issue. It improves reliability and supports later review. Access should match the business purpose.

11. C - Employer branding should be credible and supported by employee experience. HR should compare the message with development access, manager practices, postings, and outcomes, then establish measurable actions. More advertising or vague aspiration can increase expectations without correcting the underlying experience. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

12. D - The simple savings-to-cost percentage is 36,000 divided by 120,000, which equals 0.30, or 30%. HR should label the measure clearly and consider timing, implementation cost, risk, and nonfinancial outcomes. A percentage alone is not a complete return-on-investment analysis. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

13. A - A pilot provides evidence under particular conditions, not automatic proof of universal success. HR should review participation, outcomes, resources, readiness, and limitations, then plan controlled scaling. Immediate expansion or uncontrolled local redesign can reproduce untested risks and reduce comparability. It clarifies ownership and supports consistent review. The record should show evidence and timing.

14. B - The paired signals suggest a capacity or work-design issue that needs diagnosis. HR should examine workload, staffing, scheduling, process delays, manager practices, and measurement definitions. Focusing only on pay or hiding data does not explain the operational pattern or support a sound response. Context determines what action the number can justify.

15. C - Attendance shows reach but not whether employees experience inclusion, access, voice, or fair opportunity. HR should combine participation with feedback and outcome measures while protecting confidentiality. Meeting counts and the absence of feedback measure activity rather than the intended

cultural result. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

16. C - The fill rate is completed hires divided by approved requisitions: 42 divided by 70 equals 0.60, or 60%. HR should examine aging, role difficulty, approvals, and labor-market conditions to understand the result. The percentage signals performance but does not identify the bottleneck. Context determines what action the number can justify.

17. B - Scenario planning lets leaders compare staffing, development, contractor, and scheduling choices before demand is certain. Triggers and lead times show when decisions must begin. A single estimate or universal contractor promise can leave the organization underprepared or overcommitted. It clarifies ownership and supports consistent review. The record should show evidence and timing.

18. D - Average capacity per role is 27 divided by 9, or 3 days. The calculation is only a planning input; HR should also examine role complexity, sourcing time, interview load, approval delays, and quality. A simple average should not replace analysis of the recruiting process. It informs inquiry without replacing diagnosis.

19. A - Worker classification depends on the actual relationship and applicable law, not simply an invoice, preference, or label. HR should evaluate control, independence, economic realities, and the work arrangement. Misclassification can affect pay, taxes, benefits, and compliance, so the facts should be documented. The record should show the facts and timing.

20. B - Source effectiveness should be evaluated with quality, qualification, cost, time, acceptance, and retention measures. Applicant volume alone can hide poor fit and wasted review time. Comparing outcomes helps HR invest in channels that support business needs rather than optimizing one superficial metric. Context determines what action the number can justify.

21. D - Referrals can be useful but may reproduce existing networks. HR should monitor who is reached, screened, interviewed, selected, and retained, then adjust outreach or criteria when patterns appear. Automatic preference and blanket removal ignore both the program's value and its potential limitations. Context determines what action the number can justify.

22. C - A shared school does not establish job capability and can introduce affinity bias. Structured, job-related criteria help interviewers evaluate comparable evidence. HR need not remove all education information, but it should prevent an irrelevant connection from substituting for demonstrated qualifications. It protects rights and supports consistent review. The record should show the facts and timing.

23. A - When a consumer report may affect employment, the employer must follow applicable disclosure, authorization, review, and adverse-action procedures. HR should allow a meaningful opportunity to identify inaccurate information. Vendor involvement does not eliminate the employer's responsibility for a fair process. It protects rights and supports consistent review. The record should show the facts and timing.

24. B - Employment verification requires a compliant review of acceptable documentation without demanding a particular document. HR should follow current USCIS instructions, complete the form accurately, and avoid substituting appearance or preference for the required process. A manager's choice cannot replace the employee's document options. It protects rights and supports consistent review.

25. C - Job analysis should identify the functions that are fundamental to the role and distinguish them from marginal or occasional tasks. Accurate analysis improves selection, accommodation, and performance decisions. Accepting an inflated list or borrowing another role's duties can create unnecessary barriers and confusion. It clarifies ownership and supports consistent review.

26. A - HR should examine the organization's posting practice, who had access to information, the selection criteria, and whether comparable employees received a fair opportunity. Popularity and retaliation do not answer the concern. The review should distinguish organizational policy from universal legal requirements. It clarifies ownership and supports consistent review. The record should show evidence and timing.

27. D - An assessment's usefulness depends on the job, criterion, population, administration, and evidence supporting its use. Success in one role does not validate universal use. HR should review job relevance, adverse impact, reliability, and outcome evidence before expanding the test. It clarifies ownership and supports consistent review. The record should show evidence and timing.

28. B - The yield is interview invitations divided by screened applicants: 12 divided by 48 equals 0.25, or 25%. HR should examine whether the screen reflects job-related criteria and whether qualified candidates are being excluded. The ratio supports process review but does not prove selection quality. It informs inquiry without replacing diagnosis.

29. C - Early integration improves when the employee understands expectations, resources, relationships, and feedback timing. A year-end review or extra welcome messages cannot replace near-term guidance. HR should coordinate with the manager to define practical, measurable goals and support contacts. It clarifies ownership and supports consistent review. The record should show evidence and timing.

30. D - An accessible process should measure the job-related capability rather than create an unnecessary barrier. HR should discuss an effective accommodation and limit medical information to what the process requires. Identical treatment is not always equal access, and removal is not an appropriate default. It protects rights and supports consistent review.

31. A - A relationship may not require termination, but direct control over pay or employment decisions creates a conflict risk. HR should apply policy, separate decision authority where possible, and document review. Blanket bans and after-the-fact records do not provide a proportionate control. It clarifies ownership and supports consistent review. The record should show evidence and timing.

32. B - Ready-now coverage is 3 divided by 12, or 25%. The rate identifies bench exposure, but HR should also examine role criticality, readiness definitions, development plans, and external options. A

percentage does not show whether the candidates can perform every role or whether gaps are equally urgent. It informs inquiry without replacing diagnosis.

33. C - Completion measures participation, not transfer or performance. HR should examine assessment quality, application on the job, manager reinforcement, tools, workload, and process barriers. A longer course may not solve a work-design problem, while attendance alone cannot explain persistent errors. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

34. A - Needs analysis identifies the performance gap, desired behavior, audience, causes, and constraints. A popular course or universal assignment may miss whether the issue involves skills, incentives, workload, leadership, or policy. Specific evidence leads to a more targeted intervention. It clarifies ownership and supports consistent review. The record should show evidence and timing.

35. D - Coaching is useful when a person needs focused improvement through observation, practice, feedback, and follow-up. A mentor or motivational message may help but is not a substitute for a defined skill plan. Delaying the discussion loses an opportunity to support performance. It clarifies ownership and supports consistent review. The record should show evidence and timing.

36. B - Succession and development decisions benefit from multiple relevant data points. Performance, potential, skill scarcity, retention risk, and role criticality help leaders see both readiness and exposure. A single rating, executive nomination, or tenure measure can overvalue past results and hide future capability gaps. It improves reliability and supports later review.

37. D - The completion rate is 46 divided by 50, which equals 0.92, or 92%. HR should verify that completion means the required learning was completed and documented, then examine assessment, application, and overdue cases. High completion is important but does not establish competence by itself. It informs inquiry without replacing diagnosis.

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

39. A - A measurable objective states the observable behavior, relevant condition, and performance standard. Completing a workflow without omitted required fields can be assessed directly. Understand, appreciate, and become familiar describe intentions but do not specify evidence of performance. It clarifies ownership and supports consistent review. The record should show evidence and timing.

40. B - Capability coverage is 31 divided by 44, which equals approximately 70.45%. HR should identify the roles without coverage, assess proficiency rather than simple presence, and choose development, hiring, or redesign actions. The percentage signals a gap but does not show whether every role has equal urgency. It informs inquiry without replacing diagnosis.

41. C - 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 eliminating all interaction shifts the burden to the employee and may reduce learning quality. The record should show the facts and timing.

42. D - Transfer improves when employees can practice, receive feedback, use supporting tools, and discuss application with managers. More slides or satisfaction data may not change behavior. HR should include 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.

43. A - A benefit or development program needs clear eligibility, timing, documentation, and decision rules. Transparent communication supports access and consistent administration. After-the-fact approval, manager-specific rules, or restricted information can create unequal opportunity and make outcomes difficult to review. It clarifies ownership and supports consistent review. The record should show evidence and timing.

44. B - The launch rate is active pairs divided by planned pairs: 24 divided by 32 equals 0.75, or 75%. HR should review matching quality, participation, goals, meeting frequency, and outcomes. A launch percentage alone does not show whether relationships are useful or sustainable. Context determines what action the number can justify.

45. D - A pay decision should reflect the organization's philosophy, market position, internal equity, performance, affordability, and legal requirements. Equal percentages may not address compression or market gaps. Tenure alone and manager discretion without guardrails can produce inconsistent outcomes. It clarifies ownership and supports consistent review. The record should show evidence and timing.

46. C - The midpoint is the average of the minimum and maximum: 60,000 plus 100,000 divided by 2 equals 80,000. HR can use the midpoint for market comparisons, but range placement still requires review of role scope, capability, performance, and internal relationships. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

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

48. A - A payroll error requires a controlled review of scope, dates, affected employees, calculations, communications, and corrective payments. Waiting, correcting only complaints, or deleting the source record can extend harm and destroy evidence. HR should coordinate with payroll and legal owners promptly. It clarifies ownership and supports consistent review. The record should show evidence and timing.

49. 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 a consistent analysis and helps identify appropriate correction. It protects rights and supports consistent review. The record should show the facts and timing.

50. D - Compa-ratio is salary divided by the range midpoint: 72,000 divided by 80,000 equals 0.90, or 90%. HR should interpret the result with market data, capability, performance, geography, and internal equity. The ratio is a diagnostic, not an automatic pay decision. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

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

52. B - A qualifying loss of group health coverage may trigger continuation rights and notice obligations. 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. D - Plan administration should be grounded in current governing documents and clear participant communication. HR should locate the plan materials, coordinate with the responsible fiduciaries and vendor, and confirm required notices. Informal email or account balances cannot substitute for plan terms. It protects rights and supports consistent review. The record should show the facts and timing.

54. C - Benefits communication should explain the decision points employees must act on, including eligibility, enrollment timing, qualifying events, elections, and support contacts. Premiums alone are incomplete. Peer advice and after-the-fact help can produce inconsistent or missed elections. It clarifies ownership and supports consistent review. The record should show evidence and timing.

55. A - Wellness programs should protect sensitive information and avoid unnecessary supervisor access. HR should review purpose, confidentiality, voluntary participation, accessibility, incentives, and applicable requirements. A personal list or public disclosure can create privacy and discrimination concerns even when participation is described as voluntary. The record should show the facts and timing.

56. D - Total rewards include nonmonetary elements that can support purpose, flexibility, development, recognition, and employee experience. A volunteer benefit does not replace wages or guarantee advancement. Its value should be communicated honestly and evaluated alongside participation and employee feedback. It balances empathy with consistent follow-through. Clear expectations help the parties move forward.

57. C - Flexible scheduling should be administered with clear, job-related criteria and consistent review. HR should train decision makers and monitor who receives access. Unwritten local 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. B - Four percent of 2.4 million is 0.04 times 2,400,000, which equals 96,000 dollars. HR should then allocate the budget using the approved philosophy and review equity, compression, performance, and affordability. The calculation establishes the pool, not each employee's increase. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

59. A - Recognition should reinforce the behaviors and outcomes the organization needs. If work depends on handoffs, collaboration, quality, and shared results should be visible in the criteria. Removing measures or relying on popularity does not create a reliable connection between reward and contribution. Comparable cases can then follow the same process.

60. A - Payroll data should be limited to the business purpose and protected from unnecessary exposure. HR can provide a staffing report without bank or tax fields. Full exports and personal email increase risk, while refusing all useful reporting is not necessary when minimization works. It improves reliability and supports later review.

61. 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 pay-equity review. It protects rights and supports consistent review. The record should show the facts and timing.

62. C - The accuracy rate is 108 divided by 120, which equals 0.90, or 90%. HR should identify the remaining errors, determine whether they share a cause, and correct affected records. The percentage is useful for control monitoring but does not show the severity of each error. It informs inquiry without replacing diagnosis.

63. B - A change after the first week may reflect the transition from orientation to actual work. HR should compare expectations, manager contact, workload, resources, and role clarity by cohort. A presentation or distant annual score cannot identify the point where the experience changes. Context determines what action the number can justify.

64. C - The response rate is 135 divided by 180, which equals 0.75, or 75%. HR should still examine who responded, whether access was equitable, how confidentiality was protected, and whether nonresponse may bias the result. Participation is evidence, not a complete engagement diagnosis. Context determines what action the number can justify.

65. B - A volunteer group from one team 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.

66. D - Calibration can reveal inconsistent standards, unclear expectations, or real 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 performance differences are genuine. It clarifies ownership and supports consistent review. The record should show evidence and timing.

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

68. B - 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 would weaken the decision rather than improve it. Comparable cases can then follow the same process.

69. D - Recognition reach is 40 divided by 200, which equals 0.20, or 20%. HR should examine whether the awards reflect desired behaviors, who has access, and whether quality is more important than volume. Reach alone does not prove that recognition is fair or effective. Context determines what action the number can justify.

70. A - Exit comments can signal a broader experience issue, but HR should compare them with engagement, mobility, manager, and turnover data before acting. Clear pathways, conversations, and development resources 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. C - Voluntary turnover is 14 divided by 200, which equals 0.07, or 7%. HR should define the period and denominator consistently, then examine tenure, role, manager, location, reason, and labor-market context. The rate identifies a pattern for inquiry rather than its cause. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

72. C - The absence rate is 21 divided by 280, which equals 0.075, or 7.5%. HR should clarify whether the numerator includes protected or approved time and examine workload, scheduling, health, manager, and recording practices. The rate requires context before a response is chosen. Context determines what action the number can justify.

73. B - Participation is 84 divided by 140, which equals 0.60, or 60%. HR should examine access, communication, privacy, eligibility, and whether the program is reaching groups with different needs. Participation does not establish health outcomes or prove that nonparticipants lack interest. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

74. D - An ERG can support community, insight, development, and outreach when its purpose and access are clear. HR should help define a charter, goals, resources, and measures without making the group solely responsible for inclusion. Attendance and seniority limits do not show impact. Comparable cases can then follow the same process.

75. A - Low formal reporting may reflect low trust rather than low concern. HR should examine manager behavior, speak-up channels, retaliation risk, response quality, and whether employees see 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, technical 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 alumni program can support relationships and recruiting, but it should define purpose, consent, data use, access, communication, and ownership. Automatic records access and unrestricted systems are inappropriate. A complete ban may discard a useful relationship without addressing privacy and security. It improves reliability and supports later review. Access should match the business purpose.

78. C - 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 when an intervention does not work. It clarifies ownership and supports consistent review.

79. B - Hybrid fairness requires clear work outcomes, communication expectations, 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 work is evaluated consistently. It clarifies ownership and supports consistent review. The record should show evidence and timing.

80. C - Listening produces raw evidence that requires disciplined interpretation. HR should code themes, compare populations and data, identify causes within organizational control, and prioritize actions. Implementing the loudest idea, ignoring disagreement, or publishing identities can create unfairness and reduce trust. It informs inquiry without replacing diagnosis. Context determines what action the number can justify.

81. D - A stay interview is an opportunity to understand 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 the concern as a resignation ends the conversation prematurely. It balances empathy with consistent follow-through.

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 manager 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. D - 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 of the employment action. It protects rights and supports consistent review.

85. C - 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 the conduct is protected. It protects rights and supports consistent review.

86. A - 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. B - 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. D - 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. B - 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 the organization's legitimate rights. It protects rights and supports consistent review. The record should show the facts and timing.

90. C - 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. A - 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 instead of relying on undocumented flexibility. It protects rights and supports consistent review.

92. C - 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. B - 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. A - 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. D - Required work performed before or after recorded time may create a wage-and-hour issue. HR should review the actual practice, timekeeping, supervision, pay, and correction process 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. B - Emergency preparedness depends on clear roles, communication, assembly information, training, and practice. The drill exposed a correctable gap. Waiting for an emergency, 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. A - A credible threat requires prompt safety assessment and coordination with the 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. C - Mediation may help a voluntary communication dispute, but a safety threat or issue requiring an organizational finding may need a different response first. HR should clarify scope, authority, confidentiality, and alternatives rather than treating mediation as a substitute for safety assessment or investigation. It clarifies ownership and supports consistent review.

100. A - The closure rate is 16 divided by 20, which equals 0.80, or 80%. 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. D - HR should understand the limitation, the essential work, available support, comparable policies, and applicable accommodation requirements. A facially uniform rule may still fail to address a legally 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. C - The on-time closure rate is 18 divided by 24, which equals 0.75, or 75%. HR should examine complaint type, complexity, extensions, quality, and reopenings before using 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. D - 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. A - 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: 357 divided by 420 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 the errors. It informs inquiry without replacing diagnosis.

108. B - Data minimization connects access to a defined business purpose. HR should provide only the 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. A - 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. C - 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. A - 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 the staffing decision while reducing unnecessary exposure. It protects rights and supports consistent review. The record should show the facts and timing.

113. C - 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. D - 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. B - 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.