

PRACTICE EXAM 27: PHR SIMULATION (115 QUESTIONS)

This practice exam contains 115 questions and is designed to mirror the current PHR item count. The live PHR examination contains 90 scored questions and 25 pretest questions, is scheduled for two hours plus 30 minutes of administration time, and uses a scaled passing score of 500. Choose the single best answer for each item.

1. A regional expansion plan assumes every location will have the same labor supply. What should HR challenge?
 - A. The office color scheme for the new locations
 - B. The labor-market assumptions and their effect on staffing feasibility
 - C. The number of employee birthday notices needed
 - D. The order of internal newsletter topics

2. A product leader and finance leader use different definitions of project success. What should HR facilitate?
 - A. A vote that gives the largest department final authority
 - B. A new slogan that avoids discussing the disagreement
 - C. A shared definition of outcomes, measures, owners, and decision points
 - D. Separate dashboards that never reconcile their results

3. HR is asked to approve a new vendor before the business explains the service need. What should HR request first?
 - A. A promise that the vendor will solve every HR problem
 - B. A confidential recommendation from one preferred manager
 - C. A contract signature before any alternatives are considered

D. The business requirement, evaluation criteria, risks, and approval authority

4. An organization wants to automate a repetitive HR transaction. Which first step best supports responsible implementation?

A. Map the current process and identify controls that automation must preserve

B. Remove all human review before testing the new workflow

C. Purchase the most expensive tool to signal commitment

D. Ask employees to discover the new process after launch

5. A quarterly report shows fewer grievances, but employees also report that they no longer trust the reporting channel. What should HR infer?

A. The organization has proven that workplace conflict has ended

B. The reporting channel should be closed because demand is lower

C. Managers should receive credit for every unresolved concern

D. The lower count may reflect suppressed reporting rather than improved conditions

6. A leadership team wants HR to recommend one staffing plan despite major uncertainty in demand. What should HR provide?

A. A precise forecast presented as certain regardless of new information

B. A plan based only on the most favorable demand estimate

C. A base plan with scenarios, assumptions, triggers, and risks

D. A list of preferences without capacity or cost implications

7. A manager asks HR to approve an exception verbally because documentation will take too long. What should HR do?

A. Approve the request because speed is always the highest priority

B. Use the approved exception process and document the rationale

- C. Tell the manager to keep the exception off the record
- D. Rewrite the policy later if the result becomes controversial

8. A merger team asks HR to announce new values before leaders agree on expected behaviors. What should HR recommend?

- A. Publish broad values immediately and clarify their meaning later
- B. Let each department interpret the values without coordination
- C. Define observable behaviors and leadership practices before communicating values
- D. Avoid values language so employees cannot compare practices

9. HR receives three conflicting reports about the same turnover trend. What should HR do first?

- A. Average the numbers so leaders receive one simple result
- B. Reconcile definitions, populations, time periods, and source ownership
- C. Choose the most favorable report for the executive presentation
- D. Delete older reports so the disagreement is no longer visible

10. A business unit wants to reduce costs by canceling all development programs. What should HR analyze?

- A. Only the immediate budget savings shown in the finance report
- B. Whether employees can fund all development personally
- C. Whether the cuts can be announced without explaining the rationale
- D. The capability, retention, compliance, and continuity effects of the proposed cuts

11. A cross-functional project repeatedly misses decisions because no one knows who has final authority. What should HR help establish?

- A. A decision-rights map with owners, contributors, and escalation paths
- B. More meetings that include every employee affected by the project

- C. A rule requiring the most senior person to approve every detail
- D. A private agreement between two project sponsors

12. An employee-relations issue may affect a high-revenue client. What should HR balance in its recommendation?

- A. Business continuity, employee fairness, legal risk, and documented evidence
- B. Client preference as the only factor in the decision
- C. A rapid outcome that avoids interviewing any witnesses
- D. Employee privacy by refusing to document relevant facts

13. A senior executive asks HR to remove an unfavorable workforce metric from a board report. What should HR do?

- A. Delete the metric because senior leaders own the report
- B. Replace it with a more favorable measure without explanation
- C. Explain the metric, validate its context, and report it accurately
- D. Publish the metric with employee names to prove its accuracy

14. A new HR policy affects employees, supervisors, payroll, and IT. Which implementation approach is strongest?

- A. Send one email and assume every function will interpret it identically
- B. Identify stakeholders, dependencies, communication needs, and readiness measures
- C. Let IT launch the policy before payroll reviews its effects
- D. Measure success only by whether the email was delivered

15. A company claims to value inclusion, but its meeting practices routinely exclude remote employees. What should HR examine?

- A. Whether the value statement should be removed from the website

- B. Whether remote employees should stop attending optional meetings
- C. Whether a new poster campaign will correct the experience
- D. Whether daily processes reinforce or contradict the stated organizational value

16. A risk owner reports that a mitigation plan is complete, but no one has tested the control. What should HR ask for?

- A. A longer description of the risk without any testing evidence
- B. Evidence that the control works under the conditions it is meant to address
- C. A verbal assurance from the risk owner that no issue remains
- D. A new risk label that changes the appearance of the dashboard

17. A forecast shows a future shortage of supervisors. What should HR do before opening requisitions?

- A. Post every supervisor role immediately without reviewing internal talent
- B. Assume high performers will accept promotions without preparation
- C. Compare internal readiness, development lead time, mobility, and external supply
- D. Freeze all development until an external candidate is hired

18. A job description lists responsibilities but not the outcomes the role must produce. What should HR add?

- A. More personality adjectives chosen by the hiring manager
- B. A long list of every task performed by the department
- C. A promise that the role will be promoted within one year
- D. Clear essential duties, performance outcomes, and job-related requirements

19. A recruiting campaign reaches many applicants but few meet the minimum qualifications. What should HR examine?

- A. The message, source targeting, screening criteria, and applicant expectations

- B. The number of coffee meetings held by recruiters
- C. Whether all minimum qualifications should be removed
- D. Whether every applicant should advance to the final interview

20. A hiring manager wants to rely on an informal conversation instead of a structured interview. What should HR recommend?

- A. Allow the manager to hire anyone who feels culturally similar
- B. Use consistent job-related questions and documented rating criteria
- C. Ask different candidates unrelated questions to encourage spontaneity
- D. Score candidates only after the final candidate has been selected

21. An online assessment is difficult for applicants using screen readers. What should HR do?

- A. Remove the assessment only for applicants who request access
- B. Require applicants to arrange their own testing technology
- C. Ignore the issue because the assessment vendor selected the format
- D. Provide an accessible equivalent while preserving the assessment objective

22. A recruiter uses different minimum qualifications for candidates from different schools. What should HR address?

- A. Whether consistent, job-related criteria are being applied to every candidate
- B. Whether the preferred school should receive automatic offers
- C. Whether school names should replace skills evidence in screening
- D. Whether the process should remain undocumented to preserve flexibility

23. A hiring manager rejects an applicant after learning the applicant practices a particular religion. What should HR investigate?

- A. Whether applicants should be required to disclose religion in advance

- B. Whether the applicant should have hidden the information
- C. Whether religion influenced the decision and lacked a legitimate job-related basis
- D. Whether the manager may reject candidates without documenting a reason

24. A manager says applicants over age 40 are unlikely to remain long enough to justify training. What should HR do?

- A. Accept the assumption because training resources are limited
- B. Ask older applicants to disclose their retirement plans
- C. Require objective, job-related selection and development criteria without age assumptions
- D. Use age as a tie-breaker whenever a manager expects turnover

25. A supervisor asks an applicant about the applicant's family medical history. What should HR advise?

- A. Store the answer separately so the question becomes acceptable
- B. Avoid genetic-information inquiries and use job-related selection questions
- C. Ask the same family-health question of every applicant
- D. Use the answer to decide whether to make an offer

26. A finalist's background report contains information that may affect the hiring decision. What should HR do?

- A. Follow the approved review and notice process before final action
- B. Treat any record as an automatic disqualification
- C. Let the hiring manager interpret the report without HR review
- D. Hide the report because discussing it may delay the start date

27. A hiring manager wants to ask applicants for their current salary before discussing the approved range. What should HR do?

- A. Require every applicant to disclose personal financial history

- B. Promise the highest possible salary before evaluating qualifications
- C. Refuse to discuss any compensation until after acceptance
- D. Use approved compensation information and job-related selection criteria

28. A remote employee will work in a jurisdiction unfamiliar to the organization. What should HR confirm before hiring?

- A. That remote work automatically eliminates local compliance obligations
- B. That the employee can handle all tax and employment duties alone
- C. Applicable employment requirements, payroll setup, and operational responsibilities
- D. That the offer can be issued before reviewing the work location

29. A contingent worker performs core work under detailed company direction for several years. What should HR review?

- A. The worker's preferred title because labels settle the issue
- B. Whether the worker signs a waiver of employment protections
- C. Whether remote work automatically makes the worker independent
- D. The actual relationship, control, duration, and applicable classification requirements

30. A candidate declines an offer after receiving inconsistent information from three interviewers. What should HR improve?

- A. Interviewer preparation, message consistency, and candidate communication ownership
- B. The number of interviewers so more people can provide different views
- C. The offer deadline so candidates have less time to compare information
- D. The candidate's expectations without reviewing what the organization communicated

31. An internal applicant is not selected but receives no feedback. What should HR encourage?

- A. A promise that the applicant will receive the next promotion

- B. A respectful explanation tied to criteria and development opportunities
- C. A private ranking that cannot be questioned by the applicant
- D. No communication so the organization avoids difficult conversations

32. A new hire completes paperwork but cannot perform essential tasks after the first month. What should HR evaluate?

- A. Whether more paperwork would have predicted the performance problem
- B. Whether selection, onboarding, training, and manager support matched the role
- C. Whether the employee should be blamed before expectations are reviewed
- D. Whether the role should be eliminated without examining the hiring process

33. A department requests communication training after customer complaints increase. What should L&D do first?

- A. Schedule the longest available course immediately
- B. Assume employees know the skill but refuse to use it
- C. Replace the trainer before reviewing workplace conditions
- D. Diagnose whether knowledge, skill, process, incentive, or staffing factors drive the complaints

34. Employees pass a quiz but do not apply the new procedure at work. What should L&D add?

- A. Practice, job aids, manager reinforcement, and follow-up observation
- B. A harder quiz with no workplace practice
- C. More lecture time while removing feedback opportunities
- D. A completion certificate that replaces supervisor coaching

35. A mentor program has high participation but little evidence of career progress. What should HR measure?

- A. The number of calendar invitations sent by mentors

- B. Whether every mentor uses identical conversation topics
- C. Goals, relationship quality, development actions, and progress toward capability
- D. Attendance only, without checking employee outcomes

36. A supervisor wants a course to correct an employee's missed deadlines but provides no examples. What should L&D request?

- A. A personality assessment that labels the employee's motivation
- B. A course title before the performance need is identified
- C. A lower rating so the manager can avoid documenting examples
- D. Observable behaviors, standards, context, and evidence of the performance gap

37. Employees say career opportunities are unclear across job families. What should HR provide?

- A. Career paths that show capabilities, experiences, and possible lateral moves
- B. A generic course catalog unrelated to roles or skills
- C. A promotion guarantee for every completed course
- D. A confidential list of roles available only to executives

38. A succession candidate is strong in the current role but lacks experience leading across functions. What should HR recommend?

- A. A promotion promise that removes the need for further evidence
- B. A development plan with cross-functional assignments, coaching, and review points
- C. A title change without new responsibilities or learning support
- D. A confidential ranking with no feedback to the candidate

39. A required safety course has low completion because some employees cannot access the platform. What should HR do?

- A. Discipline employees before checking whether the system works

- B. Extend the deadline indefinitely without correcting the platform
- C. Remove access barriers, communicate the requirement, and track completion
- D. Delete the requirement so the completion rate appears higher

40. A leadership program receives excellent reaction scores but no evidence of changed behavior. What should HR measure next?

- A. The number of presenters and slides used during the program
- B. Participant enjoyment immediately after the final session
- C. Observed behavior, team outcomes, and manager reinforcement after training
- D. Attendance again without collecting workplace evidence

41. An employee requests accessible materials for a required training program. What should L&D do?

- A. Provide an effective accessible format while preserving the learning objective
- B. Excuse the employee because accessibility is inconvenient
- C. Ask the employee to create and purchase materials privately
- D. Remove the assessment for everyone to avoid an accommodation process

42. A coaching conversation becomes a manager's one-way lecture about mistakes. What should HR teach?

- A. Give the employee a script and end the conversation quickly
- B. Avoid documenting the discussion so it remains informal
- C. Ask coworkers to monitor the employee without explaining the purpose
- D. Use questions, reflection, agreed actions, and specific follow-up commitments

43. A tuition-assistance program is underused because employees do not understand eligibility. What should HR improve?

- A. Add more policy pages without summarizing the key requirements

- B. Plain-language eligibility guidance, examples, and an accessible request process
- C. Approve every request without checking program limits
- D. Limit information to managers so employees do not ask questions

44. A stretch assignment has no defined outcomes and creates confusion about accountability. What should HR recommend?

- A. Let the employee design all expectations after the assignment ends
- B. Use the assignment as an informal replacement for a job description
- C. Evaluate success only by whether the employee worked extra hours
- D. Clarify purpose, authority, support, success measures, and review dates

45. Leaders ask HR to create a compensation philosophy for a growing organization. What should it address?

- A. Market position, internal equity, affordability, and reward objectives
- B. The promise that every employee will receive the highest market salary
- C. Manager discretion without a common pay framework
- D. Individual negotiation skill as the only pay determinant

46. A survey matches jobs by title even though duties and scope differ substantially. What should HR do?

- A. Use titles because titles are always sufficient for comparison
- B. Average all survey values regardless of job content
- C. Match jobs by content, complexity, responsibility, and relevant market factors
- D. Select the highest survey value to appear competitive

47. Managers believe every employee below a salary midpoint is underpaid. What should HR explain?

- A. Raise every salary to midpoint without reviewing role information

- B. Interpret compa-ratio with range design, market data, performance, and context
- C. Treat midpoint as the legally required wage for every employee
- D. Stop using the report because it requires explanation

48. A pay-equity analysis identifies a difference between comparable groups. What should HR review?

- A. Employee names alone without examining the work or pay process
- B. Job content, legitimate factors, decision patterns, and corrective options
- C. The single highest salary in the organization as the comparison point
- D. The difference in secret so managers are not required to respond

49. A company has many job titles but no consistent method for valuing internal roles. What should HR develop?

- A. A rule that similar titles always receive identical pay
- B. A popularity survey asking employees which roles deserve more
- C. A job-evaluation framework using common compensable factors
- D. A manager ranking with no shared factors or documentation

50. A sales incentive rewards volume while customer complaints rise. What should HR review?

- A. Increase the volume target under the same incentive design
- B. Remove every incentive without examining the behavior it reinforced
- C. Hide the complaint trend until the next annual review
- D. Whether the measure creates harmful tradeoffs and needs quality safeguards

51. Employees receive different explanations for pay differences among similar roles. What should HR provide?

- A. The pay framework, decision factors, and process for raising questions
- B. A rule telling managers never to discuss pay with employees

- C. Individual salary data without explaining the structure behind it
- D. A promise of identical pay regardless of role or experience

52. An employee is underpaid after a promotion was entered late in the payroll system. What should HR do first?

- A. Wait for the employee to discover the issue and complain again
- B. Adjust a future paycheck without documenting the original error
- C. Correct the record, determine the amount owed, and review the control failure
- D. Delete the late entry so the payroll history appears consistent

53. An employee requests a benefits change after a qualifying life event. What should HR apply?

- A. Any requested change without checking the plan or event date
- B. A blanket denial because elections can never change midyear
- C. A coworker's opinion about which documents should be needed
- D. The plan's event rules, documentation requirements, and timing consistently

54. Employees cannot distinguish among medical plan options during open enrollment. What should HR improve?

- A. Plain-language comparisons, decision support, and accessible communication
- B. Send the full plan documents again without summarizing differences
- C. Choose one plan for every employee to eliminate decisions
- D. Delay communication until after enrollment closes

55. A recognition program routinely rewards employees with the greatest executive visibility. What should HR change?

- A. Give awards only to employees personally observed by executives
- B. Use transparent criteria and multiple nomination channels tied to contributions

- C. End recognition because informal visibility can never be managed fairly
- D. Choose recipients randomly without explaining valued behavior

56. A tuition benefit is perceived as favoritism because approvals are inconsistent. What should HR publish?

- A. A promise that every request will be approved regardless of limits
- B. Eligibility, covered expenses, approval steps, limits, and review criteria
- C. A list of approved employees without explaining why they qualified
- D. A rule that only personally known employees may participate

57. A wellness vendor requests employee-level health results for managers. What should HR do?

- A. Limit data to approved purposes and protect individual health information
- B. Share the complete file because wellness is an HR activity
- C. Publish individual results so managers can pressure participation
- D. Let the vendor decide what managers should receive

58. A flexible-work benefit is applied differently by supervisors in similar roles. What should HR provide?

- A. Let each supervisor create a private standard for the same role
- B. Approve every request regardless of coverage or job requirements
- C. Clear eligibility criteria, decision guidance, documentation, and review
- D. End flexibility so managers no longer have to explain decisions

59. A pay communication says employees are rewarded for performance, but managers cannot explain how increases are decided. What should HR do?

- A. Remove performance language so employees stop asking questions
- B. Give every employee the same increase regardless of contribution

- C. Let managers negotiate privately without documenting decisions
- D. Clarify the process, decision factors, timing, and manager responsibilities

60. An employee asks whether a nonmonetary reward program is available to remote workers. What should HR review?

- A. Eligibility, access, administration, and equivalent participation opportunities
- B. Assume remote employees cannot use any recognition or volunteer benefit
- C. Offer access only if a manager personally approves it
- D. Remove the program so locations no longer need to be compared

61. A benefits communication uses technical language that employees misunderstand. What should HR change first?

- A. Add more technical definitions without changing the format
- B. Use plain language, examples, decision aids, and channels employees can access
- C. Require employees to contact managers for every basic question
- D. Send the same long document repeatedly without measuring understanding

62. New hires enjoy orientation but leave unsure how their roles will be evaluated. What should HR add?

- A. More social activities unrelated to work expectations
- B. A longer history presentation followed by independent work
- C. Role expectations, examples of success, feedback channels, and early check-ins
- D. A satisfaction survey without any manager action plan

63. A pulse survey has low participation among employees without regular computer access. What should HR examine?

- A. Assume frontline employees do not value feedback

- B. Publish the results as representative without checking response coverage
- C. Cancel future surveys so low participation is no longer visible
- D. Access, timing, language, trust, and whether the method fits the workforce

64. A survey promises anonymity, but small-team reports allow managers to identify respondents. What should HR do?

- A. Continue reporting names because managers need complete transparency
- B. Stop collecting feedback and rely on manager opinions instead
- C. Tell employees anonymity is only a courtesy and not a commitment
- D. Correct the reporting design, protect confidentiality, and explain safeguards

65. A survey identifies low trust in leadership, but no one owns follow-up actions. What should HR recommend?

- A. Repeat the survey immediately without changing leadership practice
- B. Blame employees for responding negatively during a difficult period
- C. Assign owners, define actions and measures, and report progress
- D. Launch a trust slogan without responsibilities or milestones

66. An employee resource group has strong participation but its role in business decisions is unclear. What governance should HR clarify?

- A. Purpose, sponsorship, resources, inclusion expectations, and decision authority
- B. Give the group authority over employment decisions affecting members
- C. Require membership for employees who identify with the group's focus
- D. Require every group to use identical activities and goals

67. Absenteeism rises while employees report exhaustion and little control over schedules. What should HR examine?

- A. Offer a wellness slogan without changing workload or scheduling conditions
- B. Workload, scheduling practices, supervisor behavior, supports, and root causes
- C. Treat every absence as misconduct before reviewing the work environment
- D. Stop collecting well-being feedback because it may criticize management

68. A suggestion channel receives repeated ideas, but employees never learn whether ideas were reviewed. What should HR recommend?

- A. Acknowledge feedback, explain the review path, and report action or rationale
- B. Close the channel so employees stop raising the issue
- C. Promise every requested change before feasibility is assessed
- D. Publish contributors' names to show who participated

69. A manager gives feedback only at year-end, and employees are surprised by ratings. What should HR recommend?

- A. Keep annual-only feedback to avoid interrupting operations
- B. Replace feedback with informal praise unrelated to goals
- C. Wait for an employee complaint before documenting concerns
- D. Use timely, specific feedback linked to expectations and observable work

70. Performance goals differ widely for employees doing similar work. What should HR introduce?

- A. A rule that every employee receives the same numerical goal
- B. Common goal-setting guidance, measurable expectations, and calibration support
- C. Manager discretion without recording how goals relate to duties
- D. No goals until the annual review so differences remain hidden

71. Managers apply different rating standards to comparable results. What should HR do before final ratings?

- A. Replace all manager ratings with one executive's personal judgment
- B. Average ratings mechanically without examining the underlying work
- C. Facilitate calibration using evidence, role context, and documented standards
- D. Allow each team to publish its own definition of strong performance

72. When performance falls short after vague expectations and informal coaching, what should HR recommend?

- A. Issue a final warning immediately without reviewing communication or support
- B. Ignore the performance issue until the employee resigns
- C. Clarify the standard, provide support, document follow-up, and assess progress fairly
- D. Transfer the employee without explaining the concern or expected improvement

73. A performance-improvement plan lists deficiencies but provides no resources or review dates. What should HR change?

- A. Make the language harsher so the employee understands seriousness
- B. Remove the plan so the manager can act without documentation
- C. Wait for another failure before explaining what improvement means
- D. Add expectations, support, measures, timelines, and review points

74. An employee challenges a promotion outcome because selection standards were not communicated. What should HR review?

- A. Whether the employee should stop asking questions after the decision
- B. The published criteria, evidence considered, decision process, and communication record
- C. Whether an executive can select a different outcome privately
- D. Whether promotion criteria should be removed from future postings

75. A critical employee announces plans to leave and receives an immediate counteroffer. What should HR do?

- A. Explore retention factors and assess continuity risk before recommending action
- B. Offer the highest possible pay without learning why the employee is leaving
- C. Ignore the departure because counteroffers always solve retention problems
- D. Promise a promotion before checking equity or future role availability

76. Departure interviews reveal different concerns at early and later tenure stages. What should HR do?

- A. Combine all reasons into one average for easier reporting
- B. Ignore exit data because departing employees cannot provide useful information
- C. Segment the evidence by tenure stage and compare it with other data
- D. Use the loudest individual comment as the main conclusion

77. A high-performing team wants flexible schedules, but customer coverage is uneven. What should HR help the manager do?

- A. Approve every request regardless of customer or team requirements
- B. Set role-based criteria, test coverage options, and review decisions consistently
- C. Deny all flexibility so no manager must explain a decision
- D. Allow informal exceptions for employees the manager prefers

78. A merger announcement creates rumors because leaders share different timelines. What should HR coordinate?

- A. Accurate messages, decision timing, manager guidance, and channels for questions
- B. Allow each leader to announce a separate explanation as rumors begin
- C. Say nothing until every detail is finalized months later
- D. Publish employee names to demonstrate that leadership is transparent

79. A departing employee holds key customer knowledge that is not documented. What should HR support?

- A. Remove all access immediately without protecting continuity or documentation
- B. Leave access unchanged until the next quarterly audit
- C. Share the employee's departure details broadly to discourage others from leaving
- D. A respectful transition with knowledge transfer, access review, and clear ownership

80. An employee asks for career growth, but the organization offers only vertical promotions. What should HR add?

- A. A rule that advancement occurs only when a higher position opens
- B. A generic course list unrelated to roles or capabilities
- C. Lateral pathways, skill requirements, projects, and manager-supported development
- D. A promise that every training course will produce a promotion

81. A workload survey shows that one team has high engagement scores but unsustainable overtime. What should HR do?

- A. Combine engagement data with workload, attendance, health, and quality indicators
- B. Declare the workload healthy because the engagement score is positive
- C. Stop surveying the team because employees appear satisfied
- D. Reward the manager for obtaining high scores regardless of overtime

82. A manager excludes a candidate after learning the candidate is pregnant. What should HR assess?

- A. Whether pregnancy questions should be asked of every candidate
- B. Whether sex-related bias influenced the decision and the documented selection reason
- C. Whether the candidate should have disclosed pregnancy earlier
- D. Whether the manager can reject candidates without recording a reason

83. An employee asks for a schedule change because of a disability-related limitation. What should HR do?

- A. Reject the request because every schedule must remain identical
- B. Demand a complete medical history before discussing options
- C. Tell the employee to find a replacement rather than reviewing the request
- D. Engage in the interactive process and evaluate an effective accommodation

84. A supervisor says employees age 40 or older should not receive advanced training. What should HR require?

- A. Accept the assumption because development resources are limited
- B. Objective, job-related development criteria without age-based assumptions
- C. Ask older employees to disclose retirement plans before selection
- D. Use age as a tie-breaker whenever managers predict shorter tenure

85. During a performance discussion, a supervisor asks about an employee's parent's cancer history. What guidance should HR give?

- A. Avoid seeking genetic information and keep the discussion job related
- B. Record the answer in a separate file so the question becomes acceptable
- C. Ask the same family-health question of every employee
- D. Use the information to decide whether the employee should be promoted

86. An eligible employee asks whether a serious medical condition could qualify for job-protected leave. What should HR do?

- A. Tell the employee to negotiate directly with the supervisor
- B. Deny the request until absences become repeated
- C. Treat the request as ordinary unpaid time without reviewing eligibility
- D. Provide required information and administer the request under the applicable process

87. An employee requests time away for periodic treatment related to a serious health condition. What should HR review?

- A. Whether the employer prefers to approve only continuous leave
- B. Whether one appointment should consume the employee's entire leave entitlement
- C. Whether intermittent or reduced-schedule leave may apply under the facts
- D. Whether the supervisor can decide without reviewing eligibility

88. A covered nonexempt employee performs work before clocking in. What should HR address?

- A. Accurate recording and required wage treatment for all time worked
- B. Ignoring the time because the scheduled shift had not begun
- C. Allowing the employee to waive payment with a signed statement
- D. Moving the time to a later workweek for convenience

89. Two employees raise a group concern about scheduling and are threatened with discipline. What should HR assess?

- A. Whether a union representative was required before any discussion
- B. Whether the concern involved protected concerted activity and the reason for discipline
- C. Whether discipline is automatic whenever employees challenge a manager
- D. Whether a later schedule change makes the earlier concern irrelevant

90. An employee reports sexual comments from a contractor working with the organization. What should HR do?

- A. Promise a specific disciplinary result before interviewing witnesses
- B. Tell the employee to confront the contractor alone
- C. Move the employee permanently without checking the facts
- D. Ensure safety, preserve information, and begin a prompt impartial review

91. An investigation witness asks to read another witness's statement before being interviewed. What should HR do?

- A. Share all statements so witnesses can make their accounts consistent
- B. Avoid documenting interviews so statements cannot be disputed
- C. Preserve independent accounts and control evidence access during the review
- D. Tell the witness which answer best supports the organization

92. An employee reports a credible workplace threat and asks HR not to tell anyone. What should HR do?

- A. Promise complete secrecy even if safety action requires disclosure
- B. Tell the employee to investigate the threat privately
- C. Wait for written proof before activating the safety response
- D. Address immediate safety needs while limiting information to those who need it

93. A hazard report is dismissed because no injury has occurred. What should HR recommend?

- A. Escalate the concern through safety procedures and evaluate the hazard promptly
- B. Wait until an employee is injured before documenting the concern
- C. Delete the report so the safety record remains clean
- D. Ask employees to resolve the hazard privately without management involvement

94. An employee reports a minor work injury and declines medical attention. What should HR do?

- A. Tell the employee to report only if symptoms become severe
- B. Promise that a later claim will definitely be approved
- C. Provide appropriate assistance and follow the organization's reporting process
- D. Ask the employee to use personal insurance and avoid documentation

95. A supervisor named in a complaint is assigned to investigate it. What should HR do?

- A. Require the employee to use only the named supervisor
- B. Provide an alternate reporting route and assign an impartial reviewer

- C. Close the matter because the normal chain of command is unavailable
- D. Let the named supervisor decide whether the complaint is credible

96. A progressive-discipline policy is applied differently to favored employees. What should HR review?

- A. Apply the maximum penalty to the next employee to appear consistent
- B. Ignore the inconsistency because discipline decisions are private
- C. Facts, policy language, prior application, legitimate distinctions, and proportionality
- D. Rewrite the policy after each case to support the manager's choice

97. A collective-bargaining agreement requires a grievance step before arbitration. What should HR do?

- A. Bypass the grievance step because arbitration may be faster
- B. Change the procedure verbally without notifying the labor representative
- C. Refuse to discuss the matter until the employee files in court
- D. Review the agreement and follow the established procedure and timelines

98. A reduction in force will eliminate roles across several departments. Which selection approach is strongest?

- A. Select employees based on personal loyalty and recent visibility
- B. Use documented job-related criteria, consistent application, and adverse-impact review
- C. Ask each manager to use a different undocumented standard
- D. Announce names before checking criteria or business rationale

99. An employee returns from protected leave and is excluded from a desirable project. What should HR examine?

- A. Whether the decision was consistent and unrelated to protected leave or activity
- B. Whether protected leave automatically removes access to advancement

- C. Whether the employee should repay wages before receiving assignments
- D. Whether the supervisor may change duties without documenting a reason

100. An employee's hours are reduced soon after filing a discrimination charge. What should HR assess?

- A. Whether the action was connected to protected opposition or participation
- B. Whether a complaint automatically justifies any schedule reduction
- C. Whether the employee should withdraw the original charge
- D. Whether retaliation can exist only after a court ruling

101. An employee is disciplined after discussing wages with coworkers. What should HR recognize?

- A. The discussion is automatically unprotected because no union is present
- B. The employees may be disciplined for mentioning compensation at work
- C. The discussion may involve protected concerted activity under the NLRA
- D. Only a formal grievance can receive labor-law protection

102. A manager tells employees not to discuss a safety concern with one another. What should HR assess?

- A. Whether supervisors may prohibit all employee discussions whenever they choose
- B. Whether employees should be disciplined before reviewing the instruction
- C. Whether the concern disappears if managers stop documenting it
- D. Whether the instruction interferes with protected activity or safety reporting

103. An employee requests a schedule adjustment for a religious observance. What should HR evaluate?

- A. Deny the request because all schedules must be identical
- B. A reasonable accommodation and whether a specific undue hardship exists
- C. Ask the employee to choose between religion and continued employment
- D. Require the employee to disclose unrelated religious beliefs

104. A manager wants to terminate an employee while an unresolved complaint against the manager is pending. What should HR do?

- A. Proceed because termination meetings cannot be changed
- B. Cancel the complaint so the termination can move forward
- C. Review the conflict and use an appropriate alternate decision process
- D. Ask the accused manager to decide whether the complaint lacks merit

105. Different HR teams define headcount differently in monthly reports. What should HR establish?

- A. The largest reported number so leaders see the broadest view
- B. A blended average that hides differences among reports
- C. A rule allowing each team to define headcount for its own purpose
- D. A shared definition, population rule, effective date, and accountable owner

106. A payroll analyst needs salary-field visibility without edit capability. Which control is best?

- A. Use role-based read access, edit restrictions, logging, and periodic review
- B. Give the analyst administrator access so future requests are unnecessary
- C. Share a manager's credentials when a restricted field must be opened
- D. Export salary records to an unprotected spreadsheet for convenience

107. An integration sends duplicate employee status changes to payroll. What should HR do before correcting output?

- A. Delete duplicate rows without investigating where they originated
- B. Trace the source, matching rule, timing, and exception-handling process
- C. Ask payroll users to choose which record seems more accurate
- D. Disable every integration until the annual technology review

108. A retention dashboard changes after HR adopts a new definition. What should HR do before interpreting the trend?

- A. Announce improved retention because the result supports the initiative
- B. Remove earlier reports so no one can compare the measures
- C. Reconcile definitions and build a comparable baseline
- D. Launch a retention campaign without examining the metric change

109. A vendor requests a complete employee file to troubleshoot one benefits interface. What should HR provide?

- A. The complete file because troubleshooting may require every field
- B. The minimum necessary fields through an approved secure process
- C. A public download link so the vendor can work quickly
- D. A copy sent from an employee's personal email account

110. A legal hold applies to records scheduled for disposal. What should HR do?

- A. Suspend affected disposal and preserve records within the hold's scope
- B. Delete the records because the retention schedule already approved disposal
- C. Let individual employees decide which records seem relevant
- D. Move the records to personal storage so the central system remains clean

111. Former-employee credentials are used to access an HR system. What should HR prioritize?

- A. Erase the account history so the former employee cannot be identified
- B. Notify every employee before security teams confirm the event
- C. Wait for the quarterly access review to determine whether access remains active
- D. Contain access, preserve logs, and coordinate incident response

112. An employee can edit tax data through self-service without review. What control should HR add?

- A. Use validation, authentication, audit logging, and approval for sensitive changes
- B. Allow all fields to be edited freely because employees own their data
- C. Remove self-service and require HR to retype every update
- D. Permit changes through shared accounts when employees forget passwords

113. A dashboard ranks departments by turnover without showing population size or definitions. What should HR add?

- A. A larger font so leaders can read the ranking quickly
- B. A single red or green color labeling departments good or bad
- C. A ranking based on raw exits regardless of department size
- D. Definitions, denominators, time periods, and explanatory context

114. A disaster-recovery exercise shows that HR cannot restore critical data within the service window. What should HR do?

- A. Assume the backup is adequate because it completed without an error
- B. Document recovery requirements, assign owners, test backups, and remediate gaps
- C. Copy the database to personal devices as an informal backup
- D. Wait for an outage before deciding which data must be restored first

115. An executive asks for a single HR measure to demonstrate business value. What should HR explain?

- A. Choose the largest count because it sounds most significant
- B. Report only completed transactions because outcomes are harder to measure
- C. Use a balanced set linking activity, quality, workforce outcome, and business result
- D. Avoid metrics because employee data cannot support business decisions

Practice Exam 27: Answer Key and Explanations

- 1. B** — Sound planning tests external assumptions before committing workforce resources. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Decor, birthdays, and newsletter order do not establish whether the staffing model is feasible. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 2. C** — Shared measures help stakeholders make decisions from the same operating picture. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Voting, slogans, and disconnected dashboards preserve rather than resolve the conflict. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 3. D** — Clear requirements make vendor decisions evidence based and accountable. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Promises, private preferences, and premature signatures do not establish a defensible procurement process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 4. A** — Process mapping reveals dependencies, exceptions, and control requirements before design. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Eliminating review, buying for appearance, and delaying communication can create avoidable implementation risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 5. D** — Metrics require context about access, confidence, and reporting behavior. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Declaring success, closing access, or rewarding unresolved cases could hide the underlying problem. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 6. C** — Scenario planning makes uncertainty visible and supports timely adjustment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. False precision, optimism-only planning, and unlinked preferences do not support resilient decisions. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 7. B** — Documentation preserves consistency, authority, and accountability for exceptions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Speed, secrecy, and retroactive rewriting weaken policy governance and create unequal treatment risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 8. C** — Values become useful when employees can see how they guide daily decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Early slogans, fragmented interpretation, and avoidance do not create behavioral clarity. The HR professional should document the rationale and apply the approach consistently when similar facts arise.
- 9. B** — Data reconciliation establishes whether the reports are actually comparable. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Averaging, favorable

selection, and deletion can conceal a measurement problem rather than solve it. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

10. D — Cost decisions should consider capability and business consequences beyond the current budget. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Immediate savings, personal funding, and silent announcements do not test operating risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

11. A — Explicit decision rights reduce delay while preserving appropriate consultation. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. More meetings, executive bottlenecks, and private agreements do not create transparent governance. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

12. A — Balanced analysis protects the organization without sacrificing a fair process. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Client pressure, rushed action, and missing documentation can increase rather than reduce risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

13. C — Credible reporting requires accurate measures, context, and responsible disclosure. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Deletion, undisclosed substitution, and personal identification are not sound reporting practices. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

14. B — Change implementation succeeds when affected systems and people are prepared. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. One email, isolated launch, and delivery counts do not establish operational readiness. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

15. D — Culture is shaped by repeated operating practices rather than statements alone. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Deleting words, excluding employees, and posters do not correct a contradictory process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

16. B — Testing distinguishes documented intention from an operating control. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Descriptions, assurances, and relabeling do not demonstrate that mitigation is effective. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

17. C — A workforce response should compare build, buy, and move options. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Immediate posting, unsupported promotion assumptions, and delayed development can leave the gap unresolved. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

18. D — Outcome-based descriptions improve recruiting, selection, and performance alignment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Adjectives,

exhaustive task lists, and promotion promises do not define defensible job requirements. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

19. A — Funnel quality depends on alignment between the role, message, and screening process. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Meeting counts, removing requirements, and universal advancement do not diagnose the mismatch. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

20. B — Structure improves comparability and reduces personal preference in selection. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Similarity, inconsistent questioning, and delayed scoring create avoidable bias. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

21. D — Accessibility should remove barriers without abandoning the job-related purpose. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Selective removal, shifting responsibility, and vendor deference do not create an equitable process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

22. A — Consistent criteria support defensible selection and reduce arbitrary treatment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic offers, school prestige, and undocumented flexibility do not establish job-related selection. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

23. C — Title VII protects religion and requires decisions to be based on legitimate employment factors. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Universal religious questions, blame toward the applicant, and missing reasons do not cure discrimination risk. HR should document and apply the rationale consistently.

24. C — Age-based predictions are not a substitute for evidence about individual qualifications. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Resource limits, retirement questions, and age tie-breakers create age-discrimination risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

25. B — GINA restricts acquisition and use of genetic information in employment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Separate storage, universal questioning, and offer decisions do not cure improper inquiry. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

26. A — Structured review improves accuracy, fairness, and compliance in background screening. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic rejection, unmanaged interpretation, and concealment can produce unfair outcomes. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

27. D — Accurate range communication supports informed participation without replacing selection standards. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Financial probing, unsupported promises, and complete secrecy are not sound recruiting practices.

The HR professional should document the rationale and apply the approach consistently when similar facts arise.

28. C — Location can affect employment administration, so responsibilities should be established early. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic exemption, shifting all duties, and premature offers create avoidable compliance risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

29. D — Classification depends on facts rather than labels or waivers. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Titles, waivers, and remote location do not replace a documented relationship analysis. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

30. A — Consistent communication protects candidate trust and reduces avoidable offer losses. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. More voices, pressure, and blaming expectations do not correct inconsistent messaging. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

31. B — Useful feedback supports development and makes selection decisions more credible. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Promises, secrecy, and silence do not help the employee understand or improve. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

32. B — Early performance problems may reflect gaps across the talent-acquisition lifecycle. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Paperwork, blame, and premature elimination do not diagnose the underlying process failure. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

33. D — Needs analysis distinguishes a learning problem from nonlearning causes. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. More content, unsupported blame, and trainer replacement may leave the actual barrier untouched. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

34. A — Transfer improves when learning is reinforced in the work environment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Testing, lecture, and certificates alone do not establish job application. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

35. C — Program evaluation should connect participation with meaningful development evidence. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Invitations, forced uniformity, and attendance alone do not demonstrate program value. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

36. D — Specific evidence helps determine whether training is an appropriate intervention. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Labels, course

naming, and unsupported ratings do not diagnose the performance need. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

37. A — Career pathing is stronger when learning connects to future work options. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Unlinked courses, guarantees, and restricted information create unrealistic or inequitable expectations. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

38. B — Readiness improves when development addresses specific experience gaps. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Promises, titles alone, and hidden rankings do not build succession capability. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

39. C — Administration must address access, communication, and evidence of completion. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Premature discipline, indefinite delay, and deletion do not resolve the control gap. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

40. C — Behavior and outcome measures test whether learning transferred into practice. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Presentation counts, enjoyment, and repeated attendance do not establish program impact. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

41. A — Accessible design supports equal participation without abandoning essential outcomes. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Exemption, shifting responsibility, and universal removal do not create an effective solution. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

42. D — Coaching builds ownership when the employee participates in diagnosis and action planning. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Scripting, missing records, and secret monitoring weaken learning and accountability. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

43. B — Clear administration makes a development benefit usable and equitable. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. More complexity, unlimited promises, and restricted information undermine participation. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

44. D — Defined assignments turn development opportunities into observable learning experiences. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Delayed expectations, role substitution, and hours alone do not measure development. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

45. A — A compensation philosophy gives leaders a consistent framework for pay decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Maximum pay,

private discretion, and negotiation alone do not create coherent governance. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

46. C — Comparable job content is necessary for meaningful compensation benchmarking. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Titles, indiscriminate averaging, and extreme selection can distort pay decisions. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

47. B — A compa-ratio is a decision signal rather than an automatic answer. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic increases, legal misstatements, and abandoning data do not support pay governance. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

48. B — Pay-equity analysis requires comparable work and documented explanations. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Names, extremes, and secrecy do not explain whether a difference is defensible. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

49. C — Job evaluation supports internal equity by comparing work rather than labels. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Identical pay, popularity, and private rankings do not create a defensible structure. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

50. D — Incentives should reinforce outcomes employees can influence without damaging quality. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Higher targets, elimination, and concealment do not correct a misaligned measure. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

51. A — Clear pay communication improves trust while preserving legitimate distinctions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Silence, indiscriminate disclosure, and unrealistic uniformity do not improve understanding. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

52. C — Prompt correction and root-cause review protect employees and payroll controls. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Delay, undocumented adjustment, and deletion can compound the error and weaken evidence. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

53. D — Life-event administration depends on plan provisions and consistent verification. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic approval, absolute denial, and informal delegation can conflict with governing rules. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

54. A — Decision support helps employees understand choices and use benefits appropriately. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Repetition,

forced choice, and delay do not solve plan confusion. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

55. B — Transparent criteria broaden access and connect recognition to meaningful work. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Executive visibility, cancellation, and unexplained randomness weaken recognition credibility. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

56. B — Transparent administration makes a noncash benefit accessible and credible. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Unlimited promises, unexplained decisions, and favoritism undermine the program. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

57. A — Purpose limitation and confidentiality protect employees while allowing program evaluation. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Broad sharing, publication, and vendor-controlled disclosure create unnecessary privacy risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

58. C — Consistent criteria support fair administration while preserving operational judgment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Private standards, automatic approval, and cancellation do not create reliable benefit governance. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

59. D — Transparent process communication connects pay outcomes to understandable decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Silence, automatic uniformity, and private negotiation reduce trust and consistency. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

60. A — Inclusive reward design considers how employees access and experience the program. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Assumptions, personal approval, and cancellation do not create equitable participation. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

61. B — Accessible communication improves informed benefits decisions and reduces avoidable errors. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. More jargon, gatekeeping, and repetition do not test whether employees understand choices. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

62. C — Engagement improves when employees understand purpose, expectations, support, and feedback. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Social activity, history, and enjoyment alone do not create role clarity. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

63. D — Participation analysis should test whether design and access barriers suppress employee voice. This is the best answer because it addresses the primary HR objective and reduces avoidable risk.

Assumptions, unverified generalization, and cancellation do not improve the evidence. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

64. D — Trust in employee voice depends on credible privacy practices and accurate communication. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Identified reporting, replacement by opinion, and dismissing the promise damage participation. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

65. C — Action planning turns feedback into accountable changes employees can observe. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Repetition, blame, and slogans do not address the drivers of low trust. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

66. A — Clear governance lets employee groups contribute without replacing organizational accountability. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Employment authority, mandatory membership, and forced uniformity create avoidable risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

67. B — Well-being interventions are stronger when they address working conditions and experience. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Slogans, automatic discipline, and suppressed feedback do not address burnout drivers. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

68. A — Follow-through converts employee voice into visible accountability and learning. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Silence, unsupported promises, and identity disclosure damage trust rather than engagement. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

69. D — Frequent specific feedback supports learning, accountability, and fair performance decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Annual-only timing, vague praise, and complaint-driven records do not create effective feedback. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

70. B — Shared standards improve fairness while allowing role-specific performance evidence. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Identical goals, unexplained discretion, and delayed expectations weaken performance management. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

71. C — Calibration improves comparability without erasing meaningful performance differences. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Executive substitution, mechanical averaging, and conflicting definitions do not create a fair cycle. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

72. C — A fair performance response connects expectations, support, evidence, and follow-up. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Immediate warning, inaction, and unexplained transfer do not create a fair performance process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

73. D — A structured plan gives the employee a reasonable path to understand and improve. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Harshness, deletion, and delayed clarity do not create a fair process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

74. B — Transparent review helps identify process weaknesses and supports defensible mobility decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Silence, private reversal, and hidden criteria reduce trust in advancement decisions. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

75. A — Retention decisions should address root causes, business risk, and reward governance. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. An unsupported counteroffer, dismissal, and premature promise do not address retention risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

76. C — Lifecycle segmentation helps HR identify when experience problems emerge and where to act. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Averages without context, dismissal, and one anecdote do not support diagnosis. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

77. B — Consistent criteria can balance employee needs with operational requirements. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic approval, blanket denial, and favoritism do not produce a fair flexible-work process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

78. A — Coordinated communication reduces uncertainty while preserving dignity and accuracy. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Improvisation, prolonged silence, and personal disclosure increase confusion and harm trust. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

79. D — Effective offboarding balances security, continuity, privacy, and organizational learning. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Immediate removal, unchanged access, and broad disclosure can damage continuity, security, and trust. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

80. C — Career development is stronger when employees can see multiple routes to growth. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Vertical-only access, unlinked courses, and guaranteed promotions create unrealistic expectations. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

81. A — Engagement measures should be interpreted alongside sustainability and operating outcomes. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. A single score, survey cancellation, and reward without context can mask burnout risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

82. B — Employment decisions should be based on job-related factors rather than protected status. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Universal questioning, applicant blame, and missing reasons do not cure discrimination risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

83. D — The ADA framework supports an interactive process focused on effective accommodation. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Uniformity, broad medical demands, and shifting responsibility do not resolve the request fairly. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

84. B — The ADEA protects individuals age 40 or older from age-based employment discrimination. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Resource limits, retirement questions, and age predictions do not create a lawful standard. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

85. A — GINA restricts acquisition and use of genetic information in employment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Separate storage, universal questioning, and promotion decisions do not cure improper acquisition. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

86. D — FMLA administration requires timely information and review of qualifying circumstances. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Supervisor-only handling, delay, and automatic denial do not provide compliant leave administration. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

87. C — Leave administration considers qualifying medical circumstances and applicable leave structures. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Employer preference, exaggerated accounting, and supervisor-only decisions are unreliable approaches. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

88. A — The FLSA analysis focuses on time worked by covered nonexempt employees. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Ignoring work, waivers, and shifting hours do not replace accurate timekeeping. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

89. B — The NLRA can protect certain group action about terms and conditions of employment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Union

prerequisites, automatic discipline, and later correction do not resolve the protected-activity question. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

90. D — A prompt impartial response protects people and preserves reliable evidence. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Predetermined punishment, forced confrontation, and automatic transfer can compromise fairness and safety. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

91. C — Independent evidence is more reliable when witnesses are not coached or influenced. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Broad sharing, missing records, and suggested answers compromise investigation integrity. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

92. D — Safety response requires prompt action balanced with careful information control. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Absolute secrecy, self-investigation, and delay can leave an immediate threat unmanaged. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

93. A — Preventive safety systems should respond to credible hazards before injury occurs. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Waiting, deletion, and private action can increase exposure and suppress important evidence. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

94. C — Prompt care and reporting preserve safety, records, and appropriate claim handling. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Delay, guaranteed outcomes, and personal-insurance substitution are not responsible responses. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

95. B — A conflict-free process preserves access, impartiality, and confidence in the review. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Forced contact, closure, and accused-party control undermine procedural fairness. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

96. C — Consistent administration requires a documented reason for different treatment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Maximum punishment, secrecy, and retroactive rewriting do not cure uneven enforcement. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

97. D — Following the agreement supports due process and predictable labor-relations administration. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Bypassing, undocumented change, and refusal can create an avoidable contract dispute. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

98. B — Consistent criteria and review support fair, explainable workforce decisions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Loyalty, hidden

standards, and premature announcements create avoidable discrimination risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

99. A — Post-leave decisions should be administered consistently and free from retaliation. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic penalties, repayment demands, and undocumented changes create avoidable risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

100. A — Retaliation analysis examines adverse treatment connected to protected activity. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Automatic discipline, withdrawal pressure, and a court-only test do not address the risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

101. C — The NLRA can protect certain group action about terms and conditions of employment. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Union status, automatic discipline, and formal grievances are not the only relevant considerations. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

102. D — Employee-relations review should consider protected activity, safety, and policy authority. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Blanket prohibition, premature discipline, and concealment do not resolve the legal or safety issue. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

103. B — Title VII requires careful consideration of religious accommodation requests. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Uniform denial, coercion, and unrelated inquiry do not evaluate accommodation fairly. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

104. C — Separating conflicted roles protects process integrity and reduces retaliation concerns. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Inflexibility, cancellation, and accused-party control do not create an impartial process. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

105. D — Data governance begins with shared definitions and clear ownership. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Size, averaging, and unrestricted local definitions do not create comparable reporting. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

106. A — Least-privilege permissions and auditability support necessary work without excess access. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Administrator rights, shared credentials, and unprotected exports weaken accountability. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

107. B — Root-cause analysis protects downstream records and prevents recurrence. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Deletion, user

guesswork, and blanket shutdown do not identify the integration failure. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

108. C — Stable definitions distinguish workforce change from measurement change. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Favorable interpretation, deletion, and immediate action may misread the trend. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

109. B — Data minimization and secure transfer reduce unnecessary third-party exposure. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Full-file sharing, public links, and personal email do not provide controlled access. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

110. A — A legal hold overrides routine disposal for records within its scope. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Routine deletion, personal judgment, and personal storage can destroy protected evidence. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

111. D — Prompt containment and evidence preservation support accurate security response. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Erasing evidence, premature notice, and delay increase operational and privacy risk. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

112. A — Controlled self-service improves accuracy while preserving accountability. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Open editing, unnecessary manual entry, and shared accounts create different risks. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

113. D — Context makes HR metrics comparable and reduces misleading conclusions. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Formatting, color labels, and raw counts alone do not support reliable interpretation. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

114. B — Recovery planning requires tested controls, clear ownership, and prioritized business needs. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Assumption, personal copies, and waiting for failure do not establish resilience. The HR professional should document the rationale and apply the approach consistently when similar facts arise.

115. C — Balanced measures provide stronger evidence than an isolated activity count. This is the best answer because it addresses the primary HR objective and reduces avoidable risk. Size, activity-only reporting, and avoiding data do not demonstrate business value. The HR professional should document the rationale and apply the approach consistently when similar facts arise.