

PRACTICE EXAM 7: PHR SIMULATION (115 QUESTIONS)

This standalone practice exam contains 115 questions. Use a 2-hour 15-minute study target for a timed session, but verify the current HRCI handbook for official timing and policies. HRCI reports results on a scaled score with a passing score of 500; this practice set is scored by the number of correct answers. Questions are distributed across the five PHR functional areas using the current HRCI weighting. Answer every item before reviewing the key.

1. During a planned divestiture, what should HR assess before recommending a separation plan?

- A. Publish the buyer's logo before reviewing workforce obligations or risks
- B. Assess people, obligations, capabilities, and transition risks before the separation plan
- C. Move every employee to identical titles before confirming future work
- D. Promise identical benefits before reviewing transaction terms and liabilities

2. Which statement best distinguishes organizational values from a code of conduct?

- A. Values express guiding principles, while a code translates expectations into workplace behavior
- B. Values list payroll dates, while a code lists annual revenue targets
- C. Values identify job grades, while a code calculates benefit costs
- D. Values replace policies, while a code removes manager accountability

3. Which measure is most useful as a leading indicator of future turnover?

- A. Last year's finalized turnover rate
- B. The prior year's total separation count
- C. New-hire 90-day retention and early engagement results
- D. The annual replacement-cost estimate

4. A recruiting team spent \$84,000 and hired 14 employees. What was the cost per hire?

- A. \$4,800
- B. \$7,000
- C. \$6,000
- D. \$8,400

5. An organization had 18 separations and an average workforce of 240 employees. What was the turnover rate?

- A. 6%
- B. 7.5%
- C. 8%
- D. 12%

6. What is the best purpose of benchmarking an HR process?

- A. Compare consistently defined results with relevant internal or external reference points
- B. Copy another organization's process without examining context
- C. Prove that the highest reported result is always best
- D. Replace management judgment with a single industry average

7. What should a stakeholder map show for a high-impact HR initiative?

- A. Only the names of employees who support the initiative
- B. A ranking based solely on organizational seniority
- C. The project budget without communication responsibilities
- D. Each stakeholder's influence, impact, interests, and appropriate engagement approach

8. Which action most strengthens executive sponsorship for a major HR change?

- A. Ask the sponsor to approve the project without reviewing its impacts
- B. Give the sponsor a clear case, decision role, visible actions, and progress measures
- C. Transfer all communication responsibility to the project administrator
- D. Wait for employees to create momentum before involving leadership

9. Which information belongs in an HR risk register?

- A. Only completed project tasks and celebratory comments
- B. Employee birthdays and preferred communication styles
- C. A list of risks with no owners or response actions
- D. Risk description, likelihood, impact, owner, mitigation, trigger, and status

10. An HR program produced \$180,000 in measurable benefits and cost \$60,000. What was the simple ROI?

- A. 200%
- B. 120%
- C. 300%
- D. 33.3%

11. A hiring manager wants to select a vendor owned by a close relative. What should HR recommend first?

- A. Approve the vendor because the manager knows its work
- B. Hide the relationship if the quoted price is competitive
- C. Disclose the relationship and recuse the decision-maker while using a fair process
- D. Reject every family-owned vendor without reviewing the facts

12. Which element is central to HR data governance?

- A. Allowing every manager unrestricted access to employee data
- B. Keeping data indefinitely because storage is inexpensive
- C. Letting each analyst define critical fields independently
- D. Defined ownership, access rules, quality standards, retention, and permitted use

13. Which method is primarily qualitative rather than quantitative?

- A. A monthly absence-rate calculation
- B. Semi-structured interviews analyzed for themes and meaning
- C. A regression using turnover and tenure data
- D. A count of applicants passing each selection stage

14. What is the strongest first step when auditing an HR control?

- A. Ask the process owner whether the control probably works
- B. Review only records that appear complete and favorable
- C. Test a defined control against relevant evidence and document exceptions
- D. Change the control immediately after finding one error

15. A team needs 7,200 productive work hours annually, and one FTE provides 1,800 productive hours. How many FTEs are required?

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

16. What should an HR crisis communication include first?

- A. Verified facts, employee actions, update timing, and a trusted contact
- B. Unconfirmed details intended to reassure employees quickly
- C. A long message assigning blame before an investigation
- D. Separate instructions from every department without coordination

17. Which practice best clarifies decision rights in a cross-functional HR project?

- A. Let the most senior attendee decide every issue informally
- B. Specify which role recommends, decides, executes, and escalates each decision
- C. Assign all decisions to HR regardless of operational impact
- D. Delay decisions until every stakeholder reaches complete agreement

18. What should HR model when preparing workforce scenarios for uncertain demand?

- A. One forecast presented as certain regardless of new information
- B. A staffing target without documenting the assumptions behind it
- C. A list of risks without actions or indicators
- D. Demand, capacity, assumptions, and trigger points across plausible conditions

19. What should an HR policy-exception record document?

- A. Only the employee's request without a decision rationale
- B. A permanent exception granted verbally by a supervisor
- C. Reason, approver, duration, affected requirement, precedent risk, and compensating control
- D. The exception's benefit with no review date or control

20. During a business interruption, what should HR prioritize first?

- A. Critical people processes, employee safety, alternate methods, and clear ownership
- B. Routine reporting aesthetics before restoring essential services
- C. A full redesign of every HR process at once
- D. Normal office schedules even when access is unsafe

21. Which approach is most reliable for identifying the root cause of repeated onboarding delays?

- A. Accept the first explanation offered by a frustrated manager
- B. Map the process, test contributing factors, and verify the cause with data
- C. Blame the newest employee group without comparing workflows
- D. Replace the onboarding platform before locating the failure point

22. Which design makes an HR dashboard most useful to senior leaders?

- A. Every available HR measure displayed with equal emphasis
- B. Unlabeled charts that allow each viewer to infer a definition
- C. A single favorable metric without context or comparison
- D. A small set of decision-linked measures with clear definitions, trends, and owners

23. Which objective is written most effectively for a manager-capability initiative?

- A. Raise manager coaching-check-in completion from 60% to 85% by year-end
- B. Improve manager capability as much as possible across this year
- C. Offer coaching whenever leaders request additional support during the year
- D. Make managers more engaged with development activities across departments

24. What should a workforce forecast combine when a business expects demand to change?

- A. Only the number of open requisitions at the moment
- B. Managers' preferred titles without workload evidence
- C. Business demand, productivity assumptions, turnover, and internal talent data
- D. Last year's headcount copied into the next plan

25. Which activity is the core output of a job analysis?

- A. Choose the incumbent's preferred job title and office location
- B. List every task an employee might perform during a career
- C. Set a salary before understanding the work's requirements
- D. Document duties, outcomes, work context, and knowledge and skills required

26. Which sourcing strategy best supports a difficult-to-fill technical role?

- A. Post the same generic advertisement on one broad site
- B. Use targeted channels tied to the role and relevant talent communities
- C. Wait for qualified applicants without building relationships
- D. Require every employee to refer a personal acquaintance

27. What is a defining feature of a structured interview?

- A. Let each interviewer improvise questions based on personal rapport
- B. Use different standards for applicants referred by senior leaders
- C. Ask candidates the same job-related questions and score responses against anchored criteria
- D. Select the candidate who gives the most entertaining answer

28. Which practice most strengthens the defensibility of a selection decision?

- A. Use an informal impression to shorten the hiring process
- B. Change the criteria after seeing the preferred candidate
- C. Evaluate applicants against the same job-related criteria and document evidence
- D. Give additional credit for a familiar school or neighborhood

29. Group X had 42 selections from 120 applicants, and Group Y had 30 selections from 100 applicants. What is Group Y's selection rate as a percentage of Group X's rate?

- A. 75%
- B. 80%
- C. 90%
- D. 85.71%

30. Before ordering a third-party employment background report, what should an employer generally do?

- A. Order the report secretly to avoid influencing the applicant
- B. Obtain authorization, provide required disclosures, and follow applicable adverse-action steps
- C. Ask the vendor to remove unfavorable information automatically
- D. Reject the applicant whenever any record appears

31. What is generally permissible during a pre-offer interview under the ADA?

- A. Ask all applicants whether they can perform essential functions, with or without reasonable accommodation
- B. Ask an applicant to disclose a diagnosis before considering qualifications
- C. Require a medical examination of every applicant before an offer
- D. Ask only applicants with visible impairments about limitations

32. How should HR evaluate whether a worker is an independent contractor?

- A. Treat the worker as a contractor whenever the agreement uses that word
- B. Decide status solely from the worker's job title
- C. Let the hiring manager choose the classification after work begins
- D. Review actual control, economic dependence, and the applicable legal test rather than the contract label

33. How can HR make an internal job-posting process more equitable?

- A. Reserve openings for employees personally favored by a manager
- B. Publish criteria, provide access to opportunities, manage conflicts, and assess candidates consistently
- C. Tell employees about roles only after the selection is complete
- D. Use tenure alone as the qualification for every movement

34. What is the primary purpose of succession planning?

- A. Guarantee that one named employee will receive each future role
- B. Replace performance management with a confidential ranking list
- C. Identify critical roles, readiness, risk, and development actions
- D. Choose successors only from the current executive team

35. What should a strong onboarding process sequence for a new employee?

- A. Role clarity, access, relationships, required learning, compliance, and early feedback
- B. A welcome message followed by independent work without support
- C. Benefits paperwork only during the first employment month
- D. A full policy library with no role-specific priorities

36. What should guide a recruiter's exception to a starting-pay range?

- A. Use approved ranges, job-related criteria, and documented approval for exceptions
- B. Let each recruiter promise whatever amount closes the candidate
- C. Offer more whenever a candidate asks confidently
- D. Keep exceptions undocumented to preserve negotiating flexibility

37. What evidence most supports the validity of a selection assessment?

- A. Candidates describe the test as difficult and impressive
- B. The vendor advertises the test as popular across industries
- C. The assessment measures job-related constructs and predicts relevant performance
- D. The assessment produces different scores for every applicant

38. Which approach best supports a talent pipeline for recurring specialist roles?

- A. Contact candidates only after a vacancy becomes urgent
- B. Maintain relationships and periodically refresh skills, availability, and role forecasts
- C. Keep one old résumé file without updating candidate consent
- D. Promise future employment to everyone who joins the network

39. Before redesigning two recruiting teams after a merger, which internal workforce assessment is most useful?

- A. Ask only the most senior recruiter which structure feels comfortable
- B. Combine every role into one title before reviewing actual work
- C. Copy the larger team's structure without comparing demand or capability
- D. Compare skills, capacity, workflows, demographics, and gaps using reliable data

40. Which control best supports fair administration of an employment test?

- A. Use validated instructions, consistent administration, secure materials, reliable scoring, and appropriate accommodations
- B. Allow each interviewer to change instructions for preferred candidates
- C. Share test answers with applicants before administration
- D. Use different cutoff scores whenever a manager requests them

41. During a merger due-diligence review, what should HR inventory before recommending integration actions?

- A. Only the acquiring organization's job titles and office map
- B. A new culture slogan before reviewing employee liabilities
- C. The buyer's preferred benefits without comparing existing commitments
- D. People obligations, critical roles, workforce data, systems, and integration risks

42. What should HR determine before selecting a training solution for a performance problem?

- A. Which course is most popular with other organizations
- B. How many slides the facilitator can cover in one session
- C. Desired performance, current performance, causes, and learner or system needs
- D. Whether every employee can attend the same event

43. Which design choice best reflects adult-learning principles?

- A. Require memorization without explaining workplace relevance
- B. Connect new content to experience, relevance, application, and learner autonomy
- C. Deliver identical content without practice or learner choice
- D. Measure attendance as the primary evidence of learning

44. Which intervention most improves transfer of training to the job?

- A. Provide realistic practice, manager reinforcement, feedback, and job aids in the work context
- B. End the program immediately after a knowledge quiz
- C. Send a recording without practice or follow-up support
- D. Expect employees to transfer skills without changing work conditions

45. Which evaluation approach best assesses whether training affected business performance?

- A. Count attendance and declare the program successful
- B. Ask whether participants liked the facilitator and stop there
- C. Measure learning, behavior, and results with evidence appropriate to the stated outcome
- D. Compare course completion with no relevant work measure

46. What is the best first design step for a course teaching a new HR case-management workflow?

- A. Choose a presentation theme before clarifying the work behavior
- B. Define observable outcomes before sequencing practice, feedback, assessment, and reinforcement
- C. Record every policy paragraph without prioritizing decisions
- D. Schedule the final class before identifying performance evidence

47. Which behavior is most characteristic of effective performance coaching?

- A. Deliver a lecture about the employee's personality
- B. Take over the employee's work to guarantee the result
- C. Wait until the annual review to discuss observed behavior
- D. Ask questions, listen, give specific feedback, and agree on next actions

48. Which practice most strengthens a formal mentoring program?

- A. Set expectations, protect boundaries, match developmental goals, and review progress
- B. Treat mentors as supervisors with authority over participants
- C. Measure success only by the number of meetings held
- D. Pair employees randomly without discussing goals or capacity

49. What should an organization-development practitioner examine before prescribing an intervention?

- A. Only the motivation of the individual who reported the problem
- B. The most convenient workshop available from a vendor
- C. System factors, relationships, structures, leadership, and work conditions
- D. A new slogan intended to improve morale immediately

50. What should an employee career-development plan contain?

- A. A guaranteed promotion date and fixed future title
- B. Only a list of courses selected without a work objective
- C. A promise that the employee will follow one career path
- D. Target roles, capability gaps, practical experiences, resources, and review points

51. How should HR connect leadership development to organizational priorities?

- A. Select topics solely from popular leadership books
- B. Build strategic capabilities through applied assignments, feedback, and meaningful measures
- C. Use identical activities for every leader regardless of role
- D. Measure success only by participation and attendance

52. Which evidence is strongest when evaluating a new compliance-training program?

- A. Report that most employees completed the course
- B. Use the average satisfaction score as the only outcome
- C. Compare defined behavior or incident outcomes with a baseline and plausible contribution
- D. Assume a later improvement was caused entirely by training

53. Which feature should an accessible required-learning program provide?

- A. Use audio-only instruction for every learner
- B. Require one interaction method without exceptions
- C. Ask learners to solve access barriers privately
- D. Provide captions, accessible materials, and more than one participation route

54. What should a compensation philosophy communicate?

- A. A promise to match every competitor's pay in every role
- B. Market position, internal equity, affordability, and the organization's pay approach
- C. The personal preferences of each compensation analyst
- D. A rule that eliminates all differences in employee pay

55. A salary range runs from \$50,000 to \$70,000. What does the \$60,000 midpoint represent?

- A. The range's reference point for the job's market or internal value
- B. The lowest salary the employer may pay
- C. The highest salary available in the range
- D. The average salary of every employee in the organization

56. An employee earns \$78,000 in a range from \$60,000 to \$90,000. What is the employee's range penetration?

- A. 30%
- B. 70%
- C. 60%
- D. 86.7%

57. What is the best first step in a pay-equity review?

- A. Compare similarly situated work using consistent factors and investigate unexplained differences
- B. Compare only job titles without reviewing duties or level
- C. Adjust every salary to the same amount immediately
- D. Ask employees to explain differences before analyzing pay data

58. What is the primary purpose of job evaluation?

- A. Rate the personality of the current jobholder
- B. Assess the relative internal value of jobs using consistent compensable factors
- C. Copy the salary paid by the most visible competitor
- D. Reward the employee with the longest tenure

59. What is the strongest approach to using a compensation-market survey?

- A. Match jobs only by title and use every survey result equally
- B. Select the highest reported rate to remain competitive everywhere
- C. Use old data without documenting how market movement was estimated
- D. Match jobs to benchmark work, assess survey quality, and age data using a documented method

60. A production incentive rewards units completed, but defects are increasing. What plan change is most appropriate?

- A. Add quality and safety gates before paying the volume incentive
- B. Increase the unit target without changing the measure
- C. Remove all performance measures and pay a flat bonus
- D. Reward the fastest employees regardless of defects

61. What should HR examine when newer hires are paid close to experienced employees in the same range?

- A. Only the newest employee's negotiation style
- B. Whether all experienced employees should receive automatic promotions
- C. Salary compression, market movement, job value, performance, and internal pay relationships
- D. The office location without reviewing role requirements

62. Which information should a benefits communication emphasize before annual enrollment?

- A. Only the plan names without employee cost information
- B. A promise that every option is identical in coverage
- C. A long legal notice with no instructions or decision support
- D. Eligibility, costs, choices, deadlines, required actions, and reliable help channels

63. How should HR explain the difference between an HSA and a health FSA?

- A. Both accounts always have identical eligibility, carryover, and tax rules
- B. An HSA generally requires qualifying high-deductible coverage; an FSA has separate rules
- C. An HSA can be used only after employment ends and not while working
- D. A health FSA is available only to employees enrolled in Medicare plans

64. Which retirement-plan communication is most useful to employees?

- A. Promote the plan without describing costs or investment responsibilities
- B. List investment names without explaining how employees enroll
- C. Explain contribution choices, employer contributions, vesting, fees, deadlines, and decision resources
- D. Guarantee a specific retirement outcome for every participant

65. A payroll review found 12 errors in 800 pay records. What was the payroll error rate?

- A. 2%
- B. 5%
- C. 12%
- D. 1.5%

66. Which timekeeping practice best supports wage-and-hour compliance?

- A. Ask employees to record only scheduled hours
- B. Record hours actually worked and correct inaccurate records promptly
- C. Allow supervisors to estimate time after payroll closes
- D. Delete short work periods that seem operationally insignificant

67. What should a paid-leave program define clearly?

- A. Eligibility, accrual, approvals, carryover, payout, documentation, and applicable local requirements
- B. A single rule that ignores employee classification and location
- C. Manager discretion without written standards or review
- D. Only the annual leave balance without request procedures

68. What should an employee see in a total-rewards statement?

- A. Only the employee's base salary and tax withholding
- B. A guaranteed future value of every benefit regardless of use
- C. The estimated value of direct pay, benefits, programs, and noncash rewards
- D. The employer's entire budget without employee-specific categories

69. An organization has 315 employees enrolled in a benefit out of 450 eligible employees. What is the participation rate?

- A. 65%
- B. 70%
- C. 75%
- D. 80%

70. What is the best control for benefits eligibility and enrollment data?

- A. Let employees remain enrolled indefinitely after eligibility ends
- B. Send every employee's dependent information to all managers
- C. Correct carrier discrepancies only when an employee complains
- D. Reconcile eligibility events, timely elections, dependent evidence, and carrier records

71. How can HR improve the employee experience across a major lifecycle change?

- A. Map employee touchpoints, pain points, ownership, and outcomes across the lifecycle
- B. Measure only the number of forms employees complete
- C. Let each department redesign its step without coordination
- D. Add more communications without identifying the underlying friction

72. Which action most reliably reinforces an organization's stated culture?

- A. Publish values once and assume employees will interpret them identically
- B. Reinforce values through leader behavior, systems, recognition, and accountability
- C. Use slogans while rewarding conduct that contradicts the stated principles
- D. Measure culture only by the number of policy acknowledgments

73. What should HR do after an engagement survey shows low confidence in senior leadership?

- A. Publish the overall score without explaining what it means
- B. Blame employees for responding negatively to the survey
- C. Promise every requested change before assessing feasibility
- D. Segment findings, identify drivers, communicate actions, and measure follow-through

74. What is the best first approach when two managers dispute ownership of an employee-relations case?

- A. Use interest-based discussion, facts, options, and agreed next steps
- B. Let the louder manager control the case
- C. Transfer the case without documenting the disagreement
- D. Ask the employee to choose which manager is correct

75. An employee reports repeated offensive comments by a supervisor. What should HR do first?

- A. Tell the employee to resolve the matter privately
- B. Wait until another employee reports the same behavior
- C. Promptly intake the concern, protect against retaliation, investigate impartially, and document action
- D. Warn the supervisor before collecting any information

76. An employee participates in an agency discrimination investigation, and the manager proposes removing the employee from a desirable assignment. What should HR recommend?

- A. Approve the change because managers control assignments
- B. Protect the employee's participation and assess any adverse action objectively
- C. Ask the employee to withdraw participation before reviewing the change
- D. Assume retaliation is impossible unless termination occurs

77. An employee with a documented mental-health condition requests a schedule adjustment. What should HR recommend?

- A. Reject the request because mental health is unrelated to attendance
- B. Ask coworkers whether the employee appears disabled
- C. Engage in the interactive process and assess reasonable accommodation without stereotyping
- D. Require a resignation if the original schedule is difficult

78. A pregnant employee asks to carry lighter loads temporarily. Which response is most appropriate under the PWFA framework?

- A. Respond to the known limitation, explore reasonable accommodation, and avoid forcing leave when another accommodation works
- B. Require the employee to prove a permanent disability before discussing options
- C. Deny the request because lifting is listed in the job description
- D. Place the employee on unpaid leave without considering alternatives

79. An employee requests time away from a scheduled religious observance. What should HR evaluate?

- A. Deny the request because business schedules never change
- B. Approve every request without considering operational effects or alternatives
- C. Ask the employee to abandon the observance to avoid coworker concerns
- D. Consider reasonable accommodation and assess undue hardship based on current legal standards and facts

80. Which practice best reduces age-discrimination risk in a reduction-in-force selection?

- A. Use age-neutral, job-related criteria and avoid decisions based on age assumptions
- B. Select older employees first because they may retire soon
- C. Use salary alone as a proxy for future contribution
- D. Retain younger employees automatically to protect long-term potential

81. What should HR verify when an employee requests family or medical leave?

- A. Approve leave based only on the employee's job title
- B. Eligibility, qualifying reason, required notices, designation, and accurate leave tracking
- C. Count every absence as protected without reviewing the facts
- D. Ask the employee to find a replacement before considering the request

82. An employee returns from qualifying military service and meets the applicable notice requirements. What should HR focus on?

- A. Treat the employee as a new hire with no prior service credit
- B. Offer only a lower-level position regardless of the prior role
- C. Provide prompt reemployment and preserve seniority-related rights as applicable
- D. Require the employee to waive military-service protections

83. An employee returning after a work injury has documented restrictions. What should HR do before assigning work?

- A. Ignore restrictions because the employee wants to return quickly
- B. Remove all essential duties permanently without reviewing alternatives
- C. Ask the employee to negotiate restrictions directly with coworkers
- D. Compare restrictions with essential functions, coordinate safe work, and document the plan

84. What is the strongest response after a safety inspection identifies an unguarded machine?

- A. Wait for an injury before changing the machine
- B. Post a warning without controlling access to the hazard
- C. Assume experienced workers will remember an informal instruction
- D. Correct the hazard, communicate controls, train workers, and document follow-up

85. A credible threat is made against a workplace. What should HR do first?

- A. Activate threat response, protect people, preserve evidence, and coordinate with authorities
- B. Investigate alone before notifying anyone
- C. Publish the suspected person's identity to reassure employees
- D. Continue normal operations until a physical incident occurs

86. Which practice best supports a workplace substance-testing program?

- A. Test only employees who managers personally distrust
- B. Use a consistent, lawful policy with validated testing, confidentiality, and documented chain of custody
- C. Share results with supervisors who are curious about the outcome
- D. Change the testing standard after learning an employee's identity

87. Before expanding electronic monitoring of remote employees, what should HR recommend?

- A. Collect every available screen and location detail indefinitely
- B. Monitor secretly so employees cannot change their behavior
- C. Define purpose, notice, access limits, retention, and proportionate controls
- D. Give all raw monitoring data to every manager

88. Where should employee medical information generally be maintained?

- A. In separate confidential records with limited need-to-know access
- B. In the supervisor's open performance notes
- C. In a shared team folder for scheduling convenience
- D. In the employee's general personnel file without access limits

89. What should HR do when receiving a complaint that includes possible witness intimidation?

- A. Tell the complainant to confront the witness personally
- B. Interview the accused manager first without securing records
- C. Wait until the alleged intimidation produces a second complaint
- D. Clarify allegations, preserve evidence, assess interim risk, and assign an impartial investigator

90. How should an investigator evaluate competing witness accounts?

- A. Believe the highest-ranking witness automatically
- B. Compare consistency, detail, corroboration, plausibility, and possible bias without relying on status
- C. Reject a witness because the account is uncomfortable
- D. Choose the version that supports the preferred outcome

91. Why do organizations conduct performance calibration?

- A. Force every role into identical performance results
- B. Replace manager judgment with an automatic ranking
- C. Apply common standards and evidence to improve consistency without erasing role differences
- D. Reward the department with the highest rating average

92. A manager reports poor performance without defining the expected result. What should HR do?

- A. Begin termination immediately
- B. Use the employee's personality as the performance standard
- C. Clarify essential outcomes, standards, examples, and support before judging a shortfall
- D. Wait until the next review cycle to define expectations

93. Which documentation best supports a performance-related disciplinary decision?

- A. A conclusion that the employee has a bad attitude
- B. Expectations, facts, employee response, prior coaching, policy, and next steps
- C. A manager's memory without dates or supporting records
- D. A standard form completed without describing the conduct

94. Which situation best justifies paid administrative leave during an investigation?

- A. Whenever an employee makes a complaint, regardless of the circumstances
- B. As punishment before facts are gathered and the investigation is complete
- C. Indefinitely whenever a manager feels uncomfortable with continued supervision
- D. Use only when needed, neutrally, with pay and duration reviewed

95. What should HR confirm before approving an involuntary termination?

- A. Legitimate reason, consistent process, documentation, final-pay requirements, and clear communication
- B. Only whether the manager wants the employee gone
- C. Whether the employee has recently raised a concern, without reviewing the facts
- D. A replacement's availability before confirming the decision

96. What should HR reconcile when an employee separates from the organization?

- A. Earned wages, commissions, deductions, leave, and payment timing under applicable requirements
- B. Only the employee's base salary, regardless of other earned amounts
- C. A final amount chosen by the supervisor without payroll review
- D. Unpaid work time if the employee did not submit a reminder

97. Before announcing a large facility closure, what should HR assess under the WARN framework?

- A. Assume WARN never applies to a private employer
- B. Send notices only after employees learn about the closure informally
- C. Coverage, thresholds, exceptions, timing, and required notices based on employer and event facts
- D. Use one national rule without reviewing location or event details

98. Employees act together to protest a schedule change. What should HR recognize?

- A. Treat the activity as unprotected because no union is present
- B. Discipline the most vocal employee to restore order
- C. Require employees to discuss concerns only one at a time
- D. Protect employees acting together about wages, schedules, or working conditions

99. During a union-organizing campaign, which management practice is appropriate?

- A. Promise raises if employees reject the union during the campaign
- B. Apply neutral rules and avoid threats, promises, interrogation, or surveillance
- C. Ask employees to identify coworkers who support organizing activities
- D. Change schedules to discourage participation in union meetings

100. What is required of parties engaged in collective bargaining over mandatory subjects?

- A. Accept every proposal made by the other party
- B. Bargain only after employees approve a complete agreement
- C. Meet in good faith, exchange relevant proposals, and avoid unilateral changes to mandatory subjects
- D. Make unilateral changes whenever negotiations become difficult

101. How should HR handle a grievance alleging inconsistent overtime assignments?

- A. Dismiss the grievance because the supervisor denies it
- B. Follow contractual steps, investigate facts, and issue a reasoned and timely response
- C. Resolve it informally without checking the agreement or records
- D. Wait until the next bargaining round to review the claim

102. Which element is central to a just-cause discipline analysis?

- A. Notice, reasonable rule, investigation, proof, consistent enforcement, and proportional discipline
- B. A manager's belief that discipline feels deserved
- C. Automatic termination after any policy violation
- D. Different rules for employees with different personal relationships

103. A supervisor threatens employees who support union activity. What should HR do?

- A. Ignore the statement unless a union files a charge
- B. Ask employees to keep the threat confidential
- C. Reward the supervisor for maintaining control
- D. Document the conduct, stop interference or retaliation, and obtain labor-relations review

104. What should HR do when a represented employee requests representation in a potentially disciplinary interview?

- A. Continue because discipline has not yet been imposed
- B. Pause the investigatory interview and follow the representative-request procedure
- C. Tell the employee representation is never permitted
- D. End employment because the request delays the interview

105. How should HR interpret a collective bargaining agreement provision that conflicts with an established past practice?

- A. Use the supervisor's preferred interpretation automatically
- B. Ignore the written agreement because practice is always controlling
- C. Read the text with related clauses, past practice, bargaining history, and authorized interpretations
- D. Create a new rule after the grievance is filed

106. During a labor dispute, which continuity plan is most appropriate?

- A. Use different safety rules based on union support
- B. Threaten employees who participate in protected activity
- C. Operate below safe staffing levels to preserve output
- D. Plan neutral staffing, safety, communications, essential services, and legal compliance

107. A worker reports that a safety concern was ignored and asks what will happen next. Which response is best?

- A. Preserve the report, protect against retaliation, compare treatment, and review decision timing
- B. Ask the worker to withdraw the report before documenting it
- C. Assign the review to the manager named in the report
- D. Search for a performance reason to punish the reporter

108. An employee-data breach is suspected. What should HR do first?

- A. Email complete employee files to every manager before checking access
- B. Contain, preserve logs, notify security and legal, and follow the plan
- C. Delete affected records to eliminate evidence and reduce exposure
- D. Wait until an employee confirms identity theft or financial harm

109. Which HR action best supports employees during a severe-weather emergency?

- A. Account for employees, communicate through tested channels, and coordinate support
- B. Focus only on restoring equipment
- C. Assume remote employees need no communication
- D. Send conflicting instructions from every department

110. A legal charge is received while routine deletion of relevant emails is scheduled. What should HR recommend?

- A. Continue deletion to reduce storage costs
- B. Preserve only records that support the employer's position
- C. Edit informal notes before saving them
- D. Preserve relevant records, suspend routine deletion, and document custodians and systems

111. What components should an effective harassment-prevention system include?

- A. A policy employees cannot find
- B. One reporting route controlled by the accused manager
- C. Clear standards, accessible reporting, trained managers, prompt response, and anti-retaliation safeguards
- D. Delayed response until several complaints accumulate

112. How should HR use information from voluntary exit interviews?

- A. Treat every comment as proof of causation in the organization
- B. Require departing employees to name coworkers before recording feedback
- C. Use standard questions, analyze themes, and compare other turnover evidence
- D. Discard criticism of a manager without reviewing the concern

113. Employees say leaders never share survey results. What follow-up should HR recommend?

- A. Share themes, actions, owners, timing, and limits while protecting confidentiality
- B. Publish identifiable comments to prove transparency
- C. Promise every requested change will be adopted
- D. Say nothing until the next annual survey

114. Which set of measures gives HR the most balanced view of employee-relations conditions?

- A. Formal complaint counts considered without other employee data
- B. The annual turnover rate viewed without context or comparison
- C. One favorable employee story treated as evidence of success
- D. Triangulate complaints, turnover, absence, surveys, cases, and outcomes

115. What approach best integrates employee-relations risk with business decision-making?

- A. Choose the fastest option without documenting assumptions
- B. Use a risk-based, evidence-informed process linking employee experience, law, business, and follow-through
- C. Treat legal risk and employee experience as unrelated topics
- D. Rely on one manager's anecdote instead of broader evidence

Practice Exam 7: Answer Key and Explanations

- 1. B** — A divestiture changes ownership, systems, roles, and risk exposure, so HR due diligence must test workforce obligations and continuity. Branding, office layout, or a blanket retention promise can be relevant later but do not reveal liabilities, critical talent, or transition requirements. HR should inventory employees, contracts, benefits, records, policies, and critical capabilities, then give leaders a risk-ranked separation plan.
- 2. A** — Values describe principles the organization wants to embody; a code of conduct turns those principles into expected choices and behaviors. Payroll, job grades, benefit costs, and revenue targets may support operations, but they do not explain the relationship between values and conduct. HR should communicate examples, reporting channels, consequences, and leader responsibilities so ethical expectations become observable practice.
- 3. C** — Early retention and engagement measures can signal onboarding, manager, workload, or role-clarity problems before later separations occur. A finalized turnover rate, separation count, or replacement estimate describes past outcomes and may not reveal emerging causes in time. HR should pair leading indicators with lagging outcomes, segment results, and investigate the process conditions behind changing patterns. This supports a defensible decision.
- 4. C** — Cost per hire equals total recruiting cost divided by the number of hires: \$84,000 divided by 14 equals \$6,000. The other figures use an incorrect divisor or arithmetic step, so they do not represent the stated cost associated with each hire. HR should define included costs and the hiring period consistently before comparing recruiting efficiency across teams or time periods.
- 5. B** — The turnover rate is separations divided by average employees: 18 divided by 240 equals 0.075, or 7.5 percent. Six, eight, and twelve percent result from changing the denominator or miscalculating the stated relationship between separations and workforce size. HR should define the separation population, average-headcount method, and time period before using turnover for decisions or comparisons.
- 6. A** — Benchmarking provides context by comparing consistently defined measures with relevant peers, internal units, or historical standards. Copying a process, selecting the highest number, or relying on one average ignores strategy, population differences, definitions, and operating conditions. HR should verify definitions, choose comparable groups, explain limitations, and use the comparison to frame—not replace—decision analysis. This supports a defensible decision.
- 7. D** — A stakeholder map helps HR anticipate who can affect the work, who will experience its effects, and what engagement each group needs. Supporters, seniority, or budget information alone cannot reveal resistance, information needs, operational impact, or decision dependencies. HR should update the map as the project changes and use it to tailor consultation, communication, sponsorship, and escalation.
- 8. B** — Sponsors are effective when they understand the case, make needed decisions, model the desired behavior, and monitor meaningful progress. Approval without impact review, delegated visibility, and delayed leadership involvement leave barriers unresolved and weaken adoption. HR should prepare the

sponsor with stakeholder information, decision points, communication duties, and evidence of implementation risks. This supports a defensible decision.

9. D — A risk register makes uncertainty manageable by recording what may happen, how serious it could be, who owns the response, and what signals matter. Completed tasks, personal details, or unassigned risk lists do not give leaders a usable method for prioritizing and responding. HR should review the register, escalate high exposures, and update mitigations when assumptions, controls, or conditions change.

10. A — Simple ROI is net benefit divided by cost: \$180,000 minus \$60,000 equals \$120,000, and \$120,000 divided by \$60,000 equals 200 percent. One hundred twenty percent is the net benefit in dollars divided by cost only after conversion; 300 and 33.3 percent use incorrect relationships. HR should state benefit assumptions, measurement period, excluded costs, and sensitivity before presenting ROI to decision-makers.

11. C — A conflict of interest can compromise—or appear to compromise—an objective procurement decision, so disclosure and recusal protect the process. Personal familiarity, concealment, or a blanket ban does not establish transparent criteria or address the specific conflict fairly. HR should apply the conflict policy, document independent evaluation, and ensure qualified reviewers compare vendors against consistent requirements. This supports a defensible decision.

12. D — Data governance assigns accountability for data quality, access, retention, definitions, and lawful or authorized use. Universal access, indefinite retention, and uncoordinated field definitions increase privacy, inconsistency, and decision-quality risks. HR should document data owners, controls, approved uses, correction processes, and review cycles for important workforce information. This supports a defensible decision.

13. B — Qualitative methods explore experiences, explanations, and meaning through language or observation rather than reducing every response to a number. Rates, regression, and funnel counts are quantitative approaches that summarize measurable values and relationships. HR should select the method that fits the decision, use careful sampling, and combine qualitative insight with relevant workforce measures. This supports a defensible decision.

14. C — An audit tests whether a defined control operated as intended by comparing evidence with criteria and recording exceptions. Owner confidence, favorable records, and immediate redesign do not establish the control's actual operation or the extent of a problem. HR should define scope, population, sample, criteria, evidence, exception handling, and corrective-action ownership before testing. This supports a defensible decision.

15. A — Required FTEs equal workload hours divided by productive hours per FTE: 7,200 divided by 1,800 equals 4 FTEs. Three, five, and six either understate the workload capacity or add unsupported staffing beyond the stated calculation. HR should validate productivity assumptions, nonproductive time, demand variability, and service requirements before converting the estimate into a hiring plan. This supports a defensible decision.

16. A — Crisis communication should help employees act safely by giving verified information, clear instructions, update timing, and a reliable source. Rumors, premature blame, and conflicting departmental messages can increase fear, unsafe behavior, and loss of trust. HR should coordinate with the response team, use accessible channels, protect sensitive information, and correct material errors promptly. This supports a defensible decision.

17. B — Decision rights prevent ambiguity by distinguishing who develops a recommendation, who has authority, who carries out the action, and who resolves exceptions. Seniority, HR ownership, or unanimous agreement does not necessarily reflect expertise, accountability, or the project's operating needs. HR should document authority, escalation thresholds, consultation requirements, and final decision records where risks or dependencies are material.

18. D — Scenario analysis helps HR prepare for more than one plausible future by connecting demand, workforce capacity, assumptions, indicators, and responses. A certain forecast, unsupported target, or unprioritized risk list hides uncertainty and does not tell leaders when to act. HR should define trigger points, compare workforce options, and revisit scenarios as business signals or operating constraints change.

19. C — A documented exception explains why the normal rule was not followed, who authorized it, how long it lasts, and how risk remains controlled. An undocumented, permanent, or benefit-only exception can create inconsistency, favoritism, precedent, and compliance problems. HR should define approval levels, review dates, comparable cases, and any compensating safeguards before communicating the decision. This supports a defensible decision.

20. A — Continuity planning protects essential people processes and employee safety while using alternate methods until normal operations return. Cosmetic reporting, broad redesign, and unsafe schedules consume attention without securing the workforce services the situation requires. HR should identify critical activities, backups, communication paths, decision owners, and recovery priorities through tested plans. This supports a defensible decision.

21. B — Root-cause analysis links process steps to evidence and tests whether suspected contributors actually explain the observed delay. A first opinion, group blame, or immediate system replacement may overlook workload, approvals, handoffs, or unclear requirements. HR should examine cycle-time data, interview process owners, test hypotheses, and select targeted corrective action. This supports a defensible decision.

22. D — A useful dashboard connects a limited set of reliable measures to decisions, definitions, trends, owners, and relevant comparison points. A crowded display, unlabeled chart, or isolated favorable metric makes interpretation inconsistent and can conceal important tradeoffs. HR should design around leadership questions, explain limitations, and assign owners to investigate changes and report follow-through. This supports a defensible decision.

23. A — A strong objective names a measurable behavior, a baseline, a target, and a deadline so progress and accountability can be assessed. Vague improvement, open-ended support, and general engagement language do not establish a clear outcome or time frame. HR should confirm the measure,

owner, data source, feasibility, and review cadence before launching the initiative. This supports a defensible decision.

24. C — A workforce forecast connects expected work with capacity, productivity, attrition, skills, and internal movement assumptions. Open requisitions, preferred titles, or copied headcount do not explain whether the organization will have the capabilities and capacity required. HR should document assumptions, model alternatives, identify gaps, and revisit the forecast as demand or talent availability changes. This supports a defensible decision.

25. D — Job analysis identifies what work is performed, the results expected, the conditions involved, and the capabilities needed to perform it. Titles, exhaustive career task lists, or salary decisions made first can omit essential functions and produce weak selection criteria. HR should use multiple knowledgeable sources, validate the analysis, and translate findings into accurate job descriptions and assessments.

26. B — Targeted sourcing reaches people with relevant skills through channels and communities connected to the role's work and labor market. A generic post, passive waiting, or compelled personal referrals may not reach qualified candidates and can narrow the available pool. HR should define the capability need, monitor channel results, and expand outreach while preserving consistent, job-related screening.

27. C — Structured interviews improve comparability by using consistent job-related questions, scoring criteria, and interviewer preparation. Improvisation, favoritism toward referrals, and entertainment value can introduce irrelevant variation and weaken defensibility. HR should validate questions, train interviewers, record evidence, and calibrate ratings without changing criteria for individual candidates. This supports a defensible decision.

28. C — A defensible selection decision links consistent criteria to job-related evidence and preserves enough documentation to explain the outcome. Informal impressions, post hoc criteria, and personal familiarity can create inconsistency and may introduce bias unrelated to performance. HR should define criteria before evaluation, monitor decision patterns, and retain records according to policy and applicable requirements. This supports a defensible decision.

29. D — Group X's selection rate is 42 divided by 120, or 35 percent; Group Y's is 30 divided by 100, or 30 percent. Comparing 30 with 35 gives approximately 85.71 percent. Seventy-five, eighty, and ninety percent do not reflect the stated comparison. HR should examine selection rates by group, investigate meaningful disparities, and consider job-related validation and less-disparate alternatives.

30. B — Background-check compliance requires transparent authorization and disclosure practices, careful review, and required notices when information may affect a decision. Secret reports, automatic editing, and rejection of any record ignore accuracy, relevance, procedural fairness, and individualized assessment. HR should coordinate with the vendor, preserve notices, give the applicant required opportunities, and apply consistent job-related criteria. This supports a defensible decision.

31. A — Before an offer, an employer may ask whether an applicant can perform essential job functions, with or without accommodation, without seeking disability details. Diagnosis questions, pre-offer medical examinations, and selective inquiries about visible impairments can reveal protected information and create unequal treatment. HR should keep questions job-related, describe essential functions accurately, and route accommodation requests through an established process.

32. D — Worker classification depends on the relationship, including control, economic realities, and the governing legal standard—not simply a written label. A contract term, title, or manager choice may conflict with how work is directed and how the worker depends on the business. HR should gather facts, apply the relevant test, document analysis, and obtain specialized review when the relationship is close.

33. B — Internal mobility is fairer when employees can learn about opportunities, understand criteria, and receive consistent evaluation free from favoritism. Manager preference, hidden openings, and tenure-only decisions can exclude qualified employees and weaken confidence in the process. HR should monitor access, selection outcomes, development pathways, and exceptions while protecting legitimate confidentiality. This supports a defensible decision.

34. C — Succession planning reduces continuity risk by identifying important roles, assessing talent readiness, and creating development or contingency actions. A guaranteed successor, secret ranking, or executive-only pool can ignore changing business needs, diversity of talent, and readiness gaps. HR should review role criticality, evidence, development progress, and alternatives with leaders while avoiding promises of promotion. This supports a defensible decision.

35. A — Effective onboarding helps employees become productive by combining role expectations, tools, relationships, required learning, compliance, and feedback. A welcome alone, delayed benefits work, or an undifferentiated policy library does not address practical readiness or belonging. HR should map the employee journey, assign ownership, confirm access, collect feedback, and improve handoffs between HR and managers. This supports a defensible decision.

36. A — Offer consistency protects internal equity and defensibility by connecting starting pay to job value, ranges, criteria, and approved exceptions. Unrestricted promises, confidence-based increases, and undocumented exceptions can create inequities and undermine compensation governance. HR should train recruiters, record rationale, monitor outcomes, and review exceptions for patterns by role, group, and decision-maker. This supports a defensible decision.

37. C — Validity concerns whether an assessment measures relevant constructs and supports meaningful inferences about job performance or other defined outcomes. Difficulty, popularity, and score variation alone do not show that the assessment is job-related or predictive of successful performance. HR should document the job analysis, validation evidence, administration process, and ongoing monitoring for adverse impact. This supports a defensible decision.

38. B — A talent pipeline remains useful when relationships, candidate information, consent, skills, availability, and expected demand are maintained over time. Urgent-only outreach, stale records, and employment promises create poor candidate experiences and unreliable planning information. HR

should assign ownership, refresh data lawfully, communicate expectations, and connect pipeline activity to forecasted capability needs. This supports a defensible decision.

39. D — An internal workforce assessment identifies available skills, capacity, work distribution, demographics, workflows, and gaps relevant to the future design. Seniority, title consolidation, or copying one team may ignore actual work, demand, capability differences, and transition risks. HR should establish data definitions, protect confidentiality, compare current and future needs, and use evidence to recommend the structure. This supports a defensible decision.

40. A — Fair testing requires job-related validation, consistent administration, secure materials, reliable scoring, and appropriate accommodation procedures. Changed instructions, leaked answers, and manager-selected cutoffs introduce inconsistency and can undermine validity and equal opportunity. HR should train administrators, protect test content, document exceptions, monitor results, and review evidence for adverse impact. This supports a defensible decision.

41. D — Merger due diligence examines people obligations, critical talent, workforce data, systems, policies, benefits, and risks that affect integration. Titles, slogans, or preferred benefits do not reveal contractual commitments, duplicate capabilities, data issues, or employee liabilities. HR should document findings, rank risks, identify decisions, and coordinate transition planning with legal, finance, operations, and leaders. This supports a defensible decision.

42. C — A needs assessment separates the desired result from current performance and identifies whether causes involve knowledge, skills, motivation, resources, or systems. Popularity, slide volume, and universal attendance do not establish that training addresses the actual cause of the performance gap. HR should gather evidence from work results, observation, employee input, and process owners before designing an intervention.

43. B — Adult learners engage more deeply when content respects experience, explains relevance, supports application, and permits meaningful participation. Memorization without context, identical delivery without practice, and attendance records do not demonstrate understanding or usable capability. HR should use realistic problems, practice, feedback, choice where practical, and assessments aligned with the intended outcome. This supports a defensible decision.

44. A — Transfer improves when learners practice relevant behavior, receive feedback, use job aids, and experience manager reinforcement after training. A quiz, recording, or unsupported expectation may show exposure but does not create opportunity, confidence, or reinforcement in the work setting. HR should plan post-training application, manager follow-up, environmental supports, and outcome measures before delivery begins. This supports a defensible decision.

45. C — Training evaluation should connect the intended outcome to evidence of learning, behavior change, and meaningful results rather than relying on reaction alone. Attendance, satisfaction, and completion provide useful process information but cannot establish that the workplace outcome improved. HR should define a baseline, time frame, comparison method, and plausible contribution before interpreting changes as training impact.

46. B — Instructional design begins with observable outcomes so content, practice, assessment, and reinforcement support the work learners must perform. A theme, unprioritized policy text, or calendar date does not establish what competent performance looks like or how it will be measured. HR should analyze tasks, sequence learning, build practice, and align assessment with the real workflow and risk points.

47. D — Coaching builds capability through inquiry, listening, specific feedback, shared problem-solving, and agreed actions that can be observed later. Personality lectures, taking over work, or delaying feedback does not help an employee understand behavior, consequences, or improvement steps. HR should help managers clarify expectations, practice coaching conversations, and follow up on commitments and barriers. This supports a defensible decision.

48. A — Mentoring works best when participants understand goals, roles, confidentiality boundaries, matching considerations, and progress expectations. Supervisory authority, meeting counts, and random pairing can confuse the relationship or measure activity rather than developmental value. HR should provide guidance, check progress, address mismatches, and evaluate capability or career outcomes without promising promotion. This supports a defensible decision.

49. C — Organization development diagnoses patterns across systems, relationships, structures, leadership, incentives, and work conditions before choosing an intervention. Individual motivation, a convenient workshop, or a slogan may be relevant but cannot explain a system problem by itself. HR should gather multiple perspectives, map the system, test root causes, and match intervention scope to the diagnosis. This supports a defensible decision.

50. D — A development plan links an employee's interests with target roles, capability gaps, experiences, resources, and realistic review points. Promotion promises, unconnected courses, and one fixed path can create expectations without building the capabilities required for future work. HR should help managers and employees set specific actions while recognizing that business needs and opportunities can change. This supports a defensible decision.

51. B — Leadership development is more useful when it builds capabilities the organization needs through applied work, feedback, and evidence of change. Popular books, identical activities, and attendance can support learning but do not establish strategic relevance or behavior transfer. HR should identify critical capabilities, tailor experiences, involve managers, and measure application and business-relevant outcomes. This supports a defensible decision.

52. C — Evaluation is stronger when HR defines the target behavior or outcome, establishes a baseline, and considers other factors that may explain change. Completion and satisfaction show participation or reaction, while claiming sole causation without analysis overstates what the evidence supports. HR should combine process, learning, behavior, and outcome measures and explain limitations when reporting results to leaders.

53. D — Accessible learning anticipates different needs by providing usable materials, captions or alternatives, and more than one way to participate. Audio-only delivery, one inflexible interaction method, and private problem-solving can exclude learners and delay needed support. HR should test

materials, invite accommodation requests, train facilitators, and correct barriers before and during delivery. This supports a defensible decision.

54. B — A compensation philosophy explains how the organization balances market position, internal equity, affordability, and performance considerations. Matching every competitor, analyst preference, or eliminating all differences is unrealistic and does not guide consistent compensation decisions. HR should communicate the philosophy clearly, connect it to pay structures, and review whether practice remains consistent with the stated approach. This supports a defensible decision.

55. A — A range midpoint is a reference point for positioning a job relative to market data or internal pay structure; it is not automatically a salary average. Minimum, maximum, and organization-wide average are different concepts; none explains a pay-range midpoint. HR should document how ranges are built, compare jobs consistently, and explain how experience, performance, and progression affect placement.

56. C — Range penetration is salary minus minimum divided by maximum minus minimum: $\$18,000$ divided by $\$30,000$ equals 60 percent. Thirty, seventy, and 86.7 percent use another amount or denominator. HR should interpret penetration with experience, performance, market position, compression, and internal-equity evidence instead of using it alone. This supports a defensible decision.

57. A — A pay-equity review compares people performing similarly valued work while considering legitimate factors and investigating differences that remain unexplained. Titles alone may hide different work, automatic equalization may ignore legitimate factors, and employee explanations cannot replace systematic analysis. HR should define comparison groups, protect confidentiality, test data quality, document factors, and recommend evidence-based remediation. This supports a defensible decision.

58. B — Job evaluation assesses the relative value of jobs by applying consistent factors such as responsibility, complexity, knowledge, and working conditions. Personality, competitor pay, and tenure describe people or markets, not the internal value of the work being evaluated. HR should define factors, train evaluators, document decisions, and connect results to grades or ranges through a transparent process.

59. D — Market pricing requires reliable survey data, accurate job matching, relevant labor-market choices, and a transparent method for updating older observations. Titles, maximum rates, or undocumented aging can produce misleading comparisons because job content, scope, geography, and timing differ. HR should evaluate sources, document matches and assumptions, and combine market evidence with internal equity and affordability. This supports a defensible decision.

60. A — A variable-pay plan should encourage desired results without rewarding behavior that damages quality, safety, customers, or long-term performance. A higher volume target, flat bonus, or speed-only reward leaves the unintended incentive in place and may worsen defects. HR should add meaningful gates, test employee understanding, monitor outcomes, and revise measures when behavior or business priorities change.

61. C — Compression can arise when market hiring rates rise faster than incumbent pay, reducing meaningful differences for experience or contribution. Negotiation style, automatic promotion, or location alone does not show whether pay relationships remain appropriate or equitable. HR should analyze comparable roles, range position, performance, market data, and remediation options before recommending adjustments. This supports a defensible decision.

62. D — Enrollment communication should help employees make informed choices by explaining who is eligible, what options cost, what changes, and when action is due. Names alone, claims of identical coverage, and legal text without practical instructions can cause missed elections and poor understanding. HR should use accessible examples, protect personal information, provide support, and test whether employees can complete required steps.

63. B — HSAs and health FSAs are tax-favored arrangements with different eligibility, contribution, carryover, portability, and coordination rules. They do not always share identical rules, an HSA is not limited to postemployment use, and Medicare enrollment does not define FSA eligibility. HR should explain current plan-specific requirements and direct employees to authoritative tax and plan documents before enrollment decisions.

64. C — Retirement communication should give employees practical information about contributions, employer funding, vesting, fees, deadlines, and available choices. Promotion, unexplained investment names, and guaranteed outcomes can mislead employees or leave them unable to make informed decisions. HR should use accurate plan materials, explain where personalized advice belongs, and coordinate updates with the plan administrator. This supports a defensible decision.

65. D — The payroll error rate is errors divided by records: 12 divided by 800 equals 0.015, or 1.5 percent. Two, five, and twelve percent do not result from the stated numerator and denominator and therefore misstate the control result. HR should classify error causes, correct affected pay promptly, monitor recurrence, and strengthen review controls around high-risk inputs.

66. B — Reliable timekeeping records actual hours worked and corrects errors so payroll decisions are based on complete, timely information. Scheduled hours, late estimates, and deleted short periods can omit compensable work and weaken the organization's records. HR should train employees and managers, review exceptions, preserve records, and coordinate corrections with payroll and legal resources. This supports a defensible decision.

67. A — A leave program needs clear rules for who qualifies, how time accrues, how requests are approved, what happens at separation, and which laws apply. One universal rule, unchecked discretion, or a balance-only record can create inconsistent administration and missed legal or contractual requirements. HR should maintain current policy language, train approvers, audit transactions, and route unusual cases through appropriate review.

68. C — A total-rewards statement shows how direct compensation, benefits, development, recognition, and other programs contribute to the employee experience. Base pay alone, guaranteed benefit value, and an undifferentiated budget do not explain the employee-specific reward package accurately. HR

should label estimates, describe assumptions, protect confidentiality, and update the statement when programs or employee elections change. This supports a defensible decision.

69. B — The participation rate is enrolled employees divided by eligible employees: 315 divided by 450 equals 0.70, or 70 percent. Sixty-five, seventy-five, and eighty percent use incorrect numerators or arithmetic and do not match the stated enrollment relationship. HR should define eligibility, enrollment timing, waived coverage, and plan-specific populations before comparing participation across periods. This supports a defensible decision.

70. D — Eligibility controls connect employment events, elections, dependent documentation, and carrier records so coverage is accurate and timely. Indefinite enrollment, broad disclosure, and complaint-only correction increase cost, privacy, and coverage risks. HR should use scheduled reconciliations, role-based access, exception reports, and documented correction ownership. This keeps the analysis tied to the stated objective.

71. A — Employee experience analysis follows the lifecycle, examining encounters, breakdowns, ownership, and desired outcomes. Forms or extra messages may be useful evidence but do not reveal the full journey or friction's causes. HR should map the current experience, prioritize high-impact pain points, assign owners, and measure whether the revised process improves outcomes. This supports a defensible decision.

72. B — Culture becomes credible when leaders model values and organizational systems reward, support, and hold people accountable for aligned behavior. One-time publication, contradictory rewards, and acknowledgments alone do not show how values shape daily decisions or employee experience. HR should review leadership practices, recognition, staffing, performance systems, and employee stories for alignment with stated expectations. This supports a defensible decision.

73. D — Survey results become useful when HR examines patterns and drivers, communicates what was learned, and connects practical actions to ownership and timing. An unexplained score, employee blame, or unlimited promises can reduce trust and fail to address the conditions producing low confidence. HR should protect confidentiality, prioritize feasible actions, give progress updates, and reassess whether leadership credibility improves.

74. A — Interest-based conflict resolution separates positions from underlying needs and uses facts, options, and agreed actions to address the work problem. Volume, undocumented transfer, or asking the employee to decide does not establish a fair process or clarify accountability. HR should define the issue, hear each perspective, identify shared interests, select a responsible owner, and document follow-up.

75. C — A harassment concern requires prompt, impartial intake and safeguards against retaliation while HR determines facts and appropriate next steps. Private resolution, delayed response, or warning the named person before preserving evidence can discourage reporting and compromise the investigation. HR should clarify allegations, identify witnesses and records, limit information to need-to-know participants, and escalate as required. This supports a defensible decision.

76. B — Participation in a discrimination investigation is protected activity, so an employment decision affecting the participant requires careful, objective review. Managerial discretion, withdrawal pressure, and limiting retaliation to termination ignore other actions that may deter or punish protected participation. HR should preserve the timeline, compare treatment, verify legitimate reasons, and prevent retaliation while the matter is reviewed.

77. C — A mental-health condition may involve a disability, and HR should use an individualized interactive process to understand limitations and possible accommodation. Assumptions, coworker opinions, and resignation pressure do not evaluate essential functions, effective options, or undue hardship based on evidence. HR should protect medical privacy, obtain only appropriate information, consider alternatives, and document the accommodation analysis.

78. A — The PWFA addresses known limitations related to pregnancy, childbirth, or related medical conditions through reasonable accommodation and an interactive process. A permanent-disability requirement, job-description denial, or forced leave may bypass reasonable alternatives and the facts of the limitation. HR should discuss practical options, evaluate essential functions and hardship, document the response, and avoid retaliation. This supports a defensible decision.

79. D — Religious accommodation requires an individualized assessment of the observance, workable alternatives, and the actual burden on the employer's operations. Automatic denial, automatic approval, or pressure to abandon a belief does not apply a fact-based accommodation process. HR should explore schedule swaps, leave, or other options, document the analysis, and apply the governing legal standard to the facts.

80. A — A lawful reduction-in-force process relies on documented, job-related criteria and avoids assumptions that age predicts retirement, adaptability, or future value. Selecting by age, salary proxy, or presumed potential can produce unequal treatment and obscure the legitimate business reasons for selection. HR should define criteria before review, compare similarly situated employees, audit outcomes, and document decision rationale.

81. B — Leave administration depends on accurate eligibility and qualifying-reason analysis, timely notices, correct designation, and reliable tracking. Job title, automatic protection, and replacement demands do not establish whether the request meets the governing requirements. HR should use current forms and procedures, protect medical information, communicate rights and responsibilities, and correct records promptly. This supports a defensible decision.

82. C — USERRA generally protects reemployment and seniority-related rights when the employee meets the statute's service, notice, and other applicable conditions. New-hire treatment, automatic demotion, and waiver demands can disregard protected rights and the applicable escalator principle. HR should verify facts, compare the returning role and expected progression, restore benefits as required, and document the decision. This supports a defensible decision.

83. D — A safe return-to-work process compares documented restrictions with essential functions and coordinates suitable duties, scheduling, supervision, and follow-up. Ignoring restrictions, permanently removing duties without analysis, or relying on coworkers can create safety, consistency, and legal

problems. HR should coordinate with the claims process and applicable requirements, document the arrangement, and reassess as restrictions change. This supports a defensible decision.

84. D — Safety management requires hazard correction or control, clear communication, worker training, and verification that corrective action remains effective. Waiting, warning without control, and informal memory leave exposure in place and do not demonstrate a functioning prevention system. HR should coordinate with safety professionals, preserve inspection records, track completion, and escalate unresolved hazards. This supports a defensible decision.

85. A — A credible threat requires coordinated risk response that protects people, preserves information, and involves trained security or public authorities as appropriate. Solo investigation, broad identification, and waiting for harm can increase danger, compromise evidence, and delay protective action. HR should follow the emergency plan, use need-to-know communication, support affected employees, and document decisions. This supports a defensible decision.

86. B — A defensible testing program uses consistent criteria, reliable procedures, confidentiality, and records showing that samples and results were controlled. Personal suspicion, broad disclosure, and post hoc standards can create discrimination, privacy, accuracy, and trust problems. HR should coordinate policy, testing vendors, accommodations, record access, and applicable federal, state, and local requirements. This supports a defensible decision.

87. C — Electronic monitoring should be tied to a legitimate purpose and governed by notice, proportionality, access, retention, and security controls. Indefinite collection, secrecy, and universal access increase privacy risk and may produce information unrelated to performance or safety. HR should assess necessity, applicable law, employee impact, vendor controls, and less intrusive alternatives before implementation. This supports a defensible decision.

88. A — Medical information requires safeguards distinct from ordinary personnel records, including separation, restricted access, and appropriate confidentiality. Open notes, shared folders, and unrestricted personnel files expose sensitive information to people who do not need it. HR should establish access roles, secure transmission, retention rules, and procedures for responding to legitimate business needs. This supports a defensible decision.

89. D — Investigation intake should define the allegation, protect evidence and participants, assess immediate risk, and assign a reviewer without a conflict. Personal confrontation, unsecured records, and delay can increase intimidation, alter evidence, or expose employees to additional harm. HR should document the report, establish need-to-know boundaries, consider interim measures, and track the investigation through resolution. This supports a defensible decision.

90. B — Credibility analysis compares consistency, detail, corroboration, plausibility, opportunity to observe, and possible bias rather than rank or comfort. Status, discomfort, and a preferred outcome are not reliable substitutes for evidence-based assessment of competing accounts. HR should document the reasons for credibility judgments and distinguish confirmed facts, disputed statements, and unresolved uncertainty. This supports a defensible decision.

91. C — Calibration helps leaders compare evidence and apply shared standards while recognizing that roles, goals, and performance opportunities may differ. Identical results, automatic ranking, and rating averages can distort performance decisions or encourage managers to manipulate distributions. HR should define standards, review evidence, challenge bias, and preserve accountable manager judgment in the final decision. This supports a defensible decision.

92. C — Fair performance management requires clear expectations and evidence so the employee understands the result, standard, examples, and available support. Immediate termination, personality judgments, and delayed expectations prevent a reliable assessment of whether a performance gap exists. HR should help the manager define measurable outcomes, communicate them, provide support, and document follow-up before escalating. This supports a defensible decision.

93. B — Useful documentation links the decision to communicated expectations, observed facts, the employee's response, prior action, policy, and next steps. Labels, unsupported memory, and empty forms do not establish what happened, what standard applied, or whether the employee had notice. HR should review consistency, evidence, policy, proportionality, and response before approving discipline or further coaching. This supports a defensible decision.

94. D — Paid administrative leave can protect people, evidence, or operations when a genuine need exists, but it should not prejudge guilt. Automatic use, punishment before facts, or indefinite duration can appear retaliatory, inconsistent, or disproportionate to the stated risk. HR should define neutral criteria, preserve pay and benefits as required, review duration, and document why less restrictive options were insufficient.

95. A — Termination review tests the stated reason, evidence, consistency, timing, policy, legal risk, pay obligations, and communication plan. Manager preference, unexamined protected activity, and replacement availability do not establish a lawful or well-supported decision. HR should conduct a final checklist, preserve records, coordinate required notices and pay, and communicate respectfully and accurately. This supports a defensible decision.

96. A — Final-pay administration requires a complete reconciliation of earned compensation, lawful deductions, commissions, leave treatment, and timing rules. Base salary alone, supervisor estimates, and omitted work time can underpay the employee or violate applicable law and agreements. HR should coordinate payroll, review the employee's location and agreements, correct records, and document the final calculation. This supports a defensible decision.

97. C — WARN analysis depends on employer size, employment loss, site and event facts, timing, exceptions, and the content and recipients of notices. Categorical assumptions, late informal notice, and one universal rule can miss coverage conditions or applicable exceptions. HR should gather facts early, coordinate with counsel and leaders, preserve decision records, and plan required notices before action.

98. D — Concerted activity can be protected when employees act together about shared employment conditions, even without union representation. No union, vocal participation, or group discussion does not by itself remove protection or justify retaliation. HR should preserve neutral workplace rules, avoid

threats or promises, assess the facts, and coordinate labor-relations review. This supports a defensible decision.

99. B — Management must avoid coercive conduct during organizing and should apply ordinary policies consistently while employees make their own choice. Promises, interrogation, and schedule changes tied to organizing can interfere with protected rights and undermine a free decision. HR should train supervisors, route questions centrally, document neutral actions, and obtain labor counsel guidance on campaign communications. This supports a defensible decision.

100. C — Good-faith bargaining requires meaningful participation, a willingness to consider proposals, and respect for the status quo on mandatory subjects while bargaining. Good faith does not require agreement, employee preapproval of every proposal, or unilateral changes used to bypass negotiations. HR should prepare costing and proposals, document meetings, identify decision authority, and coordinate changes with labor-relations counsel.

101. B — A grievance process tests the allegation against contract language, records, past practice, and comparable treatment within the negotiated timelines. A denial, undocumented settlement, or delayed review does not satisfy the agreement's process or establish a reasoned outcome. HR should preserve schedules and payroll data, interview relevant people, apply the contract, and communicate the decision through the proper step.

102. A — Just-cause analysis asks whether the employee had notice, the rule was reasonable, facts were investigated, proof exists, treatment is consistent, and discipline fits. Feelings, automatic termination, and relationships do not establish a fair contractual or procedural basis for discipline. HR should review the agreement, records, comparable cases, employee response, and proportionality before recommending action. This supports a defensible decision.

103. D — Threats tied to protected organizing can interfere with employee rights and create immediate legal and employee-relations risk. Waiting, secrecy, and rewards may allow coercion to continue and can make the organization appear to endorse the conduct. HR should preserve evidence, protect employees, remove improper messaging, train or discipline as appropriate, and obtain qualified review. This supports a defensible decision.

104. B — A valid request for representation during a potentially disciplinary investigatory interview requires HR to follow the applicable process before continuing. No imposed discipline, a categorical denial, or retaliation for delay does not resolve the employee's representation right. HR should confirm the request, explain available choices, coordinate the representative process, and document what occurs. This supports a defensible decision.

105. C — Contract interpretation considers negotiated text first and may use related provisions, established practice, bargaining history, and authorized decisions. Automatic preference, ignoring text, or inventing a post-dispute rule can misread the parties' negotiated system. HR should identify the precise ambiguity, collect relevant records, apply the grievance process, and document the supported interpretation. This supports a defensible decision.

106. D — Labor-dispute continuity planning protects people and essential operations while respecting legal rights, safety requirements, and negotiated obligations. Selective rules, threats, and unsafe staffing can escalate the dispute, injure employees, and create additional legal exposure. HR should coordinate operations, security, communications, and labor counsel around neutral standards and tested contingencies. This supports a defensible decision.

107. A — A safety report requires preserved evidence, impartial review, and protection against retaliation because reporting is essential to identifying workplace hazards. Withdrawal pressure, a conflicted reviewer, and a search for pretext undermine the report and may deter future safety communication. HR should document intake, compare similar treatment, preserve the timeline, and escalate through established safety and legal channels.

108. B — A suspected data incident requires containment, evidence preservation, coordinated assessment, and response under approved security and privacy procedures. Broad disclosure, deletion, and waiting for confirmed harm can increase exposure and destroy information needed to understand the incident. HR should follow escalation protocols, restrict access, document decisions, and coordinate any required notices with authorized teams. This supports a defensible decision.

109. A — Emergency support depends on employee accountability, dependable communication, access considerations, and coordinated assistance during disrupted operations. Equipment, remote-worker assumptions, and conflicting instructions do not establish employee safety or a reliable response. HR should maintain contact methods, test roles and channels, define support resources, and update plans after exercises or events. This supports a defensible decision.

110. D — A legal hold preserves potentially relevant information by stopping routine deletion and identifying custodians, systems, and responsibilities. Cost concerns, selective preservation, and edited notes can damage evidence and create additional legal or credibility problems. HR should coordinate with counsel, communicate the hold, monitor compliance, and release it only through authorized direction. This supports a defensible decision.

111. C — Harassment prevention is a system of clear standards, accessible reporting, trained managers, prompt impartial response, and retaliation protection. Hidden policies, conflicted reporting, and delayed action can leave foreseeable risks unaddressed and discourage employees from seeking help. HR should review trends, train leaders on escalation, protect confidentiality limits, and improve controls when evidence reveals gaps. This supports a defensible decision.

112. C — Exit interviews can reveal patterns in management, workload, pay, or career experience when participation is voluntary and questions are consistent. Anecdotes do not prove causation, compelled naming can chill participation, and discarded criticism creates biased evidence. HR should protect confidentiality limits, code themes, compare other data, and use findings to target retention improvements. This supports a defensible decision.

113. A — Survey credibility increases when employees hear what was learned, which actions will follow, who owns them, and when progress will be reviewed. Identifiable comments, unlimited promises, and silence can reduce trust and make employees less willing to participate honestly. HR

should prioritize manageable actions, communicate updates, protect confidentiality, and track both process and outcome measures. This supports a defensible decision.

114. D — Triangulation combines related measures so HR can examine patterns, timing, differences across groups, and effects of an intervention. A single count, rate, or story can be distorted by reporting behavior, workforce mix, business conditions, or unusual experience. HR should define measures, establish a baseline, protect confidentiality, and reassess results after the intervention. This supports a defensible decision.

115. B — Integrated HR decisions connect employee experience, business objectives, applicable requirements, evidence, stakeholder impact, and follow-through. Speed without assumptions, separated risk categories, and one anecdote can obscure consequences and weaken the organization's response. HR should define the decision, gather relevant data, compare options, document controls, and measure whether the action achieved its purpose. This supports a defensible decision.