

PRACTICE EXAM 5: 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. A manufacturer is moving from founder-led decisions to standardized operations. What should HR analyze first?

- A. The number of employees requesting a new handbook
- B. The average salary of employees in each department
- C. The structure, decision rights, and capabilities required by the new strategy
- D. The percentage of employees who attended orientation

2. Which tool is most useful for examining internal strengths and weaknesses alongside external opportunities and threats?

- A. A job evaluation matrix
- B. A SWOT analysis
- C. A grievance procedure
- D. A training transfer checklist

3. A recruiting dashboard shows time to fill, cost per hire, and first-year turnover. Which is the best use of these measures?

- A. Use time to fill alone to judge recruiting quality
- B. Replace manager judgment with the lowest cost metric
- C. Treat every metric as proof that a policy caused the result
- D. Use them together to evaluate staffing efficiency and retention outcomes

4. An organization spent \$72,000 on recruiting and hired 18 employees. What was its cost per hire?

- A. \$3,600
- B. \$4,000
- C. \$4,500
- D. \$5,400

5. A workforce averaged 240 employees during a year, and 24 employees left. What annual attrition rate does this represent?

- A. 5%
- B. 12%
- C. 24%
- D. 10%

6. Which HRIS control most directly limits the risk of unauthorized access to compensation records?

- A. A larger database capacity limit
- B. A dashboard with more visual colors
- C. Role-based access with periodic review of permissions
- D. A policy allowing all managers identical access

7. A benefits redesign has stalled because finance, operations, and employees disagree about priorities. What should HR do first?

- A. Identify a senior sponsor and clarify the decision criteria
- B. Publish the final design without further consultation
- C. Ask employees to vote on every technical detail
- D. Delay the project until every stakeholder fully agrees

8. An HR analyst is asked to recommend a vendor owned by the analyst's sibling. What is the most ethical response?

- A. Disclose the conflict and recuse from the vendor recommendation
- B. Recommend the vendor but omit the family relationship
- C. Ask the sibling to lower the price and proceed privately
- D. Reject every vendor so the relationship cannot be questioned

9. Which technique best helps HR prioritize stakeholders during implementation of a new performance system?

- A. Send every stakeholder the same technical manual
- B. Consult only the executive sponsor
- C. Map stakeholders by influence, impact, and information needs
- D. Rank stakeholders by department size alone

10. A leadership program produced \$180,000 in measurable benefits and cost \$60,000. What was its return on investment?

- A. 50%
- B. 200%
- C. 120%
- D. 300%

11. What is the primary purpose of a risk register in an HR project?

- A. To replace the project schedule with a legal checklist
- B. To guarantee that no project risk can occur
- C. To list only risks that have already caused harm
- D. To record risks, owners, likelihood, impact, and response actions

12. A company wants to compare its benefits spending with similar employers. Which practice is most appropriate?

- A. Use the highest published benefit cost as the target
- B. Compare only the organization-wide average without context
- C. Copy the competitor with the most generous plan
- D. Use a benchmark with comparable industry, size, geography, and workforce characteristics

13. Which data display is generally best for showing monthly turnover trends over two years?

- A. A pie chart with one slice per month
- B. A line chart with time on the horizontal axis
- C. A single unformatted number
- D. A word cloud of employee comments

14. Which is a leading indicator of potential employee-relations problems?

- A. A rise in unresolved manager complaints
- B. Last year's completed litigation cost
- C. The number of employees who retired five years ago
- D. A finalized annual financial statement

15. Absenteeism increased after a scheduling change. Which method best tests the likely root cause?

- A. Assume the scheduling change caused all absences
- B. Survey only employees with perfect attendance
- C. Compare affected and unaffected groups while examining timing and other changes
- D. Remove absence data because it is negative

16. A flood may close the organization's largest distribution center. Which HR planning action best supports continuity?

- A. Wait until the closure to ask employees for ideas
- B. Focus only on replacing damaged equipment
- C. Suspend all workforce communications until operations resume
- D. Identify critical roles, backup staffing, communication channels, and recovery responsibilities

17. Which practice best reflects sound HR governance?

- A. Allow each manager to interpret policies independently
- B. Keep decision criteria informal to preserve flexibility
- C. Define decision authority, required approvals, controls, and documentation
- D. Delegate compliance responsibility without monitoring

18. A senior leader asks HR to select a retention program using only one manager's anecdotal complaints. What is the best response?

- A. Combine relevant data with structured stakeholder input and a defined decision question
- B. Reject all manager input as unreliable
- C. Choose the most popular program without analysis
- D. Use the anecdote as proof that every department has the same problem

19. During a rapidly evolving workplace incident, facts are incomplete and rumors are spreading. What should HR do first?

- A. Wait for complete information before communicating anything
- B. Establish known facts, assign decision owners, and communicate what is confirmed
- C. Share every rumor so employees can judge for themselves
- D. Let unrelated managers issue separate instructions

20. Which information is most useful when evaluating readiness for a critical-role succession plan?

- A. Bench strength, readiness timing, skill gaps, and development actions
- B. Only the incumbent's years of service
- C. The number of employees who received a newsletter
- D. A list of employees with the longest tenure

21. A new attendance policy will affect multiple locations. Which communication approach is most effective?

- A. Send one unexplained policy attachment and close questions
- B. Let each location create a different rule
- C. Announce the policy only after enforcement begins
- D. Use a consistent core message with local delivery, manager guidance, and feedback channels

22. A workforce dashboard's turnover rate is green, but the underlying data are missing two business units. What should HR do?

- A. Report the green status without qualification
- B. Flag the data limitation and correct coverage before drawing conclusions
- C. Delete the dashboard because one value is incomplete
- D. Estimate the missing units and present the estimate as actual data

23. Which objective is written most effectively for an HR strategic plan?

- A. Improve retention as much as possible someday
- B. Make employees happier through better management
- C. Reduce regrettable turnover in the engineering group by 15% within 12 months
- D. Focus on turnover when leaders have enough time

24. A company expects demand to increase in its service division next year. Which workforce-planning analysis should HR complete first?

- A. Publish job ads before estimating the number of roles
- B. Freeze hiring until turnover reaches a target
- C. Select a single recruiting vendor for every position
- D. Compare forecasted talent demand with internal supply and external availability

25. What is the primary purpose of a job analysis?

- A. Identify the duties, responsibilities, and knowledge required for a job
- B. Set the employee's annual bonus amount
- C. Measure the employee's personal satisfaction
- D. Choose the applicant with the longest work history

26. Which interview design most improves consistency and job-relatedness across candidates?

- A. Allow each interviewer to improvise personal questions
- B. Choose the candidate who creates the strongest personal connection
- C. Ask all candidates the same job-related questions and use a scoring rubric
- D. Ask different candidates about unrelated life experiences

27. Selection rates differ substantially between two demographic groups. What should HR do next?

- A. Ignore the difference because the process is facially neutral
- B. Examine the selection procedure for job-relatedness, consistency, and possible alternatives
- C. Lower the standard only for the group with the lower rate
- D. Remove the demographic data before reviewing the process

28. Before making a conditional job offer, which applicant practice is generally appropriate under the ADA?

- A. Ask for a detailed medical history from every applicant
- B. Require applicants to disclose all prescription medications
- C. Ask whether the applicant can perform essential functions, with or without accommodation
- D. Ask whether an applicant has ever received disability benefits

29. An employer obtains a consumer report from a background-screening company. What should occur before requesting the report?

- A. Provide a stand-alone written disclosure and obtain the applicant's written authorization
- B. Place a hidden disclosure in the application footer
- C. Request the report first and explain it after hiring
- D. Ask only the staffing vendor for verbal permission

30. A newly hired employee begins work on Monday. Which I-9 timing sequence is correct for the employer?

- A. Complete both sections after the first payroll is processed
- B. Complete Section 2 before making the job offer
- C. Complete Section 1 within three business days and Section 2 on day one
- D. Complete Section 1 by the first day and Section 2 within three business days

31. A manager calls a worker an independent contractor, but the worker follows the manager's schedule and detailed instructions. What should HR do?

- A. Accept the label because the contract uses contractor language
- B. Evaluate the actual relationship under applicable classification standards
- C. Classify every remote worker as an independent contractor
- D. Let the worker choose whichever status has lower withholding

32. Which sourcing strategy best supports a hard-to-fill technical role and broadens the potential talent pool?

- A. Post only on the organization's internal bulletin
- B. Use multiple channels, including professional networks and targeted diversity outreach
- C. Use the same referral source indefinitely
- D. Wait for applicants to discover the role without outreach

33. A recruiter received 120 qualified applications and hired 24 people. What was the selection ratio?

- A. 20%
- B. 5%
- C. 24%
- D. 50%

34. Which practice gives candidates the most realistic understanding of a job before acceptance?

- A. Show only the department's most successful day
- B. Avoid discussing difficult duties until after onboarding
- C. Provide an accurate description of both important demands and normal working conditions
- D. Promise advancement regardless of business conditions

35. One applicant group has 18 selections from 100 applicants; the comparison group has 40 selections from 100. What is the first group's selection rate as a percentage of the comparison rate?

- A. 18%
- B. 40%
- C. 55%
- D. 45%

36. A new cognitive test is proposed for customer-service hiring. Which evidence most directly supports its use?

- A. The vendor's claim that the test is popular
- B. A validation study linking test performance with relevant job performance
- C. A manager's belief that the questions feel challenging
- D. A high applicant completion rate alone

37. A vacancy is urgent, and a qualified employee from another department is available. What is the main advantage of considering an internal candidate?

- A. The organization can use known performance evidence and may reduce time to productivity
- B. Internal candidates require no selection process
- C. Internal candidates always cost less than external hires
- D. Internal movement eliminates the need to assess skill gaps

38. Which onboarding design is most likely to support early performance and retention?

- A. Give the employee policies and no manager meeting
- B. Assign all learning to optional self-study
- C. Combine role clarity, relationship building, training, and scheduled follow-up
- D. Wait for the first annual review to discuss expectations

39. Which succession-planning practice best protects the organization when a critical role becomes vacant unexpectedly?

- A. Keep the succession list informal and undocumented
- B. Maintain identified successors, readiness assessments, and development actions
- C. Identify a successor only after the incumbent resigns
- D. Use tenure alone as the readiness measure

40. Which reference-check process is most defensible?

- A. Ask only personal contacts selected by the interviewer
- B. Use different standards for candidates from different backgrounds
- C. Accept anonymous rumors without checking their relevance
- D. Use job-related questions, consistent criteria, and documented authorization

41. Which job advertisement is most likely to support inclusive and legally sound recruiting?

- A. Use neutral, essential qualifications and state an accommodation route
- B. Require a recent graduate with unlimited availability
- C. Request a youthful personality and cultural similarity
- D. Prefer applicants without family responsibilities

42. Customer complaints rose after a new service process launched. What should a training needs analysis examine first?

- A. Only whether employees attended the last class
- B. Which trainer has the most seniority
- C. Whether every employee prefers classroom learning
- D. Whether the gap results from knowledge, skill, process, resources, or motivation

43. In the ADDIE model, which phase normally follows the analysis of a training need?

- A. Evaluation
- B. Implementation
- C. Design
- D. Archiving

44. Which learning design best reflects adult-learning principles?

- A. Require memorization without explaining workplace relevance
- B. Give identical content regardless of role or experience
- C. Limit learners to passive listening throughout the program
- D. Use relevant problems, acknowledge experience, and allow active application

45. A manager wants to know whether a leadership course changed how supervisors coach employees. Which Kirkpatrick level is most directly relevant?

- A. Reaction
- B. Behavior
- C. Learning
- D. Results

46. Which intervention most directly improves transfer of training after employees return to work?

- A. A longer welcome presentation on the first training day
- B. A certificate that replaces workplace practice
- C. Manager reinforcement, job aids, practice opportunities, and follow-up feedback
- D. A rule prohibiting employees from adapting examples

47. What is the primary distinction between coaching and mentoring?

- A. Coaching usually targets current performance, while mentoring supports broader growth and career development
- B. Coaching is always informal, while mentoring is always mandatory
- C. Coaching focuses only on pay, while mentoring focuses only on policy
- D. Coaching requires a senior employee, while mentoring cannot include feedback

48. A high-potential employee is preparing for a role requiring skills not used in the current position. Which development action is strongest?

- A. Place the employee on a general mailing list
- B. Wait until the promotion to provide any development
- C. Assign a supported stretch project with specific outcomes and feedback
- D. Give only a self-paced policy course

49. Which evaluation design gives HR the strongest evidence that training contributed to an improvement?

- A. Compare pretraining and posttraining performance using a relevant baseline
- B. Count attendance and assume success
- C. Ask only the trainer whether the course worked
- D. Measure satisfaction without defining an outcome

50. Which practice best supports accessibility in an online compliance-training program?

- A. Provide audio-only instruction for every learner
- B. Use accessible materials, captions, keyboard navigation, and accommodation procedures
- C. Require one device and one interaction method
- D. Treat accessibility as the learner's private responsibility

51. Which learning objective is written in the most measurable form?

- A. Understand documentation better
- B. Appreciate the importance of accurate records
- C. Know the policy by the end of class
- D. Record three required facts without omissions in a case exercise

52. An organization wants to improve collaboration between departments whose handoffs frequently fail. Which OD intervention is most appropriate?

- A. Send each department a motivational quote
- B. Replace the entire workforce without diagnosing the process
- C. Facilitate a cross-functional process review and jointly redesign handoffs
- D. Provide unrelated individual technical training

53. Which condition most supports creativity and innovation at work?

- A. Psychological safety paired with clear goals and disciplined experimentation
- B. Punishment for every unsuccessful idea
- C. No priorities or constraints for proposed projects
- D. Approval of ideas based only on the speaker's title

54. Which method best supports internal equity when comparing two jobs within the same organization?

- A. Compare only the employees' personal preferences
- B. Pay the job with the more impressive title more automatically
- C. Use the incumbent's age as the primary value measure
- D. Evaluate their relative duties, responsibilities, skills, and working conditions

55. A compensation analyst is setting a market range for a specialized role. What should the analyst do first?

- A. Use the highest salary listed on a general website
- B. Select reliable, comparable market data and match the organization's job to the survey work
- C. Compare only the job titles without reviewing duties
- D. Copy the salary of the nearest unrelated role

56. An employee earns \$58,000, and the midpoint of the salary range is \$60,000. What is the employee's compa-ratio?

- A. 3.3%
- B. 96.0%
- C. 103.4%
- D. 96.7%

57. A manager wants to classify a coordinator as exempt because the job title sounds professional. What is the best HR response?

- A. Review the actual duties and pay basis under applicable FLSA requirements
- B. Approve the classification because titles determine exemption
- C. Classify every salaried employee as exempt
- D. Ask the employee to waive overtime rights

58. Which payroll control most directly reduces the risk of paying an employee for unworked time?

- A. Allow employees to edit finalized payroll without review
- B. Reconcile approved time records with schedules, exceptions, and payroll output
- C. Process payroll from last period's file automatically
- D. Use manager estimates without employee confirmation

59. A company discovers that newly hired engineers earn near the market rate while long-serving engineers earn much less. What issue should HR investigate first?

- A. Whether the engineers prefer a different office layout
- B. Whether every employee should receive an identical raise
- C. Pay compression and the consistency of adjustment decisions
- D. Whether job titles should be removed from the HRIS

60. Which design best aligns an individual incentive plan with the organization's strategic goal of improving customer retention?

- A. Reward controllable service behaviors and verified retention outcomes without encouraging harmful shortcuts
- B. Reward the highest number of calls regardless of resolution
- C. Pay every employee the same bonus regardless of results
- D. Reward only sales volume even when customers leave

61. What is the central responsibility of a fiduciary administering an ERISA-covered retirement plan?

- A. Maximize the employer's short-term cash position
- B. Select investments based on personal relationships
- C. Act prudently and solely for plan participants and beneficiaries
- D. Guarantee a particular investment return

62. Which event generally creates a COBRA qualifying event for an employee's covered dependents?

- A. The employee receives a routine performance review
- B. The employer changes the office cafeteria menu
- C. The dependent updates a mailing address without losing coverage
- D. The employee's covered employment ends or hours are reduced, causing loss of coverage

63. What should an employer generally do with group health coverage while an eligible employee takes FMLA leave?

- A. Cancel coverage immediately when leave begins
- B. Maintain group health coverage on the same terms as if the employee were working
- C. Require the employee to re-enroll after returning
- D. Offer coverage only if the employee uses paid leave

64. Which statement best distinguishes an HSA from a health FSA?

- A. An HSA is generally individually owned, while a health FSA is an employer cafeteria-plan account
- B. An HSA can be used only for retirement savings
- C. A health FSA is always funded only after a claim is approved
- D. An HSA and FSA are identical accounts with identical rules

65. Which feature describes a defined-benefit retirement plan?

- A. The employee receives only the account balance from individual contributions
- B. The employer provides no formula and no retirement obligation
- C. The benefit is based solely on the employee's latest performance rating
- D. The plan promises a benefit determined by a formula, often using service and compensation

66. What is the primary tax purpose of a Section 125 cafeteria plan?

- A. Guarantee that every employee receives the same benefit package
- B. Convert all bonuses into tax-free payments
- C. Allow employees to choose among specified benefits, often using pre-tax salary reductions
- D. Eliminate the employer's responsibility to follow plan terms

67. Which is an example of a noncash total-rewards element?

- A. A correction to an inaccurate timecard
- B. Paid volunteer time or a formal employee-recognition program
- C. A required tax filing by the employer
- D. A disciplinary warning for attendance

68. A pay-equity review finds employees doing substantially similar work receive different pay. What should HR examine before recommending changes?

- A. Only the employees' preferred pay amounts
- B. Whether the highest-paid employee is most popular
- C. Job content, legitimate pay factors, decision history, and consistency of application
- D. Whether differences can be hidden from managers

69. Which payroll process most directly supports accurate and timely tax reporting?

- A. Reconcile payroll registers, tax deposits, employee data, and filed returns
- B. Rely on employee memory for withholding amounts
- C. Change tax settings without an approval record
- D. Use estimated totals without comparing source records

70. Which communication best helps employees understand the value of a total-rewards program?

- A. Advertise only the most attractive benefit feature
- B. Explain the full package, eligibility rules, employee costs, tradeoffs, and available decision support
- C. Provide a single annual email with no examples
- D. Avoid discussing employee contributions to prevent questions

71. An engagement survey has a high response rate, but employees fear that comments can be traced to them. What should HR do?

- A. Promise absolute anonymity regardless of the system used
- B. Publish individual comments with employee names removed only
- C. Ignore the concern because participation was already high
- D. Explain confidentiality limits, protect access, and analyze results in an appropriately aggregated form

72. Which description best captures organizational culture?

- A. The formal reporting chart alone
- B. The list of benefits offered to employees
- C. The annual revenue target without employee behavior
- D. Shared assumptions, values, and norms shaping workplace behavior

73. What is a constructive purpose of an employee resource group?

- A. Replace HR's responsibility for legal compliance
- B. Build community, insight, and inclusion within clear guidelines
- C. Make employment decisions based on group membership
- D. Limit participation to employees who share one manager

74. An employee reports race-based comments, and the supervisor soon removes the employee from a desirable schedule. What is HR's best first response?

- A. Treat the schedule change as ordinary without reviewing timing
- B. Tell the employee to resolve the matter privately with the supervisor
- C. Preserve the complaint and scheduling evidence, investigate promptly, and assess retaliation risk
- D. Discipline the supervisor immediately without gathering facts

75. A supervisor receives a credible harassment complaint involving a coworker. Which action best reflects HR's role?

- A. Escalate promptly, protect participants from retaliation, and conduct a fair investigation
- B. Promise the complainant complete secrecy
- C. Ask the accused employee to investigate the complaint
- D. Wait for several additional complaints before acting

76. Which complaint-intake practice best supports an effective employee-relations process?

- A. Record only the employee's preferred solution
- B. Argue with the employee about whether the concern is serious
- C. Promise discipline before reviewing evidence
- D. Clarify the concern, record facts, explain next steps, and stay neutral

77. An employee asks for a schedule adjustment because of a disability. What should HR generally do?

- A. Begin an interactive process to understand limitations, essential functions, and effective accommodations
- B. Reject the request because all employees must work identically
- C. Ask the employee to disclose the diagnosis to coworkers
- D. Choose an accommodation without discussing effectiveness

78. An employee requests time for a religious observance that conflicts with a scheduled shift. What is the best HR approach?

- A. Deny every request involving a schedule conflict
- B. Require the employee to abandon the observance
- C. Discuss options and assess any undue hardship
- D. Approve any request without considering operational effects

79. An employee reports morning sickness and asks for a later start time. Which response best reflects the PWFA?

- A. Require the employee to take leave immediately
- B. Treat it as an accommodation request and begin the interactive process
- C. Ignore the request because the limitation is minor
- D. Require a detailed diagnosis before any discussion

80. Which is a core USERRA principle for an employee returning from qualifying military service?

- A. The employer may automatically eliminate the employee's seniority
- B. The employee must compete from the beginning for every prior benefit
- C. Military service should not be used as a negative employment factor, and reemployment rights may apply
- D. The employer may refuse reemployment because the absence was inconvenient

81. Which combination is part of the federal FMLA eligibility analysis for many private-sector employees?

- A. Six months of employment, 500 hours, and any worksite size
- B. Twelve weeks of employment, 1,000 hours, and no employer requirement
- C. Two years of employment, 2,000 hours, and only a state-law review
- D. Twelve months of employment, 1,250 hours worked in the preceding year, and a covered worksite threshold

82. An employee reports a workplace injury. What should HR do first?

- A. Coordinate prompt care, document the event, and follow workers' compensation procedures
- B. Decide immediately that the claim is invalid
- C. Tell the employee to use vacation instead of reporting
- D. Delay documentation until the injury becomes serious

83. Which practice best supports OSHA injury-and-illness recordkeeping?

- A. Record only injuries that result in resignation
- B. Use current OSHA criteria to record qualifying cases, maintain required logs, and make them available as required
- C. Allow managers to delete cases that reflect poorly on a unit
- D. Record every minor event without applying OSHA criteria

84. Which action is part of a sound workplace-safety program?

- A. Wait for an injury before assessing hazards
- B. Rely only on employees to purchase protective equipment
- C. Treat written policies as proof that hazards are controlled
- D. Identify recognized hazards, provide controls and training, and monitor whether controls work

85. Which response best supports workplace-violence prevention?

- A. Use hazard assessment, reporting channels, training, and a coordinated response plan
- B. Treat threats as private matters between employees
- C. Ban all reporting to protect the organization's reputation
- D. Rely on security after an incident without prevention work

86. Which approach is most defensible for a workplace drug-testing program?

- A. Test only employees whom a supervisor dislikes
- B. Publish individual results to discourage future use
- C. Use a written, consistently applied policy that follows applicable law and protects confidential results
- D. Change the testing standard after seeing an employee's identity

87. Which control best protects confidential personnel records?

- A. Store all records in a shared drive for convenience
- B. Limit access by role, use secure systems, and review access when responsibilities change
- C. Email complete files to every manager involved
- D. Keep one unrestricted paper file in the main office

88. What is the most appropriate general sequence for an internal workplace investigation?

- A. Receive and assess the concern, preserve evidence, plan, interview, analyze, and document findings
- B. Announce discipline, then collect facts
- C. Interview only the complainant and close the matter
- D. Delete informal notes before writing a conclusion

89. Which investigation note is most useful for later review?

- A. A note stating the investigator's favorite outcome
- B. An undated summary based on memory months later
- C. A rumor copied from an anonymous message without context
- D. A dated, factual record that separates observed evidence from conclusions

90. Which approach makes performance feedback most useful to an employee?

- A. Tell the employee to improve attitude without examples
- B. Describe specific behavior, its impact, the expected standard, and next steps
- C. Discuss personality rather than observable work behavior
- D. Wait until year-end and provide no follow-up

91. Which element is most important in a performance-improvement plan?

- A. A general statement that the employee must try harder
- B. A promise that performance will never affect employment
- C. Clear deficiencies, measurable expectations, support, a timeline, and potential consequences
- D. A plan based only on coworkers' informal opinions

92. Before approving a termination for performance, what should HR review first?

- A. The documentation, policy consistency, protected activity, and evidence supporting the stated reason
- B. Only whether the manager feels frustrated
- C. Whether the employee has no remaining vacation balance
- D. Whether the termination can be announced immediately

93. Which practice best supports a compliant final-pay process for a departing employee?

- A. Always pay on the next regular payday under one federal rule
- B. Withhold earned wages until all company equipment is returned
- C. Follow applicable state timing requirements and policy while accurately calculating all owed wages
- D. Pay salary but omit earned commissions unless requested

94. A proposed plant closure may affect many employees. What should HR assess under the federal WARN Act?

- A. Whether every individual termination always requires 60 days of notice
- B. Whether coverage and qualifying-event rules require advance notice, including the commonly stated 60-day period and exceptions
- C. Whether calling the action a reorganization eliminates notice analysis
- D. Whether notice can be skipped whenever the business prefers

95. Employees begin discussing wages and schedules together and ask management for a change. What should HR do?

- A. Discipline the employee who first mentioned pay
- B. Prohibit employees from discussing workplace conditions
- C. Require employees to raise concerns only one at a time
- D. Treat the discussion as potentially protected concerted activity and avoid retaliation while facts are reviewed

96. Which supervisor conduct should HR prohibit during a union-organizing campaign?

- A. Threats, interrogation, promises, and surveillance while providing accurate neutral information
- B. A neutral reminder that employees may choose for themselves
- C. A factual explanation of current benefits using approved materials
- D. Training supervisors to refer legal questions to HR

97. What does good-faith collective bargaining generally require?

- A. Accepting every union proposal
- B. Bargaining only after employees approve each management position
- C. Meaningful bargaining over mandatory subjects without assuming that agreement is guaranteed
- D. Making unilateral changes whenever negotiations are difficult

98. Before recommending discipline in a just-cause environment, what should HR examine?

- A. Whether the employee is unpopular with coworkers
- B. Whether the manager wants immediate punishment
- C. Whether the same rule can be ignored for senior employees
- D. Notice, investigation, consistent standards, and a proportionate response

99. An employee files a grievance under a collective bargaining agreement. What should HR do first?

- A. Resolve it informally without checking the agreement
- B. Follow the agreement's steps, timelines, and authorized decision process
- C. Skip directly to discharge if the complaint is critical
- D. Promise the employee a result before reviewing the facts

100. Which situation presents the clearest risk of an unfair labor practice?

- A. A manager reminds employees where to find the attendance policy
- B. A supervisor threatens employees with job loss if they support a union
- C. An employee asks for a copy of the collective bargaining agreement
- D. A union files a grievance under an established contract procedure

101. A supervisor asks whether unionization will cause the facility to close. What guidance should HR provide?

- A. Give neutral, accurate information without threats, promises, interrogation, or surveillance
- B. Promise a raise if employees reject the union
- C. Ask employees privately how they plan to vote
- D. Tell employees the facility will definitely close if they organize

102. A union-represented employee requests a representative during an investigatory interview that may lead to discipline. What should HR do?

- A. Continue because the employee has not yet been disciplined
- B. Tell the employee that representation is never permitted
- C. Pause the interview and follow the applicable representation procedure
- D. End the employee's employment for making the request

103. When interpreting an ambiguous collective bargaining agreement provision, which evidence is most useful?

- A. The supervisor's personal preference alone
- B. A new rule announced after the dispute began
- C. Only the employee's recollection of an informal conversation
- D. Plain language, related provisions, past practice, bargaining history, and prior grievance decisions

104. During a labor dispute, which HR practice best supports continuity and fair treatment?

- A. Coordinate safety, staffing, communications, and CBA or legal requirements while avoiding retaliation
- B. Use threats to discourage participation in the dispute
- C. Assign unsafe staffing levels to maintain output
- D. Apply different emergency standards to employees who support the union

105. An employee submits a whistleblower report about a safety practice. What should HR do first?

- A. Ask the employee to withdraw the report before documenting it
- B. Assign the review to the manager named in the report
- C. Preserve evidence, prevent retaliation, and arrange an impartial review under the applicable reporting process
- D. Search for a performance reason to discipline the reporter

106. A supervisor proposes removing an employee from overtime shortly after the employee filed an OSHA safety complaint. What should HR do?

- A. Approve the change because overtime is always discretionary
- B. Delete the safety complaint from the personnel file
- C. Discipline the employee for making the complaint
- D. Investigate the overtime decision and protect the employee from retaliation while facts are reviewed

107. Which combination best protects sensitive employee data in an HR system?

- A. Shared passwords and unrestricted spreadsheet exports
- B. Least-privilege access, multifactor authentication, secure transmission, and an incident-response process
- C. One permanent administrator account for all HR users
- D. Waiting to investigate a breach until an employee complains

108. Which action is most important in an emergency workforce-continuity plan?

- A. Account for employees, test communications, and assign recovery roles
- B. Rely on one untested communication channel
- C. Leave recovery responsibilities undefined until the emergency
- D. Focus only on restoring equipment

109. Which response best supports employee safety during a workplace emergency?

- A. Focus first on protecting property rather than people
- B. Use evacuation, accountability, emergency communication, and post-incident support procedures
- C. Assume everyone is safe unless someone reports otherwise
- D. Improvise instructions without considering accessibility needs

110. Which documentation best supports a review of a possible retaliation claim?

- A. A vague note written after the decision is challenged
- B. A changing explanation tailored to the employee's complaint
- C. A record that omits the protected report from the timeline
- D. A contemporaneous, objective record that examines timing, comparators, and protected activity

111. When a litigation hold is issued, what should HR do?

- A. Continue routine deletion to reduce storage costs
- B. Alter informal notes before preserving them
- C. Preserve potentially relevant records and suspend routine deletion according to the hold
- D. Preserve only records that support the employer's position

112. Which combination is most important to a harassment-prevention program?

- A. A clear policy, accessible reporting channels, training, prompt response, and anti-retaliation protections
- B. A policy stored where employees cannot find it
- C. One reporting route controlled by the accused manager
- D. Delayed response until several complaints accumulate

113. How should HR use exit-interview information?

- A. Treat every comment as proof of the employee's stated cause
- B. Require departing employees to identify coworkers by name
- C. Use a voluntary, standardized process and analyze themes alongside other turnover evidence
- D. Discard responses that criticize a manager

114. Which follow-up most improves trust after an engagement survey?

- A. Publish identifiable comments to prove transparency
- B. Promise that every requested change will be adopted
- C. Say nothing until the next annual survey
- D. Share themes and actions, explain limits, and measure whether conditions improve

115. Which approach gives HR the strongest view of whether an employee-relations intervention is working?

- A. Use only the number of formal complaints
- B. Combine complaints, turnover, absence, and survey data to test results
- C. Use only the annual turnover rate
- D. Declare success after one favorable anecdote

Practice Exam 5: Answer Key and Explanations

1. C — The structure, decision rights, and required capabilities connect HR work to the organization's strategic change. A handbook count, salary average, or orientation attendance may be useful later, but none defines the operating model. HR should map roles, relationships, and capability gaps before recommending staffing, development, or policy changes. This supports planning.

2. B — SWOT analysis organizes internal strengths and weaknesses with external opportunities and threats. A job evaluation compares work value, a grievance procedure governs complaints, and a transfer checklist examines learning application. HR can use SWOT findings to connect workforce capabilities and risks with business conditions before selecting an intervention. This supports planning.

3. D — A group of related measures provides a more complete view of recruiting speed, spending, and downstream retention. One metric can hide tradeoffs, the lowest cost may reduce quality, and correlation does not prove that a policy caused turnover. HR should define each measure, examine trends and context, and combine quantitative evidence with operational stakeholder input. This supports planning.

4. B — Cost per hire is calculated by dividing total recruiting cost by the number of hires: \$72,000 divided by 18 equals \$4,000. The other figures result from using an incorrect divisor or arithmetic error rather than the stated hiring count. HR should define which recruiting costs belong in the numerator and use the same method when comparing periods or recruiting channels.

5. D — The attrition rate is departures divided by average workforce size: 24 divided by 240 equals 0.10, or 10 percent. Five percent understates departures, 12 percent uses an unsupported denominator, and 24 percent treats the count as a rate. HR should state the period, define voluntary and involuntary categories, and use a consistent average headcount in trend analysis. This supports planning.

6. C — Role-based access grants only the permissions needed for an individual's duties and allows HR to review those permissions. Storage capacity and display colors do not control access, while universal manager access violates least-privilege principles. HR should document data owners, approval paths, access reviews, and prompt removal of permissions when roles change. This supports planning.

7. A — A sponsor with authority and explicit decision criteria can organize competing interests and move the redesign forward. Publishing prematurely, voting on technical details, or waiting for universal agreement avoids the governance problem rather than solving it. HR should document objectives, constraints, decision rights, and escalation points before evaluating benefit alternatives. This supports planning.

8. A — Disclosure and recusal protect the integrity of the process when a personal relationship could influence, or appear to influence, judgment. Omitting the relationship conceals risk, private price discussions create unequal treatment, and rejecting all vendors is unnecessarily extreme. HR should follow the conflict policy, preserve a transparent evaluation record, and assign an independent decision-maker. This supports planning.

9. C — Stakeholder mapping considers who can influence the change, who is affected, and what communication each group needs. A single manual, executive-only consultation, or department-size ranking omits important differences in authority and experience. HR should tailor engagement, timing, and escalation to each stakeholder group while maintaining a consistent core message. This supports planning.

10. B — ROI is calculated as benefits minus cost, divided by cost: (\$180,000 minus \$60,000) divided by \$60,000 equals 200 percent. Fifty percent omits the full net benefit, 120 percent divides incorrectly, and 300 percent compares gross benefits with cost. HR should identify the benefit assumptions, measurement period, and comparison group before presenting ROI as evidence of program value. This supports planning.

11. D — A risk register makes uncertainty visible by documenting each risk, its owner, potential impact, likelihood, and planned response. It does not replace scheduling, guarantee prevention, or wait until harm occurs before recording an exposure. HR should review the register as conditions change and escalate high-impact risks to the stakeholders who can act. This supports planning.

12. D — Useful benchmarking compares organizations with sufficiently similar labor markets, workforce profiles, and business conditions. The highest cost, an uncontextualized average, or a copied competitor plan may be irrelevant or financially unsustainable. HR should define the comparison group, normalize measures, and combine benchmark evidence with employee and business needs. This supports planning.

13. B — A line chart shows movement over ordered time points, making direction, seasonality, and unusual changes easier to see. A pie chart is poor for many time slices, a single number removes trend information, and a word cloud summarizes text. HR should label the measure, period, denominator, and meaningful comparison points so leaders interpret the chart correctly. This supports planning.

14. A — Unresolved complaints can signal emerging conflict before it becomes a formal claim, turnover event, or litigation expense. Litigation cost, past retirements, and finalized financial statements are lagging or historical measures of outcomes already realized. HR should monitor the indicator, investigate patterns, and address root causes before problems spread across the workforce. This supports planning.

15. C — Comparing groups and timelines helps determine whether absenteeism changed differently where the scheduling practice applied. Assuming causation, sampling only perfect attendees, or deleting negative data prevents a balanced assessment of competing explanations. HR should examine workload, manager practices, seasonality, and policy changes before recommending a targeted intervention. This supports planning.

16. D — Continuity planning identifies essential work, alternate staffing, responsible leaders, and communications before an interruption occurs. Waiting, focusing only on equipment, or withholding communication leaves people and decisions uncoordinated during the disruption. HR should coordinate the plan with operations, safety, technology, and communications, then test and update it periodically. This supports planning.

17. C — Governance clarifies who may decide, which controls apply, what approvals are required, and how decisions are documented. Unbounded manager discretion, informal criteria, and unmonitored delegation create inconsistent practices and weak accountability. HR should make governance usable by assigning owners, publishing escalation paths, and reviewing whether controls operate as intended. This supports planning.

18. A — Evidence-based HR combines credible quantitative information, qualitative input, professional expertise, and the decision context. Anecdotes may identify a question but cannot establish scope; rejecting input or choosing by popularity is also insufficient. HR should clarify the retention problem, test whether it is widespread, and compare interventions against explicit criteria. This supports planning.

19. B — In uncertainty, HR should stabilize decision-making by separating verified facts from assumptions and assigning accountable owners. Silence encourages speculation, rumor-sharing increases harm, and uncoordinated instructions create conflicting expectations. HR should communicate confirmed information, explain what remains unknown, provide next-update timing, and document subsequent decisions. That is the correct starting point.

20. A — Succession readiness depends on potential successors, their time to readiness, capability gaps, and actions that close those gaps. Tenure and newsletter counts do not establish capability or readiness, and incumbent service length is only contextual information. HR should protect confidentiality, validate talent data, and review development progress with authorized business leaders. This supports planning.

21. D — A consistent core message protects policy integrity while local delivery and manager guidance address practical questions. An unexplained attachment, conflicting local rules, or delayed communication increases confusion and weakens implementation. HR should explain the reason, effective date, expectations, support resources, and a channel for reporting inconsistent application. This supports planning.

22. B — A rate based on incomplete coverage can misrepresent workforce conditions, so data limitations must be visible and corrected. Unqualified reporting hides uncertainty, deletion removes useful context, and presenting estimates as actual data misleads decision-makers. HR should identify missing sources, label any estimate clearly, validate the denominator, and rerun the analysis. This supports planning.

23. C — The objective identifies a defined population, measurable change, and time period, making progress assessable. The other statements are aspirational but lack a measurable target, scope, or deadline for accountability. HR should pair the objective with a baseline, owner, interventions, and review schedule so leaders can evaluate results. This supports planning.

24. D — Workforce planning begins by comparing the people and capabilities the business will need with available internal and external supply. Advertising, freezing hiring, or selecting a vendor before estimating demand can create excess cost or leave critical gaps. HR should document assumptions, scenarios, timing, and capability requirements before recommending hiring, development, or staffing alternatives. This supports planning.

25. A — Job analysis identifies what work is performed and the knowledge, skills, abilities, and other characteristics needed to perform it. Bonus setting, satisfaction measurement, and work-history length address different HR decisions and do not define job requirements. HR should use current job information to support recruiting, selection, performance expectations, training, and compensation decisions. This supports planning.

26. C — Structured interviews use common job-related questions and scoring criteria, making candidate comparisons more consistent. Improvisation, personal chemistry, and unrelated life questions create inconsistent evidence and may introduce bias. HR should train interviewers, document ratings independently, and retain evidence showing how the criteria relate to job performance. That is the correct starting point.

27. B — A neutral-looking procedure can still create disparate impact, so HR should evaluate evidence, job-relatedness, consistency, and alternatives. Ignoring the disparity, changing standards by group, or deleting data undermines fair selection and prevents meaningful analysis. HR should involve appropriate legal and compliance stakeholders and correct a process that lacks a defensible business rationale. This supports planning.

28. C — Before an offer, employers may assess ability to perform essential job functions but generally may not ask disability-related medical questions. Routine medical histories, medication disclosures, and disability-benefit questions seek protected medical information before the permitted stage. HR should describe essential functions accurately, use consistent questions, and address accommodation requests through the proper process. This supports planning.

29. A — The FCRA requires a clear stand-alone disclosure that a report may be used for employment purposes and written authorization. A hidden application clause, after-the-fact explanation, or vendor-only permission does not satisfy the required applicant notice and authorization. HR should also certify compliance to the reporting company and follow pre-adverse and adverse-action procedures when applicable. This supports planning.

30. D — Section 1 is due by the employee's first day; the employer completes Section 2 within three business days. Payroll timing is irrelevant, and the final option reverses the sequence. HR should use current USCIS instructions, apply the process consistently, and request only permitted documents. That is the correct starting point.

31. B — Worker classification depends on the actual economic and operational relationship, not merely the label used in a contract or by a manager. A label, remote location, or worker preference does not resolve classification obligations or the associated tax and wage risks. HR should gather facts, apply the relevant federal and state tests, and obtain qualified review before changing classification.

32. B — Multiple sourcing channels can reach different talent pools and reduce overreliance on a single network or referral pattern. An internal-only post, one permanent referral source, or passive waiting can narrow reach and reproduce existing workforce patterns. HR should track source quality, candidate experience, cost, diversity reach, and conversion to determine which channels work. This supports planning.

33. A — Selection ratio equals the number selected divided by the number of qualified applicants: 24 divided by 120 equals 0.20, or 20 percent. Five percent reverses the relationship, 24 percent treats the hiring count as the rate, and 50 percent uses an unsupported denominator. HR should define the applicant pool consistently and interpret the ratio with quality, adverse-impact, and labor-market information.

34. C — A realistic job preview gives candidates balanced information about meaningful duties, demands, conditions, and expectations. Highlighting only success, hiding difficult work, or promising advancement creates expectations that may later damage trust and retention. HR should coordinate accurate content with the hiring manager and update the preview when the job materially changes. This supports planning.

35. D — The first rate is 18 percent and the comparison rate is 40 percent; 18 divided by 40 equals 45 percent. Eighteen percent is the group's rate, 40 percent is the comparison, and 55 percent is unsupported. HR should use the result as a screening signal, then investigate the procedure, sample size, job relationship, and alternatives. This supports planning.

36. B — Validation evidence examines whether test results meaningfully relate to the knowledge or performance requirements of the job. Popularity, perceived difficulty, and completion rate do not establish that the test predicts or measures job-relevant performance. HR should document the job analysis, validation method, administration conditions, and monitoring plan before implementation. This supports planning.

37. A — Internal candidates may offer observable performance history, organizational knowledge, and a shorter adjustment period. They still require fair selection, may not always cost less, and can have development needs for the new role. HR should use consistent criteria, notify affected leaders, and plan transition and development support for the selected employee. This supports planning.

38. C — Effective onboarding connects expectations, resources, relationships, required training, and follow-up during the employee's adjustment period. Documents alone, optional self-study, or delayed feedback leave critical role and relationship needs unresolved. HR should use a repeatable checklist while allowing role-specific support and measuring early experience and performance signals. That is the correct starting point.

39. B — A maintained succession process makes potential successors, readiness timing, and development priorities visible before a vacancy occurs. Informal lists, post-resignation identification, and tenure alone do not establish capability or readiness for critical work. HR should review talent data with authorized leaders, protect confidentiality, and update plans as roles and capabilities change. This supports planning.

40. D — A defensible reference process uses relevant questions, consistent treatment, appropriate authorization, and documented information. Personal contacts, different standards, and unverified rumors create inconsistent evidence and increase privacy and discrimination risk. HR should define the process before checks begin and separate verified job information from unsupported opinions. That is the correct starting point.

41. A — A sound posting focuses on essential, job-related qualifications and makes the application process accessible to qualified applicants. Age-coded language, cultural similarity, and family-status preferences are not reliable job requirements and can discourage protected groups. HR should review postings for necessity, consistency, accessibility, and compliance before releasing them through recruiting channels. This supports planning.

42. D — A needs analysis distinguishes a learning problem from process, resource, motivation, or performance-management problems. Attendance, trainer seniority, and delivery preference do not identify why the service outcome changed. HR should examine the task, evidence of performance, work conditions, and stakeholder expectations before designing training. That is the correct starting point.

43. C — In ADDIE, analysis identifies the need and design translates that need into objectives, content, sequencing, and delivery plans. Implementation delivers the plan, evaluation examines results, and archiving is not a standard ADDIE phase. HR should preserve alignment between the performance gap, measurable objectives, learning activities, and evaluation method. This supports planning.

44. D — Adults learn more effectively when content is relevant, connected to experience, problem-centered, and applied through participation. Unexplained memorization, identical treatment of different needs, and passive listening reduce transfer and engagement. HR should involve learners in practice, feedback, reflection, and examples that resemble their real work. That is the correct starting point.

45. B — Kirkpatrick's behavior level examines whether participants apply learning in the workplace, such as using coaching practices. Reaction measures participant impressions, learning measures knowledge or skill acquisition, and results measure broader organizational outcomes. HR should define observable coaching behaviors and select follow-up evidence, such as observations, records, or manager feedback. This supports planning.

46. C — Transfer improves when the work environment reinforces new behavior through practice, feedback, tools, and manager support. A longer presentation, certificate, or rigid prohibition does not ensure that employees can apply learning under real conditions. HR should coordinate reinforcement with managers, remove barriers, and measure whether targeted behaviors appear on the job. This supports planning.

47. A — Coaching commonly addresses specific performance or skill goals, while mentoring offers broader developmental guidance over time. Neither relationship is defined by mandatory status, pay, policy, seniority, or the absence of feedback. HR should clarify purpose, boundaries, confidentiality, and expected outcomes when establishing either developmental relationship. That is the correct starting point.

48. C — A supported stretch project creates practice in the target capabilities while allowing feedback and observation of readiness. A mailing list, delayed development, or unrelated policy course does not build or demonstrate the needed role capabilities. HR should define the assignment, support, risks, measures, and review points with the employee and manager. This supports planning.

49. A — A baseline and posttraining measure allow HR to examine change against a defined performance outcome. Attendance, trainer opinion, and satisfaction can inform evaluation but do not demonstrate improved performance by themselves. HR should consider comparison groups, timing, operational changes, and other causes before attributing the outcome to training. This supports planning.

50. B — Accessible design removes predictable barriers through compatible materials, captions, navigation options, and responsive accommodation processes. Audio-only content, one required interaction method, and shifting responsibility entirely to learners exclude people with different needs. HR should test the program, publish a clear request channel, and correct barriers before mandatory completion deadlines. This supports planning.

51. D — The objective identifies conditions, an observable behavior, and a measurable performance standard. Understand, appreciate, and know describe internal states without specifying what the learner must demonstrate. HR should align practice activities and assessment criteria with the exact behavior and standard stated in the objective. That is the correct starting point.

52. C — A cross-functional process review addresses relationships, roles, information flow, and shared work-system problems. Motivational messages, wholesale replacement, or unrelated technical training do not diagnose the handoff system. HR should involve affected departments, map the current process, test improvements, and measure cycle time and error reduction. That is the correct starting point.

53. A — Innovation benefits from psychological safety, a clear problem, boundaries, experimentation, and learning from results. Punishment suppresses ideas, no constraints prevents focus, and title-based approval substitutes status for evidence. HR should help leaders invite dissent, define guardrails, recognize learning, and evaluate ideas using transparent criteria. That is the correct starting point.

54. D — Job evaluation examines the relative value of work using factors such as responsibility, skill, effort, and working conditions. Preferences, titles alone, and age do not measure the work performed or establish an equitable internal relationship. HR should use consistent factors, trained evaluators, and documented decisions when maintaining job structures. This supports planning.

55. B — Market pricing depends on reliable data and a sound match between the organization's actual job content and survey work. A highest-value website entry, title-only match, or unrelated role can

produce an inaccurate and inequitable range. HR should document source quality, matching criteria, labor-market relevance, and the date of the analysis. This supports planning.

56. D — Compa-ratio equals salary divided by range midpoint: \$58,000 divided by \$60,000 equals 0.9667, or approximately 96.7 percent. Three point three percent is the difference from midpoint, 96 percent rounds incorrectly, and 103.4 percent reverses the relationship. HR should interpret the ratio with experience, performance, range position, market movement, and documented pay practices. This supports planning.

57. A — FLSA exemption analysis depends on applicable salary and duties requirements, not a title or an employee's preference. Titles, salary alone, and purported waivers do not resolve whether the legal exemption applies. HR should document the analysis, correct the classification when needed, and review state requirements that may be more protective. This supports planning.

58. B — Reconciliation compares source time records, approved exceptions, schedules, and payroll output before payment is finalized. Unreviewed edits, stale files, and unsupported estimates weaken accuracy and create overpayment or underpayment risk. HR and payroll should separate entry, approval, and review duties and investigate unusual variances. That is the correct starting point.

59. C — Pay compression occurs when newer employees' pay approaches or exceeds pay received by experienced employees in comparable work. Workspace preference, identical raises, and removing titles do not address the compensation relationship or its causes. HR should analyze tenure, performance, market movement, range placement, and documented criteria before recommending adjustments. This supports planning.

60. A — A sound incentive plan connects rewards to meaningful outcomes and behaviors employees can influence while monitoring unintended effects. Call volume, identical bonuses, and sales alone can encourage speed or volume at the expense of customer retention. HR should test measures, eligibility, caps, quality controls, and communication before implementation. This supports planning.

61. C — A plan fiduciary must act prudently and for participants' and beneficiaries' interests when managing plan responsibilities. Employer cash, personal relationships, and guaranteed returns do not define fiduciary duty and may create conflicts or false promises. HR should identify fiduciary roles, follow plan documents, monitor providers, and escalate potential conflicts. This supports planning.

62. D — COBRA continuation rights can arise when a covered employee's termination or reduction in hours causes covered dependents to lose group health coverage. Performance reviews, cafeteria changes, and address updates do not by themselves cause a loss of group health coverage. HR should coordinate timely notices, eligibility records, and plan-administrator procedures for each qualifying event. This supports planning.

63. B — FMLA generally requires continuation of group health benefits during protected leave on the same terms as active employment. Immediate cancellation, mandatory re-enrollment, or conditioning coverage on paid leave conflicts with that continuation principle. HR should explain premium

responsibilities, maintain accurate leave records, and coordinate return-to-work procedures. That is the correct starting point.

64. A — HSAs and health FSAs are different tax-favored arrangements with different eligibility, ownership, contribution, and balance rules. An HSA is not solely a retirement account, an FSA is not defined by claim timing, and the accounts are not identical. HR should use current plan documents and IRS guidance when explaining eligibility, elections, reimbursements, and carryover rules. This supports planning.

65. D — A defined-benefit plan specifies a promised retirement benefit through a formula, placing funding and investment obligations on the plan sponsor. An individual account balance describes a defined-contribution design, while no obligation or a performance rating is not a plan formula. HR should explain the plan type accurately and direct participants to the governing plan document for personal estimates.

66. C — A cafeteria plan permits an employee choice among qualified benefits and may allow salary reductions on a pre-tax basis. Uniform benefits, blanket tax-free bonuses, and ignoring plan terms are not the purpose or effect of Section 125. HR should communicate election rules, permitted changes, deadlines, and the tax treatment described in the plan documents. This supports planning.

67. B — Noncash rewards include meaningful benefits and recognition, such as paid volunteer time, development, flexibility, or recognition programs. Timecard correction, tax filing, and discipline are administrative or corrective actions rather than rewards. HR should assess which noncash elements employees value and communicate eligibility and consistent access. That is the correct starting point.

68. C — Pay analysis requires examining comparable work, documented legitimate factors, historical decisions, and whether those factors were applied consistently. Preferences, popularity, and concealment do not explain or correct potentially unjustified pay differences. HR should preserve confidentiality, test for patterns, correct unsupported differences, and document the review methodology. That is the correct starting point.

69. A — Reconciliation compares payroll outputs, deposits, employee records, and filings so discrepancies are identified before they compound. Memory, unapproved changes, and unsupported estimates do not create a reliable control over payroll reporting. HR should assign review ownership, retain correction evidence, and coordinate with payroll and finance on exceptions. This supports planning.

70. B — Total-rewards communication should show the complete value proposition, including costs, choices, limits, and practical decision support. Highlighting one feature, using an unexplained email, or hiding employee costs prevents informed comparisons. HR should use plain language, examples, accessible channels, and feedback data to improve understanding and enrollment. That is the correct starting point.

71. D — Trust in the survey process depends on accurate privacy explanations, controlled access, and aggregation that prevents reasonable reidentification. Absolute promises may be inaccurate, lightly

edited comments may remain identifiable, and response rate does not eliminate the concern. HR should review the survey design, communicate limits plainly, and use results to address themes rather than expose individuals. This supports planning.

72. D — Culture includes shared assumptions, values, and norms that shape behavior, interpretation, relationships, and decisions. A reporting chart, benefit list, or revenue target may influence work but does not by itself describe shared meaning and norms. HR should compare stated values with observed practices and use evidence from employee experience when recommending culture work. This supports planning.

73. B — An employee resource group can strengthen community, surface perspectives, and support inclusion without replacing formal governance. ERGs should not make legal decisions, determine employment outcomes by membership, or operate as a manager-controlled private group. HR should clarify sponsorship, participation, confidentiality, funding, and how ERG input reaches decision-makers. This supports planning.

74. C — A protected complaint followed by an adverse change requires prompt fact gathering and attention to possible retaliation. Ignoring timing, sending the employee back alone, or imposing discipline before investigation can compromise fairness and evidence. HR should separate the complaint from the merits of the schedule decision, protect against retaliation, and document findings. This supports planning.

75. A — A credible complaint requires prompt escalation, reasonable interim protections, impartial fact gathering, and corrective action when supported. Complete secrecy may be impossible, self-investigation creates bias, and delay can allow harm or evidence loss. HR should explain the process and confidentiality limits, document steps, and communicate outcomes appropriately. This supports planning.

76. D — Good intake captures the concern and facts, sets realistic expectations, and preserves neutrality while the matter is reviewed. A preferred remedy is not the complete record, arguing discourages reporting, and promised discipline prejudices the outcome. HR should identify witnesses, documents, immediate risks, and appropriate escalation while maintaining respectful communication. This supports planning.

77. A — The ADA accommodation process requires communication about limitations, essential functions, and an effective reasonable accommodation. Identical treatment may ignore accommodation duties, coworkers do not need the diagnosis, and unilateral selection may fail. HR should protect medical confidentiality, document the process, and assess undue hardship under applicable law. This supports planning.

78. C — Religious accommodation calls for a good-faith examination of reasonable options and the employer's operational circumstances. Automatic denial, forcing abandonment, or automatic approval prevents the individualized assessment required for a sound decision. HR should document the request, options considered, consistent treatment, and any evidence supporting an undue-hardship conclusion. This supports planning.

79. B — The PWFA covers known limitations related to pregnancy and expects prompt consideration of reasonable accommodations. Forcing leave, dismissing a modest limitation, or demanding unnecessary medical detail can conflict with the statute's protections. HR should discuss an effective adjustment, protect confidentiality, and avoid retaliation or coercion during the process. This supports planning.

80. C — USERRA protects service-related employment rights and generally prevents military service from being treated as a negative employment factor. Automatic loss of seniority, starting over for every benefit, or refusal based on inconvenience conflicts with those protections. HR should verify service, apply the relevant reemployment position and exceptions, and coordinate promptly with qualified reviewers. This supports planning.

81. D — Common FMLA eligibility analysis considers employment duration, hours worked, employer coverage, and the employee's worksite relationship. The alternatives substitute unsupported thresholds or omit the federal coverage and worksite requirements. HR should verify current federal rules and any more protective state or local leave law before deciding eligibility. This supports planning.

82. A — Prompt care, accurate reporting, and the applicable workers' compensation process protect the employee and preserve reliable facts. HR should not decide validity alone, divert the employee to vacation, or wait until harm worsens before documenting. HR should follow state requirements, notify the carrier or administrator, and prevent retaliation for reporting an injury. This supports planning.

83. B — OSHA recordkeeping requires applying the applicable criteria, maintaining accurate records, and following access and retention rules. Resignation is not the recordability test, deletion is improper, and recording without criteria can distort the record. HR should coordinate with safety professionals, train responsible managers, and verify current federal or state-plan requirements. This supports planning.

84. D — A safety program uses hazard identification, feasible controls, training, reporting, and monitoring of actual conditions. Waiting, shifting control costs to employees, or relying on paper policies leaves hazards unaddressed in practice. HR should partner with safety leaders, track corrective actions, and escalate unresolved high-risk conditions. That is the correct starting point.

85. A — Workplace-violence prevention combines risk assessment, reporting, training, security coordination, and response planning. Private handling, suppressed reporting, or incident-only security misses patterns and leaves preventable risk unmanaged. HR should define escalation criteria, protect reporters, coordinate emergency partners, and review lessons after events. This approach keeps the decision aligned with the stated objective and reduces avoidable risk.

86. C — A defensible program uses consistent criteria, lawful procedures, secure handling, and limited disclosure of results. Selective testing, public disclosure, and identity-based changes create discrimination, privacy, and due-process risk. HR should review federal, state, local, and industry requirements before implementing or revising the policy. This approach keeps the decision aligned with the stated objective and reduces avoidable risk.

87. B — Role-based access and secure systems reduce unnecessary exposure while reviews remove access that is no longer justified. Shared drives, broad email distribution, and unrestricted paper files increase the chance of unauthorized disclosure. HR should define data owners, retention rules, audit trails, incident response, and lawful access procedures. This supports planning.

88. A — A sound investigation begins with intake and risk assessment, preserves evidence, gathers balanced facts, and documents findings. Discipline before facts, one-sided interviews, and deleted notes compromise neutrality, reliability, and defensibility. HR should tailor scope to the allegation, protect against retaliation, and route findings to authorized decision-makers. That is the correct starting point.

89. D — Dated factual notes allow reviewers to distinguish what was reported or observed from the investigator's later analysis. Preference, delayed memory, and context-free rumor do not provide a reliable evidentiary record. HR should preserve source information, interview dates, documents reviewed, credibility considerations, and decision rationale. That is the correct starting point.

90. B — Effective performance feedback identifies observable behavior, its impact, the relevant standard, and a path for improvement. Vague labels, personality judgments, and feedback without examples do not give the employee a fair opportunity to understand or change performance. The manager should document the conversation, invite the employee's perspective, provide support, and schedule follow-up against defined expectations. This supports planning.

91. C — A useful performance-improvement plan states the deficiency, objective expectations, support, measurement method, timeline, and potential consequences. Vague language, guaranteed job security, and unsupported opinions do not give the employee a fair or measurable path to improvement. HR should review the plan for consistency, provide reasonable support, document progress, and revisit expectations at scheduled points. This supports planning.

92. A — Termination review should test whether the documented reason is supported, consistently applied, and separate from protected activity or other prohibited factors. Manager frustration, vacation balances, and announcement speed do not establish a fair or defensible employment decision. HR should compare similar cases, confirm policy and process requirements, preserve records, and escalate unresolved legal risks. This supports planning.

93. C — Final-pay timing is not governed by one universal federal deadline; applicable state law, wage agreements, and policy determine the required process. Assuming one nationwide date, withholding earned wages as leverage, or omitting owed compensation can create violations and disputes. HR should verify jurisdiction-specific rules, reconcile time and commissions, communicate the process, and document payment. This supports planning.

94. B — Federal WARN coverage can require 60 calendar days of advance notice for qualifying plant closings or mass layoffs, subject to employer, employee, and exception rules. An individual termination is not automatically a WARN event, and relabeling a layoff does not remove legal analysis. HR should assess thresholds, affected employees, timing, notices, exceptions, and state requirements with counsel. This supports planning.

95. D — Employees who act together about wages, schedules, or working conditions may be engaging in protected concerted activity under the NLRA. Discipline based on the group concern, even when it is uncomfortable, can create interference or retaliation risk. HR should preserve the facts, assess whether conduct lost protection, and coordinate a neutral response with labor counsel. This supports planning.

96. A — During an organizing campaign, supervisors should communicate accurate information while respecting employees' rights to make their own choices. Threats, interrogating employees about support, promises of benefits, and surveillance can unlawfully interfere with protected activity. HR should train supervisors, centralize approved communications, and route questions through a knowledgeable labor-relations process. This supports planning.

97. C — Good-faith bargaining requires meaningful participation, timely information exchange, and sincere consideration of proposals on mandatory subjects. Good faith does not require accepting a proposal, reaching agreement, or bargaining over subjects outside the parties' legal scope. HR should coordinate bargaining authority, maintain accurate records, and avoid unilateral changes that bypass the bargaining obligation. This supports planning.

98. D — In a just-cause environment, discipline is evaluated through notice of expectations, reasonable investigation, evidence, consistent treatment, and proportionality. At-will assumptions, immediate punishment, or inconsistent penalties may conflict with a collective agreement or established practice. HR should review the CBA and relevant precedent before recommending discipline and should document the rationale. This supports planning.

99. B — A grievance process gives the parties a defined method for raising, investigating, and resolving disputes under the collective bargaining agreement. Skipping steps, missing deadlines, or making promises outside authority can waive rights or create inconsistent treatment. HR should identify the issue, preserve records, check the CBA, and meet each response deadline. This supports planning.

100. B — Threatening employees with job loss because of union support can interfere with rights protected by the National Labor Relations Act. Routine policy reminders, a contract grievance, or a request for bargaining information is not equivalent to a threat. HR should stop the conduct, preserve evidence, train the supervisor, and obtain labor-relations review before further communication. This supports planning.

101. A — Employees may ask questions during organizing activity, but a supervisor's response must respect employee choice and avoid coercive conduct. Threatening closure, promising benefits, interrogating support, or monitoring meetings can interfere with protected rights. HR should provide approved factual guidance, train supervisors, and refer legal questions to labor-relations specialists. This supports planning.

102. C — Under Weingarten principles, a union-represented employee may request representation during an investigatory interview the employee reasonably believes could lead to discipline. HR should not force the interview forward after a valid request without following the employee's representation choices and applicable procedure. Confirm the request, explain available options, and document the interview process without retaliating for the request. This supports planning.

103. D — Collective-agreement interpretation begins with the contract text but may also consider context, established practice, bargaining history, and prior decisions. Reading one sentence in isolation or relying on personal preference can produce a result inconsistent with the parties' negotiated system. HR should identify the precise dispute, compare relevant provisions, and document the interpretation used. This supports planning.

104. A — During a labor dispute, continuity planning should protect people, maintain essential operations, and respect collective-agreement and legal requirements. Using threats, selective punishment, unsafe staffing, or inconsistent access to information can escalate conflict and create additional liability. HR should coordinate with operations, security, communications, and labor counsel while applying neutral standards. This supports planning.

105. C — A whistleblower report can involve legal, safety, or ethical risk and should trigger preservation, anti-retaliation protections, and an impartial assessment. Suppressing the report, searching for a pretext to punish the reporter, or assigning a conflicted reviewer undermines the process. HR should document intake, secure relevant records, limit need-to-know access, and escalate issues through authorized channels. This supports planning.

106. D — Adverse action soon after a safety complaint requires careful review because retaliation can deter reporting and undermine the safety program. Treating the change as routine, deleting the complaint, or punishing the reporter before review risks an unlawful response. HR should preserve timelines, compare treatment of others, separate performance issues from the report, and coordinate legal review. This supports planning.

107. B — HR data controls should reduce unnecessary access, strengthen authentication, protect information in transit and at rest, and prepare for incidents. Shared passwords, unrestricted exports, or waiting to investigate a breach increases exposure and weakens accountability. HR should assign data owners, review vendors, train users, and coordinate promptly with security and legal teams. This supports planning.

108. A — Emergency continuity requires knowing who is safe, how to communicate, which work is critical, and who owns recovery decisions. Relying on one untested channel, ignoring remote staff, or leaving role assignments unclear creates avoidable delay and confusion. HR should maintain contact methods, conduct exercises, document lessons, and update the plan after changes. This supports planning.

109. B — An effective emergency response moves people to safety, accounts for employees and visitors, communicates reliably, and provides appropriate follow-up. Focusing only on property, assuming everyone self-reports, or improvising instructions can leave people unaccounted for. HR should coordinate drills, accessibility needs, trained responders, and post-incident support with safety leaders. This supports planning.

110. D — Retaliation analysis depends on chronology, decision-maker knowledge, stated reasons, comparator treatment, and evidence that the reason is genuine. Vague notes, changing explanations, or ignoring protected activity can make a legitimate decision appear pretextual. HR should preserve

records, separate fact finding from conclusions, and obtain consistent review before action. This supports planning.

111. C — When litigation, a charge, or a formal investigation is reasonably anticipated, relevant records may need preservation under a legal hold. Routine deletion, altered notes, or selective preservation can damage evidence and create additional legal risk. HR should coordinate with counsel, identify custodians and systems, communicate the hold, and document compliance. This supports planning.

112. A — Harassment prevention works as a system: clear standards, accessible reporting, training, prompt impartial response, and protection against retaliation. A policy that employees cannot find, a single reporting route, or delayed response may leave foreseeable risks unaddressed. HR should review trends, train managers on escalation, and improve controls when incidents or feedback reveal gaps. This supports planning.

113. C — Exit interviews can reveal patterns in management, workload, pay, or career experience when questions are consistent and participation is handled respectfully. They do not prove causation by themselves, and coercive or inconsistent interviews can distort what departing employees share. HR should protect confidentiality limits, code themes, compare other data, and use findings to target retention work. This supports planning.

114. D — Survey credibility increases when employees hear what was learned, what will change, who owns actions, and when progress will be revisited. Silence, publishing identifiable comments, or promising every request will be adopted can reduce trust and participation. HR should prioritize a manageable set of actions, communicate updates, and track outcome and process measures. This supports planning.

115. B — Employee-relations metrics are more useful when related measures reveal patterns, timing, and differences across groups or locations. A single complaint count or turnover rate can mislead because reporting behavior, workforce mix, and business conditions also affect results. HR should define measures, protect confidentiality, establish a baseline, and reassess outcomes after the intervention. This supports planning.