

PRACTICE EXAM 6: 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 technology company is expanding into three countries. What should HR align first with the expansion strategy?

- A. A new logo for the recruiting website
- B. Workforce capabilities, governance, and people processes with strategic priorities
- C. The same holiday calendar in every country
- D. A larger office before reviewing staffing needs

2. Which statement correctly distinguishes an organization's mission from its vision?

- A. Mission describes present purpose, while vision describes a desired future state
- B. Mission lists annual expenses, while vision lists current job titles
- C. Mission describes employee benefits, while vision describes payroll dates
- D. Mission identifies policies, while vision identifies disciplinary steps

3. Which design best reflects a balanced-scorecard approach to HR measurement?

- A. Use only headcount and payroll totals
- B. Use only employee-satisfaction comments
- C. Combine financial, customer, internal-process, and learning measures
- D. Use only the annual profit percentage

4. A business reports \$3,600,000 in revenue and has an average of 120 full-time employees. What is revenue per employee?

- A. \$24,000
- B. \$36,000
- C. \$30,000
- D. \$300,000

5. An organization recorded 36 unscheduled absence days against 720 scheduled workdays. What was the absence rate?

- A. 3%
- B. 5%
- C. 4.5%
- D. 8%

6. What should an HR operating model clarify when an organization is centralizing services?

- A. Service-delivery roles, decision rights, and handoffs among HR, managers, and shared services
- B. Only the color scheme for HR forms
- C. A promise that every request will receive identical handling time
- D. The personal preferences of each HR specialist

7. Before launching a major HR technology change, what is the best readiness assessment?

- A. Assume adoption because the vendor has a strong reputation
- B. Measure only the number of software licenses purchased
- C. Wait for resistance to appear before planning support
- D. Assess sponsorship, stakeholder impact, organizational capacity, and readiness for the change

8. Which use of a RACI matrix is most appropriate for an HR implementation?

- A. Rank employees by performance potential
- B. Calculate the return on a compensation program
- C. Replace all project meetings with a static chart
- D. Clarify who is responsible, accountable, consulted, and informed for each deliverable

9. Which element belongs in a concise HR business case?

- A. The problem, options, costs, benefits, risks, and recommended course of action
- B. A list of every employee's personal preferences
- C. Only the preferred vendor's marketing language
- D. A promise that the proposal has no implementation risk

10. Training completion increased from 72% to 81%. What was the percentage increase relative to the original completion rate?

- A. 9%
- B. 11.25%
- C. 12.5%
- D. 18%

11. Which method best helps HR investigate why a service process repeatedly misses its target?

- A. Choose the explanation offered by the most senior manager
- B. Use a structured root-cause method with data validation
- C. Use a five-whys or fishbone analysis without checking evidence
- D. Replace the process before identifying where failures occur

12. What is the primary value of scenario planning for HR leaders?

- A. Predict one future with complete certainty
- B. Replace the organization's strategic plan with guesses
- C. Avoid making decisions until uncertainty disappears
- D. Model plausible futures and prepare trigger-based responses

13. Which practice makes an internal HR audit sample more useful?

- A. Select only records that are easiest to access
- B. Define the population and objective, select a representative sample, and document exceptions
- C. Change the sample after seeing unfavorable results
- D. Review one successful case and generalize from it

14. Which statement correctly distinguishes predictive and prescriptive workforce analytics?

- A. Predictive analytics estimates likely outcomes, while prescriptive analytics recommends actions
- B. Predictive analytics stores records, while prescriptive analytics deletes them
- C. Predictive analytics describes policies, while prescriptive analytics writes payroll checks
- D. Predictive analytics guarantees outcomes, while prescriptive analytics removes uncertainty

15. An organization had 14 voluntary departures, and its estimated replacement cost is \$4,500 per departure. What is the estimated total replacement cost?

- A. \$58,500
- B. \$6,300
- C. \$63,000
- D. \$90,000

16. Which control most strengthens HR policy governance?

- A. Allow managers to keep private versions of the policy
- B. Assign an owner, review cycle, version control, and approval record
- C. Publish a policy once and never review it
- D. Change wording informally without recording the reason

17. During a rapidly changing workplace disruption, which communication practice is most effective?

- A. Let each manager create a separate explanation
- B. Share rumors quickly so employees can compare them
- C. Wait until every detail is known before communicating
- D. Centralize verified facts and establish a predictable update cadence

18. Which approach is most ethical when HR uses employee data to recommend a retention intervention?

- A. Use relevant data, privacy safeguards, and explainable decision criteria
- B. Use every available data field because more data is always better
- C. Share identifiable records with all managers for transparency
- D. Use an opaque score without testing for disparate effects

19. How should HR analyze workforce costs for a proposed business expansion?

- A. Use only the current payroll total
- B. Assume every cost rises at the same percentage
- C. Separate fixed and variable costs and model multiple operating scenarios
- D. Exclude benefits because they are not direct wages

20. A project sponsor requests adding a major feature to an approved HR system project. What should HR do first?

- A. Add it immediately because the sponsor requested it
- B. Reject it without examining the business value
- C. Ask the vendor to decide whether the feature is necessary
- D. Evaluate the change for scope, resources, risk, and approval through project governance

21. What is the best starting point when selecting a strategic HR metric?

- A. Select the metric that is easiest to calculate
- B. Define the decision question and choose a measure leaders can influence
- C. Copy a popular metric without checking its purpose
- D. Choose a measure because it produces a favorable number

22. Which workforce action most improves continuity for a critical business process?

- A. Keep process knowledge with one long-serving employee
- B. Wait to recruit after a critical employee leaves
- C. Identify critical roles and cross-train qualified backup employees
- D. Document only the process name without responsibilities

23. Which objective is written most effectively for an HR retention initiative?

- A. Raise first-year retention from 82% to 88% by year-end through onboarding
- B. Improve retention as much as possible
- C. Make new employees happier soon
- D. Offer more onboarding whenever managers request it

24. Which factor should guide a workforce-segmentation decision?

- A. The employee's preferred work color
- B. The order in which managers submit requests
- C. Strategic impact, talent scarcity, and the business risk of an unfilled role
- D. The number of pages in each job description

25. A new role combines customer service and data reporting. What should HR do before recruiting?

- A. Advertise the role using the closest title without review
- B. Update the job analysis and description to reflect essential work and competencies
- C. Copy another department's description word for word
- D. List every possible task regardless of business need

26. What is the primary purpose of a competency model?

- A. Define observable capabilities and behaviors linked to successful performance
- B. List personal preferences for each supervisor
- C. Replace job descriptions with personality labels
- D. Guarantee that every employee has the same career path

27. Which screening practice best improves consistency across a large applicant pool?

- A. Advance applicants whose resumes look most familiar
- B. Let each recruiter use personal screening preferences
- C. Change the criteria after reviewing favored candidates
- D. Use job-related criteria and the same scoring rules for every applicant

28. Which design most improves interview reliability?

- A. Allow each interviewer to improvise unrelated questions
- B. Choose the candidate who makes the strongest personal impression
- C. Use different standards for candidates from different sources
- D. Use common questions, anchored scoring criteria, and trained interviewers

29. Group A has 30 selections from 100 applicants, and Group B has 24 selections from 100 applicants. What is Group B's selection rate as a percentage of Group A's rate?

- A. 80%
- B. 60%
- C. 70%
- D. 90%

30. Which pre-offer question is generally most appropriate for a job applicant?

- A. What medical condition do you have?
- B. Can you perform the essential functions with or without reasonable accommodation?
- C. Have you ever filed a disability claim?
- D. Which prescription medications do you take?

31. Which step is required before an employer obtains a consumer report for employment purposes?

- A. Ask for authorization only after rejecting the applicant
- B. Hide the disclosure inside unrelated application terms
- C. Provide a stand-alone disclosure and obtain the applicant's written authorization
- D. Order the report without telling the applicant

32. Which onboarding measure best indicates whether new hires are integrating into their roles?

- A. The number of welcome emails sent
- B. The length of the orientation slide deck
- C. 30-, 60-, and 90-day role-readiness and integration outcomes
- D. Whether the new hire received a branded notebook

33. Which practice best supports fair internal mobility?

- A. Post opportunities transparently, define criteria, and track access and outcomes
- B. Offer roles only through informal manager contacts
- C. Reserve every opening for the current supervisor's recommendation
- D. Use tenure as the sole selection criterion

34. What is the best first step in succession planning for a high-risk role?

- A. Name the longest-serving employee automatically
- B. Wait until the incumbent announces a departure
- C. Choose a successor based only on personal rapport
- D. Assess role criticality, vacancy risk, successor readiness, and development needs

35. How should HR evaluate whether an employee-referral program is effective?

- A. Count referrals without examining outcomes
- B. Compare qualified applicants, hires, quality, and retention by recruiting source
- C. Reward the department submitting the most names
- D. Assume every referred candidate is a quality hire

36. An applicant requests an adjustment to the interview format because of a disability. What should HR do?

- A. Engage in the accommodation process and provide an effective reasonable adjustment
- B. Reject the applicant because the standard format cannot change
- C. Ask the applicant to disclose the diagnosis to the panel
- D. Cancel the interview until the applicant provides extensive records

37. Which control best protects the integrity of a preemployment selection test?

- A. Allow applicants to choose different scoring rules
- B. Control access, standardize administration, and monitor irregularities
- C. Share answer keys with hiring managers for convenience
- D. Change testing conditions without recording the reason

38. What does a recruiting-funnel analysis help HR identify?

- A. Only the final number of employees hired
- B. The personal motivation of every applicant
- C. Stage conversions and bottlenecks from sourcing through acceptance
- D. Whether a job title sounds attractive without outcome data

39. Which practice best supports consistency when recruiters negotiate starting offers?

- A. Let each recruiter promise any amount needed to close a candidate
- B. Use the candidate's previous salary as the only guide
- C. Offer different terms without documenting the reason
- D. Set salary ranges, approval rules, and decision factors before individual negotiations

40. A worker is labeled an independent contractor, but the company controls the worker's schedule, methods, and ongoing relationship. What should HR do?

- A. Accept the label because the contract uses contractor language
- B. Classify every salaried worker as an employee automatically
- C. Assess the actual relationship under applicable worker-classification tests
- D. Ask the worker to waive employment protections

41. Which practice best supports a talent pipeline for recurring specialist roles?

- A. Build relationships with potential candidates before openings and keep records current
- B. Begin sourcing only after a vacancy is approved
- C. Contact the same candidate once and stop outreach
- D. Collect resumes without defining future skill needs

42. Which question belongs in a complete training-needs assessment?

- A. Which trainer has the most attractive presentation style?
- B. Is the gap organizational, task-related, or caused by individual capability?
- C. How many slides can fit into the available room?
- D. Which employees are easiest to schedule?

43. Which action most improves transfer after a new technical course?

- A. End support when the class attendance sheet is complete
- B. Give learners a certificate without workplace practice
- C. Require memorization without access to reference tools
- D. Provide practice, manager reinforcement, job aids, and follow-up feedback

44. Which behavior best reflects an effective coaching conversation?

- A. Ask focused questions, share observations, and agree on a specific action
- B. Deliver a long lecture without hearing the employee
- C. Give advice without identifying the performance issue
- D. Wait for the annual review to mention the concern

45. Which evaluation result best represents the highest Kirkpatrick level?

- A. The number of employees who attended
- B. A measurable improvement in a business result linked to the learning intervention
- C. Learners' immediate satisfaction ratings
- D. Scores on a knowledge quiz at course completion

46. How should HR choose among classroom, virtual, and self-paced learning?

- A. Use the cheapest modality for every topic
- B. Choose classroom delivery because it feels more formal
- C. Use self-paced learning even when supervised practice is essential
- D. Match the modality to task risk, access, practice needs, and learner context

47. Which practice best supports long-term retention of a complex procedure?

- A. Deliver one dense lecture and never revisit the material
- B. Test recall once immediately after instruction
- C. Schedule spaced retrieval practice with feedback over time
- D. Replace practice with a longer policy document

48. Which design best supports a formal mentoring program?

- A. Assign pairs without explaining expectations
- B. Clarify goals, boundaries, confidentiality, matching criteria, and outcome measures
- C. Evaluate mentors only by the number of meetings
- D. Require mentors to make promotion decisions

49. An engagement problem persists after several communication workshops. What should an OD practitioner do next?

- A. Use data and stakeholder inquiry to identify system causes beyond individual skill
- B. Schedule the same workshop for more employees
- C. Assume employees lack motivation
- D. Replace managers without diagnosing the work system

50. Which method best strengthens a competency assessment?

- A. Rate competence from one supervisor's overall impression
- B. Count course hours as proof of proficiency
- C. Use observable indicators and multiple evidence sources
- D. Use a single self-rating without examples

51. Which element should be included in an employee career-development plan?

- A. A promise of promotion by a fixed date
- B. Only the employee's preferred job title
- C. A list of courses unrelated to future work
- D. Target roles, needed competencies, practical experiences, and available development resources

52. What best aligns a leadership-development program with business needs?

- A. Link development to critical capabilities, real assignments, feedback, and business priorities
- B. Select topics solely from popular leadership books
- C. Use identical development activities for every leader
- D. Measure success only by attendance

53. Which design choice most improves accessibility in a required learning program?

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

54. What should a compensation philosophy communicate to employees and managers?

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

55. A salary range has a minimum of \$50,000, a midpoint of \$60,000, and a maximum of \$70,000. What does the midpoint represent?

- A. The lowest salary the employer may pay
- B. \$60,000 as the range's reference or market position
- C. The highest salary available in the range
- D. The average of every employee's salary

56. An employee earns \$72,000 in a salary range from \$60,000 to \$84,000. What is the employee's range penetration?

- A. 85.7%
- B. 50%
- C. 14.3%
- D. 120%

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

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

58. Which principle should guide a variable-pay measure?

- A. Use only results outside employees' control
- B. Reward activity even when it harms customers
- C. Change the measure after employees achieve it
- D. Use outcomes employees can influence and add controls for unintended effects

59. Which method best supports internal equity when evaluating two jobs?

- A. Compare job content, responsibilities, skills, effort, and working conditions
- B. Compare the incumbents' personalities
- C. Use the more impressive job title as the value measure
- D. Base value on the employee with greater personal expenses

60. A compensation survey is eighteen months old, but HR must use it for a current range review. What should HR do?

- A. Use the data without considering timing
- B. Age the survey data to the effective date using a documented method
- C. Replace every survey value with the highest reported salary
- D. Average the survey with unrelated job titles

61. Which communication best supports employee understanding of pay transparency?

- A. Publish salary numbers without describing the process
- B. Tell employees that pay decisions are confidential and unreviewable
- C. Explain ranges, decision factors, progression, and how employees can ask questions
- D. Share only the highest possible salary

62. How should HR explain HSA and health FSA elections during enrollment?

- A. Use current plan terms and IRS guidance to explain eligibility, elections, reimbursements, and balance rules
- B. Describe both accounts as identical in every respect
- C. Promise that every unused balance transfers without limits
- D. Give tax advice without referring employees to plan resources

63. What should HR evaluate when comparing two health-plan network designs?

- A. Only the plan's marketing slogan
- B. The number of benefit brochures printed
- C. The lowest premium without considering access
- D. Compare network access, utilization, cost, and employee needs

64. Which practice best supports retirement-plan communication?

- A. Provide accurate plan documents and direct personal questions to authorized plan resources
- B. Guarantee a specific investment return
- C. Summarize plan terms from memory only
- D. Choose investments for employees based on personal preferences

65. A payroll audit found 18 errors in a sample of 900 payroll records. What was the error rate?

- A. 5%
- B. 1.8%
- C. 20%
- D. 2%

66. Which timekeeping practice best protects nonexempt employees and the employer?

- A. Ask employees to omit short tasks from time records
- B. Record all time worked, prohibit off-the-clock work, and correct errors promptly
- C. Use scheduled hours even when actual hours differ
- D. Let supervisors edit time without an audit trail

67. Which practice best supports administration of a paid-leave program?

- A. Let managers create different rules for similar employees
- B. Hide balances until employees ask for them
- C. Apply accrual, carryover, eligibility, and balance rules consistently and communicate them clearly
- D. Promise unlimited carryover without reviewing the governing policy

68. Which information should a benefits-open-enrollment communication include?

- A. Decision support, deadlines, employee costs, coverage limits, and enrollment instructions
- B. Only the plan's most attractive feature
- C. A deadline without explaining how to enroll
- D. A promise that every claim will be paid

69. Participation in a voluntary benefit is 420 employees out of 600 eligible employees. What is the participation rate?

- A. 60%
- B. 75%
- C. 70%
- D. 42%

70. What should a total-rewards statement help an employee understand?

- A. Only the employee's base salary
- B. Combine pay, benefits, time, growth, flexibility, and recognition
- C. Only benefits that require an employee contribution
- D. A guaranteed future compensation amount

71. Which practice best helps HR improve the employee experience across a major lifecycle change?

- A. Focus only on the announcement date
- B. Let each department design an unrelated experience
- C. Measure success only by the number of forms completed
- D. Map key employee moments, assign ownership, and use feedback to improve each handoff

72. Which approach best tests whether an organization's stated values are part of its actual culture?

- A. Read the values poster without collecting other evidence
- B. Compare stated values with reward, decision, communication, and behavior patterns
- C. Ask only senior leaders whether the culture is healthy
- D. Measure culture solely by the number of policies

73. An engagement survey shows low scores for career growth in one division. What should HR do before prescribing a solution?

- A. Launch the same training for every division
- B. Assume managers are the sole cause
- C. Ignore the finding because other divisions scored higher
- D. Segment the results and test likely drivers with employees and operational data

74. Two departments disagree about ownership of a recurring handoff. Which conflict-resolution approach is most constructive?

- A. Assign blame to the department with more errors
- B. Escalate immediately without hearing either group
- C. Use interest-based discussion to clarify underlying needs, constraints, and shared outcomes
- D. Let the conflict continue until one department gives up

75. An employee reports discriminatory comments by a supervisor. What is HR's best initial response?

- A. Document the complaint, preserve evidence, arrange an impartial review, and prevent retaliation
- B. Ask the employee to confront the supervisor alone
- C. Dismiss the report because no one else complained
- D. Promise a specific discipline before reviewing facts

76. A customer repeatedly makes sexual comments to an employee, and the employee asks the employer to intervene. What should HR do?

- A. Ignore it because the speaker is not an employee
- B. Tell the employee to avoid the customer without further review
- C. Wait for a written complaint from several employees
- D. Take the report seriously, assess the conduct, protect the employee, and act on supported findings

77. An employee asks for a modified schedule because a mental-health condition affects a work limitation. What should HR do?

- A. Require the employee to disclose the diagnosis to the team
- B. Engage in the interactive process focused on limitations, essential functions, and effective accommodations
- C. Reject the request because mental health is never relevant to accommodation
- D. Select an accommodation without asking about effectiveness

78. A pregnant employee reports a known limitation and asks to avoid lifting above a stated threshold. Which response best reflects the PWFA?

- A. Consider accommodation and avoid forcing leave when an adjustment works
- B. Require leave immediately because pregnancy is involved
- C. Ignore the request unless performance declines
- D. Require a detailed diagnosis before discussing options

79. An employee requests a religious schedule adjustment for a recurring observance. What should HR do?

- A. Deny every recurring request automatically
- B. Require the employee to abandon the observance
- C. Explore options and assess hardship using the facts and applicable standard
- D. Approve the request without considering operations

80. A job posting uses the phrase 'digital native,' and a manager says younger applicants will adapt better. What should HR recommend?

- A. Keep the phrase because it is common recruiting language
- B. Use job-related technology competencies and remove age-coded selection assumptions
- C. Ask applicants for birth dates before interviews
- D. Prefer the youngest qualified applicant

81. An employee requests FMLA leave, and a manager asks HR to send the employee's diagnosis to the entire team. What is the best response?

- A. Share the diagnosis so coworkers understand the absence
- B. Deny leave until the employee gives the manager complete records
- C. Let the manager decide whether certification is needed
- D. Use the required notice and certification process while limiting medical information to authorized use

82. An employee returns from qualifying military service and the prior position has changed. What should HR do first?

- A. Make the employee compete for every opening from scratch
- B. Remove service time from all employment records
- C. Assess reemployment, seniority, and benefit rights under the applicable USERRA rules
- D. Refuse reemployment because the absence created inconvenience

83. An employee returns from an injury with work restrictions. Which HR action best supports a safe return-to-work process?

- A. Compare restrictions with essential functions and coordinate a safe, documented work arrangement
- B. Ignore restrictions if the employee wants to return
- C. Place the employee in any available role without review
- D. Assume the employee cannot work until restrictions disappear

84. Employees report a chemical spill near a work area. What should HR support first?

- A. Wait for an injury before taking action
- B. Ask employees to clean it without training or equipment
- C. Secure the area, activate reporting and response procedures, and correct the underlying hazard
- D. Keep the report informal to avoid attention

85. What is a productive role for a joint labor-management safety committee?

- A. Replace the employer's responsibility for safety compliance
- B. Use worker and management input to identify hazards and track corrections
- C. Discuss only incidents that already caused serious injury
- D. Approve discipline for employees who report hazards

86. A supervisor receives a credible threat against a coworker. What should HR do?

- A. Activate the threat-response plan, protect people, document facts, and coordinate security
- B. Treat the statement as private workplace conflict
- C. Wait to see whether the person repeats it
- D. Ask the target to investigate the threat

87. Which approach is most defensible for an employee drug-testing policy?

- A. Test only employees a supervisor dislikes
- B. Publish individual results to discourage use
- C. Change the standard after seeing an employee's identity
- D. Use written, consistently applied criteria, lawful procedures, and confidential result handling

88. A company uses electronic monitoring of remote work activity. Which control best supports responsible HR administration?

- A. Collect every available data point indefinitely
- B. Monitor secretly so employees do not change behavior
- C. Give notice, limit collection, and control access to retained data
- D. Share activity records with all managers

89. Where should confidential medical information generally be maintained?

- A. Store it separately with access limited to authorized personnel
- B. In the employee's general personnel file
- C. In an unrestricted team folder
- D. In the manager's personal email archive

90. Which investigation plan is most likely to produce balanced and reliable findings?

- A. Decide the outcome before interviewing anyone
- B. Define scope, preserve evidence, interview relevant people, analyze facts, and document conclusions
- C. Interview only the reporting employee
- D. Allow the accused manager to control all evidence

91. Which practice best supports a fair assessment of witness credibility?

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

92. What is the best purpose of performance calibration across departments?

- A. Force every role into identical performance results
- B. Apply common standards and evidence so comparable performance decisions are treated consistently
- C. Replace manager judgment with an automatic ranking
- D. Reward the department with the highest rating average

93. A manager says an employee is underperforming but cannot identify the expected result. What should HR recommend first?

- 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 performance shortfall
- D. Wait until the next review cycle to define expectations

94. When is paid administrative leave pending an investigation most defensible?

- A. Whenever an employee makes a complaint
- B. As punishment before facts are gathered
- C. Indefinitely whenever a manager feels uncomfortable
- D. Use only when needed, neutrally, and review duration and pay

95. Before approving an involuntary termination, what should HR review?

- A. The stated reason, supporting documentation, consistency, protected activity, and final-pay requirements
- B. Only the manager's frustration level
- C. Whether the employee has unused vacation alone
- D. How quickly the announcement can be made

96. What is the best general approach when calculating final pay for an employee who leaves?

- A. Use one universal federal deadline for every location
- B. Follow jurisdiction-specific rules and accurately reconcile all wages, time, and earned compensation
- C. Withhold earned wages until company property is returned
- D. Pay only base salary and ignore earned variable pay

97. A proposed facility closure may affect a large group of employees. What should HR assess under WARN requirements?

- A. Assume every termination requires the same notice period
- B. Skip analysis because the action is called restructuring
- C. Coverage, qualifying events, notice timing, affected employees, and applicable exceptions
- D. Notify only employees who ask about the closure

98. Employees coordinate a request for safer schedules and discuss the issue together. What should HR recognize?

- A. The group loses protection because the concern is about scheduling
- B. Only a union may raise a collective workplace concern
- C. The first employee to speak may be disciplined automatically
- D. The activity may be protected concerted activity under the NLRA

99. Which supervisor response is most appropriate during a union-organizing campaign?

- A. Promise a raise if employees reject the union
- B. Ask employees privately how they will vote
- C. Use trained, neutral communications and avoid threats, interrogation, promises, or surveillance
- D. Monitor meetings to identify supporters

100. What does good-faith collective bargaining require from the parties?

- A. Meaningful bargaining over mandatory subjects with sincere consideration of proposals
- B. Accepting every proposal made by the other party
- C. Reaching agreement on every issue immediately
- D. Making unilateral changes whenever negotiations are slow

101. Which practice best supports discipline in a just-cause environment?

- A. Discipline based on a manager's irritation alone
- B. Apply notice, investigation, proof, consistent standards, and proportionality
- C. Punish first and investigate later
- D. Apply the rule only to employees with less seniority

102. An employee files a grievance under a collective bargaining agreement. Which HR control is most important?

- A. Track each contractual step and deadline while preserving the authorized response process
- B. Resolve the issue without reading the agreement
- C. Promise an outcome before reviewing the record
- D. Skip required steps because the complaint seems minor

103. Which situation presents the clearest unfair-labor-practice risk?

- A. A manager distributes the current attendance policy
- B. An employee asks where to read the collective bargaining agreement
- C. A union submits a grievance using the contract procedure
- D. A supervisor promises a benefit if employees oppose union representation

104. A represented employee requests a representative during an investigatory interview that could lead to discipline. What should HR do?

- A. Continue because discipline has not yet been imposed
- B. Tell the employee that representation is never allowed
- C. End employment because the request delays the interview
- D. Honor the valid request by pausing and following the applicable representation procedure

105. How should HR approach an ambiguous collective bargaining agreement provision?

- A. Use the supervisor's preference as the controlling rule
- B. Read one sentence without considering the rest of the agreement
- C. Read the plain language with related provisions, past practice, and bargaining history where relevant
- D. Create a new rule after the dispute begins

106. During a labor dispute, which HR action best supports continuity and fair treatment?

- A. Coordinate neutral staffing, safety, communications, and CBA or legal requirements
- B. Use different safety rules for employees based on union support
- C. Threaten employees who participate in protected activity
- D. Reduce staffing below safe operating requirements

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

- A. Ask the employee to withdraw the report before documenting it
- B. Preserve the report and related evidence, protect against retaliation, and arrange an impartial review
- C. Assign the review to the manager named in the report
- D. Search for a performance reason to punish the reporter

108. A supervisor changes an employee's schedule shortly after the employee reports a safety hazard. What should HR do?

- A. Approve the change because schedules are always discretionary
- B. Delete the hazard report from the personnel file
- C. Tell the employee not to report future hazards
- D. Review the change for retaliation while preserving the report, timeline, and decision evidence

109. A cyber incident may have exposed employee tax and banking information. What should HR do first?

- A. Email the complete employee file to every manager
- B. Delete affected records to eliminate evidence
- C. Contain, preserve logs, notify security and legal, and follow the response plan
- D. Wait until an employee confirms identity theft

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

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

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

- A. Continue deletion to reduce storage costs
- B. Preserve only records favorable to the employer
- C. Edit informal notes before saving them
- D. Preserve relevant records and suspend routine deletion under the hold

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

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

113. How should HR use information from exit interviews?

- A. Treat every comment as proof of causation
- B. Require departing employees to name coworkers
- C. Use voluntary, standardized questions and analyze themes with other turnover evidence
- D. Discard criticism of a manager

114. Employees say leaders never share survey results. Which follow-up should HR recommend?

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

115. Which approach gives HR the strongest view of employee-relations conditions?

- A. Triangulate complaints, turnover, absence, survey findings, and case outcomes
- B. Use only formal complaint counts
- C. Use only the annual turnover rate
- D. Declare success after one favorable anecdote

Practice Exam 6: Answer Key and Explanations

1. B — Strategic expansion requires HR to connect workforce capabilities, governance, and people processes to the organization's business priorities. A logo, identical holiday calendar, or larger office may be useful later but does not establish the people requirements for growth. HR should assess local capability gaps, decision rights, labor-market constraints, and scalable processes before proposing implementation steps. This supports a defensible decision.

2. A — A mission explains why the organization exists and what it does now; a vision describes the future state it seeks to create. Expenses, benefits, policies, job titles, payroll dates, and discipline procedures are operational details, not the mission-vision distinction. HR should use both statements to test whether workforce priorities, leadership behaviors, and talent investments support the organization's direction.

3. C — A balanced scorecard examines several perspectives so leaders can connect financial results with customer experience, internal processes, and learning. Headcount, comments, or profit alone can be useful indicators, but none provides the balanced view needed to interpret performance drivers and outcomes. HR should select measures that answer the decision question and link workforce activity to operational and business results.

4. C — Revenue per employee equals total revenue divided by average employees: \$3,600,000 divided by 120 equals \$30,000. The other amounts use an incorrect divisor or move the decimal, so they do not represent the stated revenue and workforce relationship. HR should define the revenue period and headcount method consistently before comparing productivity across business units or years.

5. B — The absence rate is unscheduled absence days divided by scheduled workdays: 36 divided by 720 equals 0.05, or 5 percent. The other percentages do not result from the stated numerator and denominator, so each misstates the workforce condition. HR should define which absences count, use a consistent denominator, and interpret the rate with workload, seasonality, and policy context.

6. A — An operating model makes service delivery understandable by defining responsibilities, decision rights, escalation paths, and handoffs. Form colors, an unrealistic identical timing promise, and individual preferences do not establish who performs work or how decisions move. HR should map

current and future processes, identify service standards, and communicate how managers and employees access support. This supports a defensible decision.

7. D — Readiness includes leadership sponsorship, affected stakeholders, available capacity, current capability, and the organization's ability to adopt new work. Vendor reputation and license counts do not show readiness, while waiting for resistance makes support reactive and incomplete. HR should identify impacts, risks, communication needs, training, local champions, and measures for adoption after launch. This supports a defensible decision.

8. D — A RACI matrix assigns responsibility, accountability, consultation, and information needs so work does not fall between functions. Performance ranking and ROI calculation require different methods, and a matrix supports coordination but cannot replace all project communication. HR should use the matrix to expose gaps, confirm decision authority, and update assignments when scope or staffing changes. This supports a defensible decision.

9. A — A business case lets decision-makers compare an identified problem with options, expected value, costs, risks, and a recommendation. Personal preferences and vendor marketing are incomplete evidence, while claiming no risk prevents realistic evaluation and mitigation. HR should state assumptions, decision criteria, implementation requirements, and how results will be measured after approval. This supports a defensible decision.

10. C — The relative increase is the change divided by the original rate: 81 minus 72 equals 9, and 9 divided by 72 equals 12.5 percent. Nine percentage points is the absolute change; 11.25 and 18 percent use the original rate incorrectly. HR should distinguish percentage-point change from percentage increase and report both when explaining the trend. This supports a defensible decision.

11. B — A root-cause method organizes hypotheses about contributing factors, but the proposed causes must be tested against process and outcome data. Seniority is not proof, an untested diagram can reinforce assumptions, and replacement before diagnosis may discard useful information. HR should map the process, identify failure points, validate evidence, and address causes that are within the organization's control.

12. D — Scenario planning explores plausible conditions and helps leaders prepare responses, indicators, and choices before events require rapid action. It does not promise certainty, replace strategy, or justify waiting indefinitely for perfect information. HR should identify assumptions, signals, workforce implications, and actions that can be activated as conditions change. This supports a defensible decision.

13. B — A useful audit starts with a defined population and objective, uses a defensible sample, and records exceptions so conclusions can be evaluated. Convenience selection, changing the sample after results, and relying on one success create bias and weaken the audit conclusion. HR should preserve the sampling method, test corrective actions, and report limitations along with findings to decision-makers.

14. A — Predictive analytics estimates what may happen from available data; prescriptive analytics uses analysis to compare or recommend possible actions. Data storage, policy description, and payroll

processing are not the defining distinction, and neither method guarantees an outcome or removes uncertainty. HR should explain assumptions, data limits, and human decision authority whenever analytics inform workforce recommendations. This supports a defensible decision.

15. C — Estimated replacement cost equals departures multiplied by cost per departure: 14 multiplied by \$4,500 equals \$63,000. The other figures use an incorrect departure count, shift the decimal, or multiply by an unsupported amount. HR should state what the estimate includes and use consistent assumptions when comparing retention interventions or business units. This supports a defensible decision.

16. B — Policy governance keeps requirements current by assigning ownership, scheduled review, version control, and evidence of approval. Private versions, permanent publication without review, and undocumented wording changes create confusion and weaken accountability. HR should maintain a controlled source, communicate effective dates, and record revisions and responsible approvers. This supports a defensible decision.

17. D — Centralized facts and a regular update cadence reduce conflicting instructions while acknowledging what is known and still uncertain. Multiple explanations, rumors, and silence can increase confusion and erode trust during a disruption. HR should identify an authorized communicator, state next-update timing, document decisions, and provide a channel for urgent questions. This supports a defensible decision.

18. A — Ethical analytics uses data relevant to the decision, limits access, protects privacy, and explains how evidence supports the recommendation. More data is not automatically relevant, broad disclosure creates privacy risk, and an opaque score may hide error or inequitable effects. HR should document purpose, access, assumptions, validation, retention, and review controls before deploying an analytics solution.

19. C — Scenario analysis distinguishes costs that change with staffing or activity from costs that remain relatively fixed and tests alternative assumptions. A current payroll total is incomplete, uniform inflation may be inaccurate, and benefits are material workforce costs that should be considered. HR should show assumptions, sensitivity, timing, and operational consequences so leaders can evaluate affordability and risk.

20. D — Change control protects project objectives by evaluating a requested change's value, scope, resources, timing, dependencies, and risk. Immediate acceptance bypasses control, automatic rejection ignores potential value, and a vendor should not replace the sponsor's governance process. HR should document the request, compare it with decision criteria, and obtain an authorized approval before changing the baseline. This supports a defensible decision.

21. B — A strategic metric is useful when it answers a defined decision question and gives leaders information they can act on. Ease, popularity, or favorable results do not establish relevance, validity, or decision usefulness. HR should define the numerator, denominator, owner, baseline, target, and action that will follow a meaningful change. This supports a defensible decision.

22. C — Continuity improves when critical work is identified, responsibilities are documented, and more than one qualified person can perform the work. Single-person dependence, delayed recruiting, and a process name without instructions leave the organization exposed to avoidable disruption. HR should coordinate cross-training, access permissions, succession coverage, and periodic tests of backup readiness. This supports a defensible decision.

23. A — The objective states a baseline, target, deadline, and broad action, making progress measurable and responsibility easier to assign. The alternatives are vague about the amount of change, timing, or method, so they cannot support reliable evaluation. HR should define the measurement method, owner, milestones, and safeguards before implementing and reviewing the onboarding plan. This supports a defensible decision.

24. C — Workforce segmentation prioritizes roles by their contribution to strategy, scarcity of needed talent, and consequences of a vacancy. Color preference, request order, and document length do not reveal the role's strategic value or the risk of leaving it unfilled. HR should define transparent criteria, validate them with business leaders, and review segments when strategy or labor markets change.

25. B — Job analysis clarifies the work, responsibilities, knowledge, skills, and context that should define a new position. A title-only match, copied description, or unlimited task list can misrepresent essential duties and attract or screen candidates inaccurately. HR should validate the draft with job experts and managers before setting qualifications, sourcing candidates, or designing selection tools. This supports a defensible decision.

26. A — A competency model describes capabilities and observable behaviors that support performance across a role, job family, or leadership level. Personal preferences and personality labels are not reliable competency standards, and careers require different paths and development needs. HR should connect competencies to selection, development, performance, and succession practices with clear behavioral examples. This supports a defensible decision.

27. D — Consistent, job-related criteria help evaluators compare candidates on relevant evidence rather than intuition or shifting standards. Familiarity, personal preference, and criteria changed after seeing candidates can introduce bias and undermine defensibility. HR should document the criteria, train screeners, monitor outcomes, and review whether the process predicts job requirements. This supports a defensible decision.

28. D — Reliability improves when candidates receive comparable questions and evaluators apply anchored criteria with appropriate training. Improvisation, personal impression, and source-based standards add irrelevant variation and can make results difficult to compare. HR should pilot questions, define rating anchors, train interviewers, and retain a clear record of job-related evidence. This supports a defensible decision.

29. A — Group A's selection rate is 30 percent and Group B's is 24 percent; 24 divided by 30 equals 80 percent. The comparison uses selection rates, not applicant counts, and it is a screening signal rather than proof of discrimination. HR should investigate job-relatedness, sample size, consistency, and alternatives before drawing conclusions. This supports a defensible decision.

30. B — Before an offer, employers may ask whether an applicant can perform essential job functions, with or without reasonable accommodation. Diagnosis, disability-claim history, and medication questions seek medical information rather than the applicant's ability to perform the work. HR should identify essential functions, use consistent questions, and route accommodation requests through a confidential process. This supports a defensible decision.

31. C — The FCRA requires a clear stand-alone disclosure and the individual's written authorization before an employment consumer report is obtained. Post-rejection authorization, buried language, and undisclosed reports do not provide the required notice and permission. HR should use compliant forms, control vendor access, and follow pre-adverse and adverse-action procedures when a report affects a decision. This supports a defensible decision.

32. C — Early role-readiness and integration measures show whether employees understand expectations, build connections, and can perform required work. Email counts, slide length, and branded items measure activity or materials rather than whether onboarding produced useful integration. HR should define role outcomes, collect manager and employee evidence, and examine differences by role, location, and onboarding path. This supports a defensible decision.

33. A — Transparent opportunities, defined criteria, and outcome tracking help employees understand access and help HR detect uneven mobility patterns. Informal contacts, supervisor-only reservations, and tenure alone can exclude qualified employees and obscure inconsistent decisions. HR should publish requirements, train decision-makers, protect confidentiality, and review movement by relevant workforce groups. This supports a defensible decision.

34. D — Succession planning begins by assessing the role's criticality, exposure to vacancy, available successors, readiness timing, and capability gaps. Tenure, waiting for departure, and personal rapport do not establish the capabilities or coverage needed for a critical role. HR should protect talent information, create development actions, and review readiness with authorized business leaders at set intervals. This supports a defensible decision.

35. B — Source effectiveness requires examining the funnel and downstream outcomes, not merely the number of names submitted. Referral volume, department competition, and assumptions about quality can reward activity without showing whether hiring outcomes improve. HR should define quality and retention measures, monitor access, and review whether referral patterns narrow the candidate pool. This supports a defensible decision.

36. A — A qualified applicant may need a reasonable adjustment to participate in the selection process, and HR should discuss an effective option. Rigid refusal, unnecessary disclosure, and excessive documentation can create barriers unrelated to the applicant's ability to perform the job. HR should protect medical information, identify essential selection requirements, and coordinate an accessible process consistently. This supports a defensible decision.

37. B — Test integrity depends on secure materials, consistent administration, appropriate monitoring, and documented handling of exceptions. Different scoring rules, shared answer keys, and undocumented changes can compromise validity and give some applicants an advantage. HR should restrict access,

train administrators, retain records, and review whether results support job-related decisions. This supports a defensible decision.

38. C — A funnel follows candidates through stages and reveals where volume, conversion, timing, or candidate experience changes. Final hires alone hide losses, personal motivation is difficult to infer, and title appeal without outcome data is speculative. HR should define each stage, compare sources and groups, and investigate bottlenecks before changing recruiting tactics. This supports a defensible decision.

39. D — Predefined ranges, approval rules, and job-related factors help recruiters make consistent offers while allowing appropriate flexibility. Unbounded promises, salary history alone, and undocumented differences can create inequity and make offer decisions difficult to explain. HR should document exceptions, monitor starting pay patterns, and review applicable pay-transparency or salary-history requirements. This supports a defensible decision.

40. C — Worker classification depends on the actual economic and operational relationship, including control and independence, rather than a label alone. Contract language, salary status, or a purported waiver does not resolve the legal classification when practical conditions point elsewhere. HR should document the facts, apply current federal and state tests, and obtain qualified review before continuing the arrangement.

41. A — A talent pipeline develops relationships and relevant candidate information before vacancies create pressure, especially for roles with recurring or scarce capabilities. Waiting until approval, one-time outreach, and resume collection without capability needs make recruiting reactive and difficult to evaluate. HR should define skills, consent and privacy controls, sourcing channels, and pipeline measures for quality, access, and conversion.

42. B — A needs assessment distinguishes organizational conditions, task requirements, and individual capability so training is directed at the actual gap. Presentation style, room capacity, and scheduling convenience affect delivery but do not diagnose whether training is the right intervention. HR should examine performance evidence, process barriers, resources, and employee capability before selecting a learning solution. This supports a defensible decision.

43. D — Transfer improves when learners practice the target behavior, receive reinforcement, use job aids, and get feedback in the work setting. Attendance, certificates, and unsupported memorization show activity or recall but do not demonstrate application on the job. HR should coordinate manager expectations, practice opportunities, resources, and follow-up measures after training. This supports a defensible decision.

44. A — Coaching helps an employee examine performance, understand observations, and commit to a specific next step. A lecture, unsupported advice, or delayed feedback limits ownership and may leave the actual performance issue unclear. The manager should establish the goal, listen actively, agree on action, and schedule a follow-up conversation. This supports a defensible decision.

45. B — The results level examines whether learning contributed to a meaningful business outcome such as quality, productivity, safety, or retention. Attendance, satisfaction, and immediate knowledge scores are useful lower-level measures but do not demonstrate a business result. HR should define the baseline, time period, comparison method, and plausible contribution before attributing a business change to training. This supports a defensible decision.

46. D — Learning design should fit the task, risk, access conditions, opportunities for practice, and support available to the learner. Cost, formality, or a single preferred modality does not determine whether learners can safely and reliably perform the target behavior. HR should compare delivery options against objectives, accessibility, technology, practice, assessment, and maintenance requirements. This supports a defensible decision.

47. C — Spaced retrieval asks learners to recall and apply information across intervals, strengthening access and revealing errors early. One lecture, an immediate single test, and a longer document provide limited opportunities to practice recall over time. HR should sequence short practice opportunities, provide corrective feedback, and adjust difficulty as competence develops. This supports a defensible decision.

48. B — A mentoring program needs shared expectations, appropriate matching, confidentiality boundaries, and measures that reflect developmental outcomes. Unexplained pairings, meeting counts, and promotion authority confuse mentoring with supervision and can create conflicts of interest. HR should provide guidance, check progress, protect privacy, and evaluate whether participants gain the intended development experience. This supports a defensible decision.

49. A — Organization development examines relationships, systems, structures, leadership, and work conditions rather than assuming an individual training deficit. Repeating a workshop, blaming motivation, or replacing managers without diagnosis may leave workflow, incentives, or role conflicts unchanged. HR should gather multiple perspectives, map the system, test root causes, and select an intervention that matches the diagnosis. This supports a defensible decision.

50. C — Competency assessment is stronger when observable behaviors are evaluated through more than one credible evidence source. One impression, course hours, and an unsupported self-rating can provide context but do not establish consistent demonstrated capability. HR should define anchors, train assessors, document evidence, and allow appropriate review of differing ratings. This supports a defensible decision.

51. D — A development plan links an employee's interests with target roles, capability gaps, experiences, resources, and realistic review points. Promotion promises, titles, and unrelated courses may 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.

52. A — Leadership development is more useful when it builds capabilities the organization needs through applied work and feedback. Popular books, identical activities, and attendance can support learning but do not establish relevance or behavior change. HR should identify strategic capabilities,

involve leaders, provide practice, and monitor outcomes at individual and organizational levels. This supports a defensible decision.

53. C — Accessible learning anticipates different needs through compatible materials, captions, navigation options, and an effective accommodation process. Audio-only content, one required interaction method, and private responsibility for barriers can exclude qualified learners. HR should test materials, communicate a clear request channel, and correct barriers before required completion deadlines. This supports a defensible decision.

54. D — A compensation philosophy states how the organization balances market competitiveness, internal equity, affordability, and performance-related pay. Matching every competitor is unrealistic, analyst preference is not a philosophy, and legitimate pay differences may remain under a consistent approach. HR should document the philosophy, connect it to job structures and budgets, and train managers to apply it consistently.

55. B — The midpoint is the range's reference point, often used to represent the organization's intended market position for a fully qualified role. The minimum and maximum define the boundaries, while the midpoint is not automatically the average of every incumbent's salary. HR should explain how experience, performance, market movement, and range position affect individual pay around the midpoint.

56. B — Range penetration equals salary minus range minimum, divided by the range spread: (\$72,000 minus \$60,000) divided by \$24,000 equals 50 percent. The other percentages use the salary-to-maximum relationship, the distance from minimum, or an unsupported ratio rather than range penetration. HR should interpret range position with experience, performance, market data, and documented pay practices instead of using it alone.

57. C — Incentive design should align rewards with desired results and prevent a volume measure from encouraging unsafe or low-quality shortcuts. A higher target, flat bonus, or speed-only reward does not correct the conflict between output, quality, and safety. HR should test thresholds, gates, eligibility, appeal rules, and communication before changing the plan. This supports a defensible decision.

58. D — Variable pay is more credible when measures are controllable, tied to meaningful results, and protected against harmful side effects. Uncontrollable outcomes, harmful activity, and retroactive changes reduce motivation, fairness, and confidence in the plan. HR should validate measures with employees and leaders, document formulas, and review results for quality and equity. This supports a defensible decision.

59. A — Job evaluation examines the relative value of work through consistent factors such as responsibilities, skill, effort, and working conditions. Personality, titles, and personal expenses describe people or labels rather than the work performed and its organizational value. HR should use documented factors, trained evaluators, and reviewable decisions when maintaining job structures. This supports a defensible decision.

60. B — Survey aging adjusts older market observations to a current effective date using a documented assumption about market movement. Ignoring timing, selecting the highest salary, or averaging unrelated jobs can produce an inaccurate view of the current labor market. HR should record the survey date, aging factor, job match, labor market, and sensitivity of the resulting range.

61. C — Pay transparency is more useful when employees understand range structures, job-related factors, progression, and a channel for questions. Numbers without context, secrecy, and highlighting only the maximum can create confusion rather than informed understanding. HR should use plain language, manager training, consistent examples, and a process for correcting inaccurate information. This supports a defensible decision.

62. A — HSAs and health FSAs have different eligibility, ownership, contribution, reimbursement, and balance rules that depend on current guidance and plan terms. Treating them as identical, promising unlimited transfers, or giving individualized tax advice without appropriate resources can mislead employees. HR should provide accurate general education, current documents, deadlines, examples, and contacts for personal plan questions. This supports a defensible decision.

63. D — Network evaluation balances access and employee needs with utilization, cost, provider availability, and the practical effect on care choices. Marketing, brochure counts, and the lowest premium alone do not show whether employees can obtain appropriate care at a sustainable cost. HR should review data, communicate tradeoffs, and involve benefits specialists before recommending a change. This supports a defensible decision.

64. A — Retirement plans should be explained through accurate governing documents and qualified resources without promising individualized investment outcomes. Returns cannot be guaranteed, memory may omit important terms, and choosing for employees can create conflicts and inappropriate advice. HR should explain enrollment and plan mechanics, protect participant information, and route personal investment questions appropriately. This supports a defensible decision.

65. D — The error rate is errors divided by records reviewed: 18 divided by 900 equals 0.02, or 2 percent. Five percent and 1.8 percent use unsupported calculations, while 20 percent treats the error count as a whole-number percentage. Payroll should classify errors, identify root causes, correct affected employees, and monitor the rate after controls change. This supports a defensible decision.

66. B — Accurate timekeeping requires recording all compensable time, preventing off-the-clock work, and correcting records when errors are found. Omitting short tasks, using schedules instead of actual time, and unaudited edits can create wage and recordkeeping risk. HR should train employees and supervisors, provide reporting channels, and review unusual time patterns with payroll. This supports a defensible decision.

67. C — Leave administration depends on clear rules, accurate balances, consistent eligibility decisions, and communication employees can understand. Manager-by-manager rules, hidden balances, and unsupported promises create inequity, payroll errors, and avoidable disputes. HR should monitor balances, document exceptions, and review applicable state or local requirements before changing the program. This supports a defensible decision.

68. A — Employees need practical information about choices, costs, limits, deadlines, and the steps required to make a valid election. One attractive feature, an unexplained deadline, and a claim-payment promise prevent informed decisions and create false expectations. HR should use plain language, examples, accessible channels, and a support route for questions or corrections. This supports a defensible decision.

69. C — Participation rate equals enrolled employees divided by eligible employees: 420 divided by 600 equals 0.70, or 70 percent. Sixty and 75 percent use different unsupported denominators, while 42 percent treats the enrollment count as the rate. HR should define eligibility, enrollment timing, and the measure consistently when evaluating communication or plan design. This supports a defensible decision.

70. B — A total-rewards statement shows the broader employment value, including pay, benefits, time, development, flexibility, and recognition. Base salary or employee-paid benefits alone omit important value, and future compensation cannot be guaranteed without plan conditions. HR should explain estimates, eligibility, employee costs, and assumptions so the statement informs rather than overpromises. This supports a defensible decision.

71. D — Employee-experience work follows important moments and handoffs so HR can identify friction, clarify ownership, and improve the journey. An announcement date, disconnected departmental designs, or form counts reveal activity but not whether employees receive a coherent experience. HR should map the current journey, gather employee evidence, prioritize pain points, and measure improvements after changes are made.

72. B — Culture appears in repeated behavior and shared meaning, so HR should compare formal values with rewards, decisions, communication, and observed practice. A poster, executive opinion, or policy count shows intent but not daily employee experience. HR should use multiple sources and identify gaps between stated values and reinforced behavior. This supports a defensible decision.

73. D — Survey results identify a signal; segmentation and additional inquiry help determine whether career-growth concerns vary by role, manager, location, or opportunity. A universal course, a single assumed cause, or dismissal of the finding can miss the conditions actually producing the low score. HR should protect confidentiality, examine qualitative and operational evidence, and select an intervention that matches the diagnosed driver.

74. C — Interest-based resolution explores the needs and constraints beneath stated positions and looks for an outcome both groups can support. Blame, premature escalation, and passive delay can intensify defensiveness without clarifying the process or shared business objective. HR should establish respectful ground rules, surface evidence, define the desired outcome, and document agreed responsibilities. This supports a defensible decision.

75. A — A discrimination complaint requires respectful intake, prompt preservation of relevant facts, impartial review, and protection against retaliation. Private confrontation, lack of another complaint, and predetermined discipline can compromise safety, neutrality, and the integrity of the process. HR should

explain next steps and confidentiality limits, identify immediate risks, and route findings to authorized decision-makers. This supports a defensible decision.

76. D — Harassment risk can arise from nonemployee conduct when the employer knows or should know and can take reasonable corrective steps. Ignoring a customer, shifting the burden to the employee, or waiting for multiple reports can allow harm to continue. HR should document facts, coordinate with operations, consider interim protections, and apply a prompt response. This supports a defensible decision.

77. B — The ADA process focuses on a qualified employee's limitations, essential functions, and an effective reasonable accommodation rather than stigma or assumptions. Team disclosure is unnecessary, blanket rejection is improper, and an untested unilateral option may not address the actual work limitation. HR should protect medical confidentiality, document options, assess undue hardship where applicable, and follow up on effectiveness.

78. A — The PWFA addresses known limitations related to pregnancy and supports prompt consideration of reasonable accommodations. Forcing leave, waiting for performance decline, or demanding unnecessary medical detail can undermine the employee's protected access to work. HR should discuss effective adjustments, protect confidentiality, and document the interactive process and any supported hardship analysis. This supports a defensible decision.

79. C — Religious accommodation calls for a good-faith assessment of reasonable options and the actual operational effect of the requested adjustment. Automatic denial, forced abandonment, or automatic approval prevents an individualized review of both the employee's need and the employer's circumstances. HR should document options, consistent treatment, operational evidence, and the reason for the decision under the applicable standard.

80. B — Age-related assumptions should be replaced with measurable, job-related competencies that every qualified applicant can demonstrate. Common language is not automatically appropriate, birth-date screening is unnecessary, and youth is not a valid substitute for job evidence. HR should revise the posting, train decision-makers, and monitor selection practices for consistent treatment and age-related risk. This supports a defensible decision.

81. D — FMLA administration uses defined notice and certification procedures, while medical information should be handled confidentially and only as needed. Team disclosure, unlimited records, and manager-by-manager certification decisions exceed a disciplined leave process and create privacy risk. HR should communicate work-status information appropriately, maintain protected records, and apply current eligibility and certification rules. This supports a defensible decision.

82. C — USERRA protects service-related employment rights and requires a fact-specific review of reemployment position, seniority, benefits, and exceptions. Starting over, erasing service time, or refusing reemployment for inconvenience can treat military service as a negative employment factor. HR should verify service information, review the applicable position and exceptions, and coordinate promptly with qualified reviewers. This supports a defensible decision.

83. A — A safe return-to-work decision considers medical restrictions, essential functions, available work, and the applicable workers' compensation process. Ignoring restrictions, making an unrelated placement, or assuming total incapacity can endanger the employee and misapply the process. HR should coordinate with the provider, manager, safety, and claims administrator while protecting confidentiality and avoiding retaliation. This supports a defensible decision.

84. C — A safety response protects people immediately, preserves information, and moves the organization toward correcting the hazard. Waiting, assigning untrained cleanup, or suppressing the report increases exposure and prevents learning from the event. HR should coordinate with safety leaders, document the response, support training, and ensure employees can report concerns without retaliation. This supports a defensible decision.

85. B — A joint committee can broaden hazard information, examine patterns, and monitor whether corrective actions are completed. The committee supplements rather than replaces employer responsibility, and waiting for serious harm or punishing reports undermines prevention. HR should define the committee's scope, document actions, include affected workers, and escalate unresolved high-risk conditions. This supports a defensible decision.

86. A — A credible threat requires prompt risk assessment, protective action, reliable documentation, and coordination with appropriate safety partners. Private handling, delay, and assigning the target to investigate can expose people to preventable danger and compromise evidence. HR should follow established escalation criteria, protect reporters, preserve confidentiality limits, and support affected employees. This supports a defensible decision.

87. D — A defensible testing program uses consistent criteria, lawful procedures, secure results, and limited disclosure based on legitimate need. Selective testing, public disclosure, and identity-based changes create fairness, privacy, and legal risk. HR should review applicable federal, state, local, and industry requirements before implementing or revising the policy. This supports a defensible decision.

88. C — Responsible monitoring requires a defined purpose, proportionate collection, transparency, retention limits, and controlled access. Indefinite collection, secrecy, and broad sharing increase privacy risk and may produce information unrelated to legitimate work decisions. HR should coordinate with privacy and security owners, document the policy, train managers, and review effects on employees. This supports a defensible decision.

89. A — Separating medical information from general personnel records reduces unnecessary access and supports confidentiality obligations. Personnel files, shared folders, and personal email archives can expose sensitive information to people without a legitimate need to know. HR should define access, retention, transmission, and incident-response controls and train managers not to request unnecessary details. This supports a defensible decision.

90. B — A balanced investigation sets scope, preserves evidence, gathers relevant accounts, tests facts, and separates findings from discipline decisions. Predetermined outcomes, one-sided interviews, and evidence controlled by an involved manager undermine neutrality and reliability. HR should protect

participants, maintain a case chronology, document credibility considerations, and route findings to authorized decision-makers. This supports a defensible decision.

91. D — Credibility assessment considers consistency, specificity, corroboration, opportunity to observe, and possible bias rather than rank or convenience. Status, discomfort, and a preferred result are not reliable substitutes for evaluating the evidence and circumstances of each account. HR should document the factors considered, seek corroboration, and distinguish credibility judgments from conclusions about policy violations. This supports a defensible decision.

92. B — Calibration helps leaders compare evidence and interpretations against shared standards while recognizing legitimate differences among roles. Identical results, automatic rankings, and department competition can distort performance decisions rather than improve consistency. HR should use clear criteria, relevant evidence, trained managers, and documentation that explains significant rating differences. This supports a defensible decision.

93. C — Performance can be evaluated fairly only when the employee understands the essential outcome, standard, evidence, and available support. Immediate termination, personality judgments, and delayed expectations deny the employee a meaningful opportunity to understand or improve performance. HR should help the manager define expectations, document feedback, provide support, and schedule an evidence-based follow-up. This supports a defensible decision.

94. D — Administrative leave can protect people, evidence, or the integrity of a review, but it should not function as predetermined discipline. Automatic, punitive, or indefinite leave can create inequity, disrupt work unnecessarily, and undermine a fair investigation. HR should document the reason, apply consistent criteria, review pay and policy requirements, and reassess the need promptly. This supports a defensible decision.

95. A — Termination review tests whether the stated reason is supported, consistently applied, separate from protected activity, and administratively complete. Frustration, vacation balances, and announcement speed do not establish a fair or defensible employment decision. HR should compare similar cases, confirm policy and jurisdictional requirements, preserve records, and escalate unresolved risk. This supports a defensible decision.

96. B — Final-pay requirements can vary by jurisdiction and agreement, so HR must accurately reconcile wages, time, commissions, and other earned amounts. A universal deadline, withholding as leverage, or omitting earned compensation can create wage violations and employee disputes. HR should verify applicable rules, coordinate with payroll, communicate timing, and document the calculation and payment. This supports a defensible decision.

97. C — WARN analysis considers whether the employer and event are covered, which employees are affected, timing, notice, and possible exceptions. A label does not determine coverage, every termination is not automatically a covered event, and notice should not depend on employee requests. HR should assess federal and state requirements, coordinate written notices, and document the facts supporting the decision.

98. D — Employees may act together about wages, schedules, and working conditions without a union, and that concerted activity may receive NLRA protection. Scheduling is a workplace condition, union membership is not required, and automatically punishing the first speaker can create interference risk. HR should preserve context, avoid retaliation, assess whether conduct lost protection, and coordinate a neutral response.

99. C — Supervisors may share accurate approved information, but coercive conduct can interfere with employees' rights during organizing activity. Promises, private questioning, threats, and surveillance can pressure employees or create the appearance of retaliation. HR should train supervisors, centralize communications, and route legal questions through labor-relations specialists. This supports a defensible decision.

100. A — Good-faith bargaining requires meaningful participation, exchange of relevant information, and sincere consideration of proposals within the bargaining duty. The duty does not require accepting a proposal, guaranteeing agreement, or bypassing bargaining through unilateral changes. HR should coordinate authority, maintain accurate records, and consult labor-relations experts before changing working conditions. This supports a defensible decision.

101. B — Just-cause review commonly examines notice, a reasonable investigation, evidence, consistent application, and whether the penalty is proportionate. Irritation, punishment before facts, and unequal treatment can conflict with a collective agreement or established disciplinary practice. HR should review the CBA, prior decisions, relevant evidence, and the rationale before recommending action. This supports a defensible decision.

102. A — A grievance procedure creates contractual steps, timelines, notice requirements, and decision authority that the parties must follow. Ignoring the agreement, promising a result, or skipping steps can waive rights and create inconsistent labor relations. HR should identify the issue, preserve records, check the CBA, coordinate representatives, and document each response. This supports a defensible decision.

103. D — A promise of a benefit tied to employees' union choice can interfere with protected rights and undermine free employee decision-making. Routine policy access, a contract question, and use of an established grievance process are not equivalent to a coercive promise. HR should stop the conduct, preserve evidence, train the supervisor, and obtain labor-relations review before further communication.

104. D — Weingarten principles can permit a represented employee to request assistance during an investigatory interview reasonably believed to risk discipline. The absence of imposed discipline does not eliminate the issue, and retaliation or forced continuation can violate the procedure. HR should confirm the request, explain available options, and document the interview process without prejudging the outcome. This supports a defensible decision.

105. C — Contract interpretation begins with the negotiated text and may use context, related provisions, past practice, bargaining history, and prior decisions. Personal preference, isolated wording, and a post-dispute rule can produce an interpretation inconsistent with the parties' negotiated system. HR

should define the precise dispute, compare evidence, coordinate authorized interpretation, and document the rationale. This supports a defensible decision.

106. A — Labor-dispute continuity planning should protect people, maintain essential operations, and respect collective-agreement and legal requirements. Selective rules, threats, and unsafe staffing can escalate conflict, endanger employees, and create additional legal exposure. HR should coordinate with operations, security, communications, and labor counsel while applying neutral standards. This supports a defensible decision.

107. B — A safety-related report can involve legal, safety, or ethical risk and should trigger preservation, anti-retaliation protection, and impartial assessment. Suppressing the report, assigning a conflicted reviewer, or searching for a pretext to punish the reporter undermines the process. HR should document intake, secure relevant records, limit need-to-know access, and escalate through authorized channels. This supports a defensible decision.

108. D — Adverse action soon after a safety report requires careful review because retaliation can deter reporting and weaken the safety program. Discretion, deletion, and discouraging future reports do not remove the need to examine timing, decision reasons, and consistent treatment. HR should preserve chronology, compare similar employees, separate performance issues from the report, and coordinate legal review.

109. C — A suspected data incident requires containment, evidence preservation, coordinated assessment, and timely action under the organization's response plan. Broad disclosure, deletion, and waiting for confirmed harm can increase exposure and destroy information needed to understand the incident. HR should follow security escalation, protect affected data, document decisions, and coordinate required notices with authorized teams. This supports a defensible decision.

110. A — Emergency support depends on knowing who is safe, communicating reliably, considering access needs, and coordinating operational and employee assistance. Equipment, remote-worker assumptions, and conflicting instructions do not establish employee accountability or a dependable response. HR should maintain contact methods, define roles, conduct exercises, and update the plan after lessons or workforce changes. This supports a defensible decision.

111. D — A charge or anticipated investigation can require preservation of relevant records and suspension of routine deletion under a legal hold. Cost concerns, selective preservation, and altered notes 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 a defensible decision.

112. B — Harassment prevention works as a system of clear standards, accessible reporting, trained managers, prompt impartial response, and retaliation protection. Hidden policies, conflicted reporting routes, and delayed response can leave foreseeable risks unaddressed and discourage employees from reporting. HR should review trends, train managers on escalation, and improve controls when incidents or employee feedback reveal gaps. This supports a defensible decision.

113. 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 work. This supports a defensible decision.

114. B — 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.

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