SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 1

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

Aligned to the 2026 SHRM BASK • Law and guidance current as of October 2026

Summit Study Guides

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How to Use This Set

Answer each question on your own first, choosing the single BEST answer. The real exam allows 220 minutes for 134 questions, so aim for about 1.6 minutes per question. Then check your work against the separate answer key and read every explanation, including for the questions you got right, because the reasoning is what transfers to new questions on exam day.

SHRM-CP Practice Set 1

400 questions • Answer key and explanations in the separate Answer Key file

Choose the single BEST answer for each question. The real exam gives 220 minutes for 134 questions, so pace yourself at roughly 1.6 minutes per question.

1. A 360-degree feedback vendor will not display peer or direct report scores unless at least three raters in that category respond. What is the PRIMARY reason for this rule?

A. To protect rater anonymity, which encourages candid feedback

B. To meet federal recordkeeping rules that apply to appraisal data

C. To give every rater category equal weight in the score

D. To keep the manager's scores from dominating the report

2. A newly hired HR manager at a 900-employee manufacturer wants to understand who really influences decisions, since the org chart does not seem to match how things get done. What is the BEST approach during her first month?

A. Meet one-on-one with leaders and employees across levels, ask how decisions get made, and observe who others consult.

B. Ask her predecessor for a list of the people to trust and avoid, and use it to plan her relationship building.

C. Rely on the org chart and job titles until she has been in the role long enough to form her own impressions.

D. Introduce a major HR initiative right away so she can see which leaders support or resist it and adjust her approach from there.

3. After sending a pre-adverse action notice, an employer waits several business days before sending the final adverse action notice. What is the main reason for this waiting period?

A. It gives the employer time to file a copy of the report and its final decision with the Federal Trade Commission.

B. It gives the applicant a real chance to dispute errors in the report or explain it before the decision is final.

C. It gives the background screening company time to finish checking references the report left incomplete.

D. It gives the hiring manager time to interview other finalists before the applicant is formally turned down.

4. A new HR manager has just started at a unionized manufacturing plant. Relations between the previous HR manager and the union steward were strained, with most issues ending up as formal grievances. What is the BEST way for the new HR manager to begin building a working relationship with the steward?

A. Send the steward a letter summarizing management's rights under the contract and asking for cooperation.

B. Wait until the first grievance is filed so the relationship is built around the contract's formal process.

C. Ask the plant manager to introduce the steward at a group meeting and set out management's expectations.

D. Meet the steward early and informally to get acquainted, hear concerns, and agree on how to communicate.

5. A training coordinator uses Pendleton's rules to debrief a new facilitator after her first workshop. After any factual questions are cleared up, what should happen NEXT?

A. The facilitator describes what she thinks went well in the session

B. The facilitator describes what she would do differently in her next workshop

C. The coordinator describes what went well in the session

D. The coordinator lists the areas that most need improvement

6. In a pay regression that controls for job, level, location and tenure, the coefficient for gender shows women earning 3% less, with $p < .05$. What does the p-value indicate?

A. A gap this large would be unlikely to arise by chance if there were truly no gender difference.

B. There is a 95% probability that the 3% gap was caused by intentional pay discrimination against women.

C. The gap is at least 5%, which is the threshold for a legally significant pay difference.

D. Fewer than 5% of the women in the analysis are actually affected by the pay difference.

7. Several employees share racist memes in a messaging group created for their work team, mostly in the evenings. A Black team member who belongs to the group complains to HR. What is the employer's obligation?

A. Ask the complainant to leave the group so she no longer sees the posts

B. Investigate and act, since the chat is a work channel tied to the workplace

C. Take no action, since the posts were made off duty during the employees' personal time

D. Shut down the group but take no action against the people who posted

8. HR collected employees' emergency contact information for use in workplace emergencies. A manager now wants to use the list to invite those contacts to a company sales promotion. Which data protection principle does this request MOST directly conflict with?

A. Data portability

B. Purpose limitation

C. Storage limitation

D. Data quality and accuracy

9. Employees at a nonunion private-sector manufacturer discuss low pay in a group text and agree to raise it together with management. Are they protected by the National Labor Relations Act?

A. Yes, but only if the employees have formally asked a union to begin an organizing campaign

B. No, because Section 7 protects only employees who are already represented by a certified union at their workplace

C. Yes, because Section 7 protects concerted activity of covered employees whether or not a union exists

D. No, because the NLRA protects only activity that happens on the employer's premises during work

10. Two trained assessors watch the same recorded customer-service role play and score the same applicant 2 and 5 on a 5-point scale. Which type of reliability does this result show to be weak?

A. Internal consistency reliability

B. Parallel-forms reliability

C. Test-retest reliability

D. Inter-rater reliability

11. A compensation analyst suspects that pay compression is developing in several technical job families after two years of tight labor markets. Which analysis would BEST confirm whether compression exists?

A. Compare the average pay for each job family with the market midpoints from the latest salary surveys.

B. Compare the voluntary turnover rate for each pay grade with published industry turnover benchmarks for the region.

C. Compare new-hire rates with incumbent pay in the same jobs, and compare pay across tenure and job levels.

D. Compare the average pay of men and women within each job family using a multiple regression model.

12. A supervisor suspects an employee has an anxiety disorder and asks HR whether she should ask the employee to confirm it. Which principle should HR share?

A. The supervisor should share her concerns with the team so they can be more supportive.

B. The employee must disclose any medical condition that could ever affect job performance or attendance.

C. The supervisor should ask, since knowing the condition helps plan the right support.

D. Disclosure is the employee's choice, and managers should focus on job needs, not diagnoses.

13. Recruiters at a growing company are evaluated only on the number of hires they make. Hiring managers complain that many new hires quit within 90 days, and candidates report a rushed process. What is the BEST response for the talent acquisition leader?

A. Add quality-of-hire and candidate experience measures to recruiter goals.

B. Replace the hire count with time-to-fill as the main recruiter goal.

C. Raise hiring targets so recruiters screen a larger pool of applicants each month.

D. Have hiring managers take over all final screening from recruiters.

14. An HRIS finalist for a 600-employee regional company provides three references, all hand-picked and all from companies with more than 20,000 employees. What is the BEST next step?

A. Remove the vendor from consideration for offering references that are not relevant

B. Ask for references from similar-size clients in the industry with recent implementations

C. Accept the references, since large enterprise clients show the product is stable, scalable and proven

D. Rely on online review sites instead of the vendor's references for this decision

15. A customer service team asks to work four 10-hour days. Customers need coverage Monday through Friday. What is the BEST HR approach?

A. Deny it, since compressed schedules do not fit service roles

B. Approve the four-day schedule only for the most senior team members

C. Pilot staggered four-day schedules that keep five-day coverage

D. Approve the schedule with the whole team taking Fridays off

16. A distribution company hired 60 people during the year. Twelve of those new hires left before completing their first year, and overall company turnover for the year was 14%. What is the first-year (new-hire) turnover rate?

A. 25%

B. 20%

C. 80%

D. 14%

17. A year after HR launched a mentoring program for early-career employees, the leadership team asks whether it is working. HR has so far collected only the number of pairs formed. What should HR measure to answer the question BEST?

A. The number of meetings each pair held compared with the program's target

B. Participant retention, promotion and engagement versus a comparison group

C. Participant satisfaction ratings collected at the end of the program year

D. The share of volunteer mentors who agree to serve for a second program year

18. A manufacturing plant has had a suggestion box for years. Employees complain that their suggestions disappear and they never hear anything back. What is the BEST way for HR to fix the program?

A. Remove the box and tell employees to raise suggestions with their supervisors at monthly meetings.

B. Offer a cash prize for the best idea each quarter to increase the number of suggestions submitted.

C. Acknowledge every submission, give a decision and reason within a set time, and publicize ideas adopted.

D. Require employees to sign their suggestions so HR knows whom to follow up with when it has time to review them.

19. In labor relations, what distinguishes an offensive lockout from a defensive lockout?

- **A.** An offensive lockout pressures the union to accept terms; a defensive one guards against an expected strike
- **B.** An offensive lockout follows impasse; a defensive one is used before bargaining has even begun
- **C.** An offensive lockout uses permanent replacements; a defensive one uses only temporary replacements
- **D.** An offensive lockout bars all unit employees; a defensive one bars only the employees who are full union members

20. A manufacturer's staffing costs rise and fall with production volume. The CFO wants a budget that recalculates expected labor costs based on how many units the plant actually produces during the year. Which type of budget fits this need?

- **A.** A capital budget
- **B.** A static budget
- **C.** An incremental budget
- **D.** A flexible budget

21. In a talent review meeting, most managers rate nearly all of their own direct reports as high potential. What is the BEST step for HR to take as facilitator?

- **A.** Replace the managers' ratings with scores from an online assessment that all employees will complete.
- **B.** Cap high-potential ratings at a set share of each team, such as 10 percent, and ask managers to cut the rest.
- **C.** Have managers share evidence for each rating against common criteria and compare candidates across teams.
- **D.** Accept the ratings for this cycle and plan to train managers on rating standards before the next review.

22. Where are the salaries of a company's HR department staff normally classified on the income statement?

- **A.** Interest and other financing costs
- **B.** Nonoperating expense below operating income
- **C.** Selling, general and administrative expense
- **D.** Cost of goods sold, as indirect labor

23. A manager tells HR that he wants to stamp out the office grapevine because "everything on it is wrong." What does research on informal communication generally show about grapevine accuracy?

- **A.** It is largely accurate on routine matters but incomplete
- **B.** It is accurate only when senior leaders take part in it
- **C.** It is mostly inaccurate and spreads distortions across the company
- **D.** It is about as accurate as a random guess on most topics

24. A company with 450 employees spent $90,000 on training last year. Of that, $30,000 went to a leadership program attended by 50 managers. What was the training cost per employee for the company?

A. $150
B. $133
C. $200
D. $600

25. Which example BEST illustrates self-directed learning in the workplace?

A. An analyst identifies a skill gap, chooses online courses and practice projects, and tracks her own progress
B. A mentor sets weekly reading assignments for an analyst and quizzes her on each one at their regular meetings
C. A manager assigns an analyst to a required class and checks her attendance at each of the sessions
D. An analyst attends a two-day classroom course that her department scheduled for the whole team

26. The company is renewing its payroll contract, and the current vendor offers to pay airfare and hotel for the HR manager to attend its annual user conference. The conference would help the HR manager learn new system features. What should the HR manager do?

A. Accept the offer but wait to sign the renewal until after the conference has taken place.
B. Accept the offer, since the conference provides training that directly benefits the company.
C. Decline the vendor's offer and have the company pay the costs if attending serves a business need.
D. Accept the offer as long as she discloses it in writing to her manager after returning from the trip.

27. A product team at a 500-employee company rarely raises concerns in meetings, and defects tend to surface only late in projects. The team's manager often reacts sharply when problems come up. What should HR coach the manager to do?

A. Set up an anonymous online suggestion box so the team can report concerns without speaking up in meetings.
B. Add defect rates to each member's performance goals so they take more ownership of quality.
C. Require each member to raise at least one concern in every meeting to build the habit.
D. Invite input openly, respond to bad news without blame, and admit his own mistakes to the team.

28. A supervisor must deny an employee's request to transfer to another shift because of staffing needs. She meets privately with the employee, listens to his reasons, speaks to him respectfully, and thanks him for raising the request. Which type of organizational justice does the supervisor's conduct best illustrate?

A. Interactional justice
B. Restorative justice practices
C. Distributive justice
D. Procedural justice

29. A manager redesigns a role so employees schedule their own work and choose their own methods. Under the job characteristics model, which critical psychological state does this change most directly increase?

A. Growth need strength of the employees in the role
B. Experienced meaningfulness of the work itself
C. Knowledge of the actual results of the work
D. Experienced responsibility for work outcomes

30. A hospital system wants to test its mass-casualty plan by having staff, ambulances and equipment actually deploy in real time, alongside local fire and police agencies. Which type of exercise is this?

A. Full-scale exercise
B. Tabletop exercise
C. Functional exercise
D. Seminar-style workshop

31. A company has run a monthly pulse survey for a year. The response rate has fallen from 70% to 35%, and many comments say "nothing ever changes." What is the BEST action for HR?

A. Cut each pulse survey to three questions and keep it on a monthly cycle.
B. Make survey completion a required item in each employee's goals.
C. Offer a prize drawing to increase participation in the next survey.
D. Survey less often and visibly share the actions taken on past results.

32. The NLRB finds that an employer violated an employee's Weingarten rights by denying his request for a representative during an investigatory interview. The employer had discharged him for proven theft based on evidence independent of the interview. What remedy is the Board MOST likely to order?

A. Reinstatement with full back pay, because the interview violated Weingarten
B. Reinstatement without back pay, since the discharge itself was for just cause
C. A cease-and-desist order and a posted notice, without reinstatement or back pay
D. A new interview with a representative present, followed by a rehearing of the case

33. An HR business partner is planning the first talent review meeting with a division's leadership team. What is the main purpose of this type of meeting?

A. To set final merit increase amounts for each employee based on this year's performance ratings
B. To review each manager's compliance with the company's performance review deadlines and its documentation rules
C. To jointly assess employees' performance and potential and agree on development and succession actions
D. To identify the lowest performers in the division and decide which of them should be terminated

34. An HR team at a 1,200-employee engineering firm is building its own departmental scorecard. It already has financial measures (HR cost per employee) and customer measures (manager satisfaction), but it still needs an internal process measure. The firm's strategy depends on staffing hard-to-fill engineering roles quickly. Which measure should HR add?

A. Total number of job postings published each quarter

B. Percentage of employees who completed benefits enrollment

C. Annual revenue generated per engineering employee

D. Average time-to-fill for critical engineering positions

35. After receiving her total rewards statement, an employee complains that it overstates her rewards because it includes $3,000 for dental and vision coverage she never uses. What is the BEST response from HR?

A. Explain that the figure is what the company pays to provide her coverage, whether or not she uses it.

B. Explain that the figure is an actuarial estimate of the dental and vision claims she would be likely to file in a typical plan year.

C. Agree to remove unused benefits from her statement so it reflects only the value she received.

D. Agree to pay her the $3,000 in cash instead if she drops the dental and vision coverage.

36. An HR generalist uses a generative AI tool to summarize recent changes in employment law for a policy update. Why must she verify the output before using it?

A. The tool's output is copyrighted by the vendor and cannot be used without its permission

B. The tool can produce plausible but fabricated content, such as citations that do not exist

C. The tool deliberately alters legal text in order to avoid the risk of plagiarism claims

D. The tool can only summarize laws that were in effect before its software was first installed on company systems

37. Three weeks after a production worker files an EEOC charge alleging sex discrimination, her fiancé, who works in the same plant, is fired. He did not participate in her charge. Which statement BEST describes his position under Title VII?

A. He has no claim, since only the employee who engaged in the protected activity has standing to sue for it

B. He may have a retaliation claim, since firing a fiancé could deter her from protected activity

C. He has a claim only if the two were legally married on the date that he was terminated

D. He has a claim only if he was a witness or otherwise took part in her discrimination charge

38. After good-faith bargaining reaches impasse, a manufacturer lawfully locks out its bargaining-unit employees to pressure the union to accept its final offer. Plant management wants to keep the line running. What staffing approach should HR recommend?

A. Recall the locked-out employees who resign from the union to staff the line

B. Leave the line idle, since an employer may not use any replacements in a lockout

C. Hire permanent replacements so that production stays stable after the dispute

D. Hire temporary replacements and make clear their jobs end when the lockout ends

39. A recruiter used generative AI to draft a job description for a maintenance technician role. Which review step best ensures the essential functions are listed accurately?

A. Compare the draft with postings for similar maintenance roles at competitors in the same region and industry.

B. Have the legal department check the draft's wording for discriminatory language.

C. Have the hiring manager and a job incumbent confirm the duties against a job analysis.

D. Ask the AI tool to regenerate the draft until its list of duties stays consistent.

40. An employee covered by a company's group health plan is laid off. The company has 120 employees. Under federal COBRA, what is the maximum continuation period for the employee?

A. 29 months

B. 18 months

C. 12 months

D. 36 months

41. In March, an employee uses employee self-service to add her new spouse's child to her medical coverage. She married two weeks ago but uploaded no documents, and the system accepted the change immediately. What is the BEST way to handle such changes going forward?

A. Route mid-year life event changes for HR approval and require proof of the qualifying event

B. Allow the change to take effect, since adding a dependent through ESS is the employee's right

C. Reject all mid-year dependent changes made through ESS and require paper forms instead

D. Accept the change, then audit dependent eligibility once a year during open enrollment

42. Under Situational Crisis Communication Theory (SCCT), a tornado that damages a company's plant places the company in the victim crisis cluster. Which response strategy does SCCT recommend for this type of crisis?

A. Instructing and adjusting information, such as safety guidance and expressions of concern

B. Justification that minimizes the perceived severity of the damage and its effects

C. Attacking critics who question how the company prepared for severe weather events

D. A full apology accepting responsibility, paired with offers of compensation to stakeholders

43. In a location covered by a paid sick leave law, an employee uses one day of accrued sick leave for the flu and gives his supervisor a doctor's note. The supervisor marks the day as unexcused and adds an attendance point. What should HR do?

A. Keep the point, since the doctor's note was not required for a single day of illness.

B. Reverse the point only if the employee files a formal complaint with HR within 30 days.

C. Reverse the point, correct the record, and coach the supervisor on sick leave rules.

D. Keep the point but tell the employee it will expire in 90 days under the no-fault policy.

44. During an offer discussion, a candidate mentions that a friend in a similar role earns $68,000. The approved range for the job is $72,000 to $84,000, yet the hiring manager proposes $69,000 and calls it fair. Which bias is MOST likely influencing the manager?

A. Anchoring bias

B. Similar-to-me bias

C. Confirmation bias

D. Availability bias

45. Which condition is MOST important for a merit pay program to motivate higher performance?

A. A rating scale with many levels so managers can describe performance in detail

B. A merit budget large enough to give every eligible employee at least a modest annual raise

C. A policy keeping increase amounts secret so employees do not compare their pay

D. Ratings that employees trust and increases that clearly differ by performance level

46. In a stock acquisition, the acquired company's employees are anxious that they will lose vacation time they have accrued once the acquirer's less generous PTO policy applies. What is HR's BEST approach?

A. Cap balances at the acquirer's maximum on day one and forfeit any hours above the cap.

B. Apply the acquirer's policy on day one and reset all balances to the new accrual schedule.

C. Honor accrued balances, communicate the plan early, and phase in the new policy over time.

D. Let acquired employees keep their old policy permanently so no one experiences a change.

47. An HR business partner sits in on a manager's stay interview and notices that the manager spends most of the meeting critiquing the employee's recent work. What correction should HR give the manager?

A. Let HR conduct his future stay interviews, since the manager is not suited to them

B. Combine stay interviews with annual reviews in the future to save everyone time

C. Keep the meeting on the employee's views, and give performance feedback separately

D. Limit feedback in stay interviews to positive comments to keep employees motivated

48. A manager is choosing employees for training on a new software system. He wants to skip a 62-year-old employee who will use the system daily because he "will probably retire in a couple of years anyway." The company has 300 employees. What should HR do?

A. Advise the manager that excluding the employee because of expected retirement risks age discrimination.

B. Approve the decision, since training budgets should go to the employees with the longest expected remaining tenure.

C. Ask the employee about his retirement plans before deciding whether to enroll him in the training.

D. Approve the decision if the manager also skips younger employees who may leave the company soon.

49. An HR director wants to automate the tuition reimbursement process with an AI workflow tool. The current process has six approval steps, two of which duplicate each other. Which implementation step BEST ensures the tool improves the process rather than speeding up a flawed one?

A. Have the process owners map and redesign the current workflow before the tool is configured.

B. Let the vendor's implementation team decide the workflow, based on its other client deployments.

C. Configure the tool to mirror the current workflow exactly so that users face little disruption.

D. Launch the tool first and collect user feedback for six months before changing any of the steps.

50. A company has used its new customer-first approach for two years and has already generated short-term wins and expanded the effort to other units. Which action BEST fits the final step of Kotter's model, anchoring the change in the culture?

A. Building the new behaviors into promotion criteria and onboarding

B. Using the gains to take on larger systems that still need to change

C. Publicizing early pilot results to build momentum for the change

D. Forming a cross-functional team with the influence to lead the effort

51. At the end of the quarter, a team scores 0.7 on an aspirational OKR to double the number of internal candidates hired into leadership roles. How should HR interpret this score?

A. As a typical, acceptable result for a stretch goal that was intentionally set beyond easy reach

B. As a shortfall that calls for a corrective action plan, since only a full score counts as success

C. As a sign the goal was set too low, since stretch goals should normally score close to 1.0

D. As an incomplete result to roll over unchanged into the next quarter until it reaches 1.0

52. Employees in one department had 1,200 hours of paid absence last year. Their average wage is $24 per hour, benefits add 30% to wages, and the company paid $8,000 in overtime to cover the missed work. What was the total cost of these absences?

A. $37,440

B. $45,440

C. $47,840

D. $36,800

53. After integration layoffs eliminated 15% of a merged company's roles, remaining employees are anxious, absenteeism is up, and several high performers are interviewing elsewhere. What is HR's BEST action?

A. Have leaders explain the reasons and future plans, clarify roles, and hold regular team check-ins.

B. Raise performance targets to signal confidence and keep remaining employees focused.

C. Offer retention bonuses to all remaining employees as the main way to restore engagement and stop departures.

D. Avoid discussing the layoffs so remaining employees can move on and refocus on their work.

54. A nonexempt employee asks for a flexible schedule and offers to sign a written agreement giving up overtime pay in exchange. The manager is willing and asks HR whether the agreement would be enforceable. What is the BEST response?

A. Yes, if HR reviews the agreement and the employee renews it in writing every year.

B. No, because employees cannot waive FLSA overtime rights through a private agreement.

C. No, unless the employee first has a chance to consult an attorney before signing it.

D. Yes, because the employee made the request herself and signed the agreement voluntarily.

55. A cashier at a nonunion retail store emails the store manager, saying she is writing for herself and three coworkers who believe their 10-minute breaks are being cut short during busy periods. The manager calls the email insubordinate and wants to issue her a written warning. What should HR advise?

A. Issue the warning but limit it to the tone of the email, since only her own complaints are protected

B. Permit the warning, because only one employee sent the email and concerted activity requires a group of employees to act

C. Hold the warning until the three coworkers confirm in writing that they authorized her to speak

D. Do not discipline her, because speaking up for coworkers about breaks is likely protected concerted activity

56. A U.S. company is opening an office in Mexico City in three months and needs a Spanish-speaking finance manager. A local search has produced no qualified candidates. The strongest internal candidate is a Colombian national who has run finance for the company's office in Spain for four years. What is the BEST course of action?

A. Offer the role to the Colombian manager and begin the Mexican work-permit process.

B. Send a U.S. finance manager from headquarters and enroll him in Spanish lessons.

C. Have the Colombian manager oversee Mexico City remotely while staying in Spain.

D. Extend the local search until a Mexican national is found, even well past the opening.

57. A manager forwards HR an email in which an employee explained she would need some time off because her mother has cancer, and that cancer runs in her family. The manager did not ask for the information. How should HR store and handle the email?

A. Keep it in a confidential medical file apart from the personnel file and limit who sees it

B. Delete it right away, because the company is not allowed to have family medical history

C. Place it in the employee's personnel file to document the reason for any future time off

D. Forward it to the benefits team so the employee can be enrolled in a cancer screening plan

58. Last quarter HR closed 300 payroll questions that took an average of 1 day each, 150 benefits cases that averaged 3 days, and 50 employee relations cases that averaged 9 days. What was the average resolution time across all cases?

A. 3.0 days

B. 4.3 days

C. 1.0 day

D. 2.4 days

59. A multinational fills subsidiary management roles mainly with host-country nationals, while key headquarters positions are held almost entirely by parent-country nationals. Which international staffing orientation does this describe?

A. Polycentric

B. Geocentric

C. Ethnocentric

D. Regiocentric

60. During a holiday, a supplier in China gives one of the company's sales managers an expensive watch. The manager says refusing it would cause the supplier to lose face, but the code of conduct limits gifts to a modest value. What should HR advise?

A. Have him return the watch with a letter warning that future gifts will end the relationship

B. Let him keep the watch, since gift-giving is an accepted local custom during holiday seasons

C. Tell him to keep the watch but send the supplier a more expensive gift in return during next year's holiday

D. Have him disclose the gift to compliance and follow the code, such as turning it over to the company

61. A talent acquisition team begins tracking time to productivity for new sales reps. What does this metric measure?

A. How long it takes a new hire to reach the expected level of performance

B. How long it takes a recruiter to screen and submit qualified candidates

C. How long it takes from requisition approval until the offer is accepted

D. How many days pass between a candidate's acceptance and the first day

62. An employee reports that a coworker shoved her near the loading dock last week. The security system there automatically records over footage after 30 days. Which action should HR take early in the investigation?

A. Arrange for the accused employee to view the footage so he can respond to it right away.

B. Wait until the interviews show whether the footage is needed before asking security for it.

C. Have the relevant footage copied and the overwrite suspended so the recording is preserved.

D. Ask the complainant to name the exact time of the incident before contacting security.

63. A senior vice president repeatedly asks HR to handle his team's routine requests ahead of the service queue, saying his time is more valuable. HR's published service standards prioritize requests by urgency and business impact, not by the requester's rank. What is the BEST response?

A. Decline to discuss it further and refer him to the published service standards document

B. Explain the triage rules, expedite urgent items, and keep routine ones in the queue

C. Report his behavior to the CEO as a violation of HR's service policy

D. Move all of his requests to the front, since senior leaders drive company results

64. HR sends store managers benchmark reports showing that several of their stores have higher turnover than peer stores. Some managers are defensive. How should HR coach them to use the comparison?

A. Use the gap as a prompt to find causes, compare with similar stores, and learn from top performers.

B. Question the benchmark's accuracy with corporate before discussing any changes with store staff.

C. Set a goal for every store to reach the peer average by next quarter, regardless of each store's local situation.

D. Share the rankings with store employees to create friendly competition between locations.

65. An HR director builds next year's department budget by taking this year's approved budget and increasing every line by 3%. Which budgeting method is she using?

A. Zero-based budgeting
B. Activity-based budgeting
C. Incremental budgeting
D. Flexible budgeting

66. Right after an evacuation drill ends, the safety coordinator gathers participants for an informal 15-minute discussion of what went well and what didn't. What is this discussion called?

A. An after-action report
B. A tabletop exercise
C. A root cause analysis
D. A hot wash

67. An employee whose claim for medical benefits under the company's ERISA plan was denied asks HR what she can do. What is the BEST guidance?

A. File an appeal through the plan's claims procedure within the deadline stated in the denial.
B. Submit a complaint to the state insurance commissioner before contacting the plan at all.
C. File a lawsuit in federal court right away, since ERISA allows participants to sue over any denied benefit claim.
D. Ask HR to override the denial, since the employer controls all plan payment decisions.

68. HR is advising department heads on how to support supervisors who just completed coaching-skills training. Which department-head behavior is MOST likely to sustain the supervisors' use of the new skills?

A. Adding coaching quality to the annual performance review without discussing it with them sooner.
B. Asking HR to schedule a refresher course on coaching skills for all supervisors a year from now, once budgets are set.
C. Sending a congratulatory email to every supervisor who completed the coaching program on time.
D. Meeting with each supervisor to set coaching goals and then giving feedback on how they use the skills.

69. In a work breakdown structure, what is a work package?

A. The lowest level of the WBS, where cost and duration can be estimated and managed
B. The top level of the WBS, representing the project's final deliverable as a whole
C. The set of documents handed to operations when the project is formally closed
D. A group of related projects managed together to achieve shared strategic benefits

70. Which design is MOST typical of a retention bonus?

A. Payment each pay period as a percentage of base salary for as long as the employee keeps working

B. Payment only if the employee's unit meets its profit target, regardless of whether the employee stays

C. Payment after the employee stays through a set date, with repayment if paid early and the employee leaves

D. Payment on the employee's first day of work, with no conditions tied to how long the employee remains employed

71. During March, a company had 18 separations and an average headcount of 240. What was its monthly turnover rate?

A. 13.3%

B. 7.5%

C. 0.75%

D. 8.1%

72. An engineering manager gives one engineer noticeably higher ratings than two peers with very similar results. The manager mentions that this engineer attended the same university he did and shares his interest in sailing. Which rating error is MOST likely at work?

A. First-impression error

B. Contrast effect

C. Halo effect

D. Similar-to-me bias

73. A production line operator needs foreseeable intermittent FMLA leave for planned treatments, and the frequent absences disrupt the line. What option does the FMLA give the employer?

A. Temporarily transfer him to an alternative job with equivalent pay and benefits

B. Require him to reschedule the treatments outside his scheduled work hours

C. Deny the intermittent leave and require him to take one continuous block

D. Temporarily transfer him to any open job, with his pay adjusted to that job's posted rate

74. A transition matrix shows that each year 70% of supervisors stay in the role, 10% are promoted to manager and 20% leave the company. The company has 50 supervisors now. Before any hiring or promotions into the role, how many of them are expected to still be supervisors next year?

A. 40

B. 15

C. 35

D. 45

75. A company screens data entry applicants with a timed keyboarding test that has them enter the same kinds of forms they would handle on the job. Which type of validity evidence does this approach MOST directly rely on?

A. Concurrent validity
B. Construct validity
C. Content validity
D. Predictive validity

76. A sales manager and her husband will relocate to Japan in three months for a two-year assignment. The company's standard preparation is a one-day legal and tax briefing for the employee only. What should HR add to BEST improve the odds of a successful assignment?

A. A Japanese business etiquette course for the employee during her first week
B. An extended tax briefing with a home-country advisor for the employee
C. Cross-cultural training covering daily life and work norms for both spouses
D. A detailed relocation handbook mailed to the couple's home before departure

77. A division director asks the HR business partner to "make the culture more innovative" by the end of the year, but offers no further detail. What should the HR business partner do FIRST?

A. Research how well-known innovative companies built their cultures and present the director with a full plan.
B. Survey employees about the current culture and then design an innovation training curriculum for every team in the division.
C. Launch an idea-submission program with rewards so employees can start sharing innovative ideas right away.
D. Meet with the director to clarify what innovation would look like, why it matters now and how success will be measured.

78. A bank runs an 18-month rotational program for new graduates. HR data show that 40% of participants leave within three months after their final rotation ends and they are placed into a permanent role. What should HR do FIRST?

A. Extend the program to 24 months so participants stay with the bank longer
B. Offer a retention bonus that participants receive after three years of service
C. Reduce the number of graduates the bank hires into the program each year
D. Compare exit timing and reasons with how the program places graduates

79. A hospital requires annual flu vaccination for clinical staff. A nurse requests a religious exemption and explains her belief in a short written statement. Nothing in her history suggests the belief is insincere. What should HR do?

A. Accept the stated belief and assess whether masking or similar measures would avoid undue hardship.
B. Deny the request, because patient safety makes every vaccine exemption an undue hardship.
C. Deny the request unless a member of the clergy confirms her stated belief in a signed letter.
D. Grant the request but remove her from all patient care, without exception, for the full duration of flu season.

80. During an HRIS migration, what is data mapping?

A. Matching legacy fields and values to the new system's fields and code tables

B. Loading converted employee records into the new system for testing

C. Removing duplicate, inactive and outdated records from the legacy system's database

D. Drawing diagrams of how data flows between the organization's HR processes

81. Why does starting an investigation promptly after a harassment complaint matter for the employer's legal position?

A. A prompt start is required because the EEOC charge-filing period begins on the day the employee complains internally.

B. A prompt start shifts the burden of proof to the complainant if the case later goes to court.

C. Federal law requires employers to finish harassment investigations within 30 days of a complaint.

D. Prompt corrective action is a key part of showing the employer responded reasonably once it had notice.

82. New hires at a mid-sized company report that their first week is confusing. They mention unclear schedules, missing equipment and conflicting instructions. HR plans to redesign onboarding. What should HR do FIRST?

A. Ask managers to assign each new hire a peer buddy for the first month on the job

B. Map the new-hire journey to find the moments that matter and the pain points

C. Lengthen orientation from one day to three days to cover more of the content

D. Buy an onboarding software module that automates first-week tasks for new hires

83. A salary survey reports a market rate of $70,000 for a job, with data effective 9 months ago. Market pay for the job is moving 4% per year. What is the survey rate aged to today?

A. $67,900

B. $72,100

C. $70,000

D. $72,800

84. An HR service center receives routine questions about pay dates and direct-deposit changes that have well-established answers. Under the Cynefin framework, what is the BEST way to handle these questions?

A. Probe, sense and respond by testing small experiments in the process

B. Sense, categorize and respond by applying established best practices

C. Sense, analyze and respond by asking experts to study each case

D. Act, sense and respond by stabilizing the situation before analysis

85. A company has just acquired a smaller competitor. Employees of the acquired firm openly say they distrust the parent company's HR team and expect their benefits and culture to be stripped away. What is the BEST approach for the parent's HR team?

A. Hold off on discussing any changes until integration plans are fully final and announced.

B. Apply the parent's policies quickly and uniformly across both workforces so employees see consistency from the start.

C. Hold listening sessions, say clearly what will and will not change, and visibly follow through.

D. Let the acquired firm's leaders handle all communication so employees hear familiar voices.

86. Two departments each have an average salary of $60,000. The standard deviation of salaries is $2,000 in Department A and $12,000 in Department B. What does this tell HR?

A. Department B pays its typical employee more than Department A does.

B. Department B's salaries are skewed toward its highest-paid earners at the top of the range.

C. Department B has a larger number of employees than Department A.

D. Salaries in Department B are spread much more widely around the average.

87. A merit matrix gives employees rated Exceeds Expectations a 6% increase if their compa-ratio is below 0.90, 4.5% if it is 0.90 to 1.10, and 3% if it is above 1.10. Two employees are both rated Exceeds Expectations: one has a compa-ratio of 0.85 and the other 1.15. What increases does the matrix call for?

A. 6% for the employee at 0.85 and 4.5% for the employee at 1.15

B. 6% for the employee at 0.85 and 3% for the employee at 1.15

C. 3% for the employee at 0.85 and 6% for the employee at 1.15

D. 4.5% for each, since both employees received the same rating

88. A company hired one executive through a search firm that charges 25% of first-year base salary. The salary is $240,000, and candidate travel for interviews cost $6,000. There were no other costs. What is the cost-per-hire for this executive?

A. $60,000

B. $61,500

C. $306,000

D. $66,000

89. Which of the following is a STATUTORY limit on at-will termination rather than a common-law exception?

A. The anti-retaliation provision of Title VII of the Civil Rights Act

B. The implied covenant of good faith and fair dealing in employment

C. An implied contract created by assurances in an employee handbook

D. A wrongful discharge claim based on a clear mandate of public policy

90. A customer service representative tells her supervisor that a long-time client is angry about a billing error and asks what she should do. The supervisor wants to use the moment to build her problem-solving ability. Which response BEST reflects a coaching approach?

A. Take over the call so the client relationship is protected from further damage

B. Send her the billing-dispute procedure and ask her to follow it without changes

C. Explain step by step how the supervisor would handle the client in this case

D. Ask what she thinks caused the error and what options she sees to resolve it

91. A design engineer has been invited by a key component supplier to speak at its customer event for a $1,500 fee. The company's code of conduct requires approval for outside compensation from suppliers. What should HR advise?

A. Let him accept the fee because the speaking engagement takes place entirely outside his regular working hours.

B. Have him disclose the offer in writing and obtain compliance approval before he agrees to accept the fee.

C. Let him accept the fee as long as he reports it on his next annual conflict-of-interest disclosure form.

D. Tell him he must decline the invitation, because employees may not speak at events hosted by suppliers.

92. Using the standard 200,000-hour base, what is the severity rate for a facility that recorded 60 lost workdays from injuries during a year in which employees worked 200,000 hours?

A. 300.0

B. 30.0

C. 0.3

D. 60.0

93. In nonverbal communication, what does paralanguage refer to?

A. The written symbols and emojis a writer adds to text

B. The physical distance a speaker keeps from listeners during conversation

C. The gestures and facial expressions a speaker uses

D. The tone, pitch, pace and volume of a speaker's voice

94. Which statement BEST reflects the principle of cultural relativism?

A. A practice is acceptable if most employees at headquarters view it as reasonable.

B. Cultures tend to converge toward the same workplace practices as economies become more global.

C. A practice should be understood within the context of the culture where it occurs.

D. Practices from the home country should be applied in every location for fairness.

95. An HR case management system shows that employees at three of the company's five warehouses have filed similar complaints over the past quarter about last-minute shift changes. Each case has been closed at the site level. What should HR do NEXT?

A. Analyze the cases together for a common root cause and share findings with operations leaders.

B. Train the three sites' supervisors on how to explain last-minute shift changes more clearly to employees.

C. Keep handling each complaint at its own site, since local managers know their teams best.

D. Survey employees at all five warehouses to learn whether others share the same complaint.

96. A distribution center hires a 17-year-old as a summer warehouse helper. Under the FLSA Hazardous Occupations Orders, which task is prohibited for this worker?

A. Operating a forklift to move pallets onto high racks

B. Sweeping aisles and taking cardboard to the recycling

C. Scanning incoming cartons and entering counts by hand

D. Hand-stacking boxes onto pallets in the shipping area

97. During a final-round interview at a 200-employee company, a candidate for a project coordinator role mentions that she is five months pregnant. Afterward, the hiring manager tells HR she was the strongest candidate but he wants to pass on her because she will need leave soon after starting. What should HR advise?

A. Agree to pass on her if the manager records a reason other than the pregnancy in the hiring file.

B. Suggest offering her the job with a start date pushed back until after her expected leave ends.

C. Explain that pregnancy cannot factor in and the decision must rest on job-related criteria.

D. Advise that he may decline her only if no other finalist is available to start right away.

98. In the classic action research model of organizational change, what typically starts the process?

A. Employees and the consultant jointly plan the first change intervention.

B. A key executive or decision-maker perceives a problem that needs attention.

C. An OD consultant gathers baseline data through an organization-wide survey.

D. The consultant feeds back diagnostic findings to the leadership team.

99. Which feature BEST distinguishes the transactional model of communication from the linear model?

A. The sender encodes the message before it is transmitted

B. Noise is recognized as something that can distort a message

C. The receiver responds only after the full message ends

D. Both parties send and receive messages at the same time

100. An HR intranet page includes a bar chart showing that employee survey participation rose from 62% in 2024 to 81% in 2026. Which alt text is BEST for the chart?

A. Image of a bar chart with blue bars on a white background showing survey data.

B. Bar chart: employee survey participation rose from 62% in 2024 to 81% in 2026.

C. Chart showing employee engagement survey results, see the image for details.

D. Survey participation chart, 2026, file name: survey_chart_final_v3.png

101. Why do many employers include bystander intervention training in their harassment prevention programs?

A. To shift the duty of reporting harassment from supervisors to the coworkers who see it

B. To give coworkers who witness misconduct practical ways to interrupt it and report it

C. To replace formal investigations with peer resolution of lower-level harassment incidents

D. To satisfy a federal statute that requires annual harassment training for all employees

102. A recruiting team wants to buy an AI tool that ranks applicants for customer service roles. The vendor's pitch focuses on time savings. Before HR approves the purchase, which request to the vendor is MOST important?

A. Information about how quickly the tool can screen applicants compared to human recruiters
B. A guarantee that the vendor will accept all legal liability for any discrimination claims
C. Evidence that the tool is validated for the job and tested for adverse impact by group
D. A list of other large companies in the industry that are already using the product

103. A manufacturer uses temporary workers supplied by a staffing agency on its production floor. According to OSHA, how is responsibility for safety training typically divided?

A. Both share responsibility, with the host usually providing site-specific hazard training
B. Both share responsibility, with the agency usually providing site-specific hazard training
C. The host alone is responsible, since it controls the worksite where the hazards exist
D. The agency alone is responsible, since it is the temporary workers' employer of record

104. An employee emails HR objecting that her manager has repeatedly passed over women for promotion. She has not filed a charge with the EEOC. Under Title VII's anti-retaliation provision, how is her email classified?

A. Unprotected activity, because Title VII protects an employee only after she files a charge with the EEOC
B. Protected participation activity, because it is a written complaint of discrimination submitted to the company's HR department
C. Protected opposition activity, as long as she has a reasonable, good-faith belief that discrimination occurred
D. Unprotected activity, unless an investigation later confirms that the manager actually discriminated

105. A staffing agency pays a temporary forklift operator $25.00 per hour. The agency's contract with the client sets a 40% markup on the worker's pay rate. What hourly bill rate will the client pay?

A. $41.67
B. $10.00
C. $35.00
D. $65.00

106. An HR project to open a new regional office is behind schedule. The project manager decides to begin recruiting for the office while the lease is still being negotiated, instead of waiting for the lease to be signed. Which schedule-compression technique is this?

A. Crashing
B. Resource smoothing
C. Fast tracking
D. Resource leveling

107. During contract negotiations, the union requests wage and job-classification data for the bargaining unit employees. A manager on the employer bargaining team suggests refusing because the data could strengthen the union's wage proposals. What should HR advise?

A. Provide only summary averages, since detailed wage data on individual employees is confidential.

B. Provide the data, since good-faith bargaining includes furnishing relevant information.

C. Decline unless the union agrees to share its own economic analysis and wage proposals in exchange.

D. Delay responding until the union submits its full proposal, which is a common bargaining tactic.

108. An employee asks to keep his standard 9-to-5 hours but work from home on Mondays and Fridays. A coworker asks to stay in the office but shift her hours to 6 a.m. to 2:30 p.m. How are these requests BEST classified?

A. Both are flextime requests, since each changes how work is done

B. His is a flexplace request, and hers is a flextime request

C. His is a flextime request, and hers is a flexplace request

D. Both are flexplace requests, since each changes the usual routine

109. HR is facilitating a meeting to redesign weekend scheduling for a call center. Several times the discussion turns to complaints about the employee parking lot, and the group loses about ten minutes each time. What is the BEST action for the facilitator?

A. Remind the group firmly that parking is not an HR responsibility

B. Let the parking discussion continue since it clearly matters to staff

C. Record the parking concern for follow-up and steer back to scheduling

D. End the meeting and reschedule it after the parking issue is resolved

110. Nine months after a new expense-reporting process launched, about 15% of employees still submit paper forms. In Rogers's diffusion of innovations model, these employees are laggards. Which approach is MOST likely to complete adoption with this group?

A. Treat their reluctance as a performance issue and begin progressive discipline for each paper form.

B. Lower perceived risk with hands-on help, share peer results, and set a date to retire paper forms.

C. Launch a new awareness campaign explaining the vision and strategic case for the new process.

D. Rely on early adopters' enthusiasm, since laggards follow innovators once the change is visible.

111. During an organizing campaign at a distribution center, several people openly support the union. Which of them may the company lawfully discipline for that support under the NLRA?

A. A lead hand who trains new hires but cannot hire, fire or discipline anyone

B. A forklift operator who serves on the union's volunteer organizing committee

C. A receiving clerk who wears a union button on her uniform during her shift

D. A shift supervisor with authority to hire, discipline and assign employees

112. The balance-sheet approach to expatriate pay groups an employee's spending into main cost categories. Which of the following is NOT one of those categories?

- **A.** The host country's market pay rate for the job
- **B.** Goods and services for daily living costs
- **C.** Income taxes owed on the employee's earnings during the assignment
- **D.** Housing costs for the employee and family

113. A competitor is closing its plant in the same town, which will release about 300 experienced machinists into the local labor market. In the company's SWOT analysis, how should this be classified?

- **A.** An opportunity
- **B.** A competitive threat
- **C.** A weakness
- **D.** An internal strength

114. According to Katzenbach and Smith, what most clearly distinguishes a real team from a working group?

- **A.** Members sharing information while each remains responsible for own goals
- **B.** A strong, clearly focused leader who directs and assigns members' tasks
- **C.** Mutual accountability for collective work products and a shared purpose
- **D.** Frequent meetings in which members report their individual progress

115. In a PESTLE analysis, how should HR classify rising interest rates that are expected to slow customer demand and reduce hiring plans?

- **A.** A political factor
- **B.** A social factor
- **C.** An economic factor
- **D.** A legal factor

116. A contract expressly provides that an arbitrator may not award back pay for any period before a grievance is filed. An arbitrator sustains a discharge grievance and awards back pay starting from a date six months before the filing. If the employer seeks to vacate the award in court, what is the likely result?

- **A.** The court will likely vacate that part of the award, because it does not draw its essence from the contract.
- **B.** The court will likely enforce the award, because courts may not review an arbitrator's remedy for any reason.
- **C.** The court will likely send the award to the NLRB to determine whether the arbitrator exceeded his authority.
- **D.** The court will likely review all the evidence again and decide independently whether the discharge was proper.

117. At a unionized warehouse, HR changed shift start times with one week's notice after confirming the change was permitted under the contract. The union steward tells the HR manager that the team felt blindsided and that she looked foolish because members heard about it before she did. What is the BEST way for the HR manager to repair the relationship?

A. Meet with the steward, acknowledge the impact of the short notice, and agree on how she will be told about future changes

B. Explain to the steward that the contract allowed the change, so there was no obligation to consult her in advance

C. Send the team a written explanation of the business reasons for the change and copy the steward on the message

D. Reverse the schedule change until the steward and the affected members have had enough time to review it and offer their input

118. A benefits enrollment project has missed three deadlines. HR learns that the benefits manager and the HRIS analyst each assumed the other was approving system changes, so changes sat waiting. What should HR do to prevent this from recurring?

A. Build a RACI chart that names one person accountable for approving each type of change.

B. Have the project manager approve all changes until the enrollment period is completed.

C. Require both people to approve every system change together before it can be released.

D. Hold a weekly status meeting where pending approvals are reviewed with the whole project team.

119. A company's cost per hire rose 25% over the past year while its hiring volume stayed about the same. The CFO asks HR to explain why. What analysis should HR do FIRST?

A. Break cost per hire down by cost category and recruiting source to find which costs grew and for which roles

B. Survey hiring managers about the recruiting process to find out where they see delays and inefficiencies

C. Compare the company's cost per hire with industry benchmarks to see whether the new figure is still competitive

D. Calculate quality of hire for the year to show whether the higher spending produced better new employees

120. At a 500-employee distribution company, 40% of new hires now leave within 90 days, up from 15% a year ago. What should HR do FIRST?

A. Raise starting pay to match the highest-paying competitor

B. Add a retention bonus payable after 90 days of service

C. Lengthen the onboarding program from one week to four

D. Analyze turnover data and interview recent leavers

121. After a workshop produces about 80 ideas on sticky notes, the facilitator wants participants to sort them into natural groupings and label each theme. Which tool fits this task?

A. Pareto chart

B. Fishbone diagram

C. Decision matrix

D. Affinity diagram

122. Which training method presents content in small, sequenced units that learners complete at their own pace, with immediate feedback after each response?

A. Programmed instruction

B. Case study analysis

C. Behavior modeling training

D. Vestibule training

123. A company earned $45 million in revenue last year. It has 360 employees on payroll, which equals 300 full-time equivalents (FTEs). What is revenue per FTE?

A. $150,000

B. $15,000

C. $1,500,000

D. $125,000

124. A supervisor at a unionized warehouse wants to announce next week that all employees will move from 8-hour to 10-hour shifts, and he plans to present the decision as final. The collective bargaining agreement sets the current shift schedule. What should HR advise?

A. Announce the change as a pilot, because temporary schedule changes do not require any union notice.

B. Announce the change as planned, because scheduling is a management right under the NLRA in every case.

C. Present the change directly to employees for a vote so that the union does not need to be involved.

D. Hold the announcement and contact the union, since schedules are a mandatory bargaining subject.

125. In evaluating an HR initiative, what is formative evaluation?

A. Evaluation that collects participants' reactions at the end of a session

B. Evaluation after completion used to judge the program's overall worth

C. Evaluation during implementation used to improve the program as it runs

D. Evaluation that compares a program's costs with its monetary benefits

126. An employer is updating the confidentiality agreement new hires sign. Under the Defend Trade Secrets Act, what must the agreement include for the employer to keep the right to recover exemplary damages and attorney fees from an employee who misappropriates trade secrets?

A. A clause requiring the employee to report any suspected legal violation internally before contacting a government agency.

B. Notice of the immunity for confidential disclosures to government officials or attorneys, or a cross-reference to it.

C. A list identifying each specific trade secret the employee will access, signed by the employee and updated each year.

D. A statement that the employee consents to an injunction and waives any defense based on the employee's prior general knowledge.

127. When does OSHA's control of hazardous energy (lockout/tagout) standard require employers to use lockout/tagout procedures?

- **A.** During repairs of cord-and-plug equipment that is unplugged and under the exclusive control of the worker
- **B.** During servicing or maintenance where unexpected startup or stored energy could injure workers
- **C.** During all normal production work on any machine powered by electrical energy
- **D.** During servicing only when the machine's manufacturer requires it in the operating manual

128. A construction firm's PESTLE analysis notes that more frequent extreme heat events are forcing it to shift outdoor work to early-morning hours. How should this factor be classified?

- **A.** An environmental factor
- **B.** A legal and regulatory factor
- **C.** A political factor
- **D.** A social factor

129. A capable supervisor has mastered her role over five years and tells HR she feels bored. There are no openings above her, and none are expected for at least two years. Which description BEST identifies her situation and an appropriate remedy?

- **A.** A structural and content plateau; add challenge through job enrichment, special projects or a lateral move.
- **B.** A personal plateau; place her on a performance plan to restore her effort and engagement.
- **C.** A structural plateau; tell her to wait for an opening, since little else can be done.
- **D.** A content plateau only; create a new senior title for her right away so she can be promoted without waiting for an opening.

130. A department's overtime budget for the year was $80,000. Actual overtime spending was $92,000. What is the budget variance as a percentage of budget?

- **A.** 15.0% under budget
- **B.** 13.0% over budget
- **C.** 15.0% over budget
- **D.** 12.0% over budget

131. A software reseller ranks salespeople on a public leaderboard, sets aggressive quarterly targets, and constantly talks about beating competitors and gaining market share. In the Competing Values Framework, this culture is BEST classified as:

- **A.** Adhocracy culture
- **B.** Clan culture
- **C.** Market culture
- **D.** Hierarchy culture

132. Using the Bradford Factor (B = S x S x D, where S is the number of separate absence spells and D is the total days absent), compare Employee A, with 3 spells totaling 6 days, and Employee B, with 6 spells totaling 6 days. What are their scores?

A. A scores 18 and B scores 36

B. A scores 36 and B scores 36

C. A scores 54 and B scores 108

D. A scores 54 and B scores 216

133. After a staffing reduction, a hospital billing department enlarged each coder's job to include two more claim types. Coders now complain that they are doing more work for the same pay, and morale has dropped. What is the BEST HR response?

A. Review the new workloads and re-evaluate whether the jobs merit a pay change

B. Offer a one-time bonus to coders who meet the new volume targets

C. Return the jobs to their original scope and bring in temporary coders to help

D. Explain that added variety from enlargement is known to raise satisfaction

134. A company has 300 managers, and 45 of them belong to a particular demographic group. What is the group's representation in the management population?

A. 15.0%

B. 30.0%

C. 17.6%

D. 85.0%

135. A joint labor-management safety committee must rank 12 identified hazards in a single meeting. Past meetings have been tense, and a few vocal members from each side have dominated discussion. Which technique should the HR facilitator use?

A. Delphi technique, with members sending anonymous rankings by email over several weeks

B. Majority voting by a show of hands after each side presents its preferred priorities

C. Open brainstorming, with all members calling out hazards and priorities as they think of them

D. Nominal group technique, with silent idea listing, round-robin sharing and private ranking

136. A recruiting team grows from 5 members to 12 members. Using the communication channels formula, how many channels does the team gain?

A. 56

B. 21

C. 7

D. 66

137. An HR team is building an online knowledge base of policy articles and FAQs for employees. What is its PRIMARY purpose?

A. To let employees resolve routine questions quickly and consistently on their own

B. To create a legal record that employees have read and acknowledged every company policy

C. To route each employee question to the right HR specialist automatically

D. To replace HR generalists so that the HR function can reduce its headcount

138. HR wants to move payroll from semimonthly to biweekly, which would require about 40 hours of finance staff time during their busy quarter-end. The controller has said finance can't spare anyone. What is the BEST way for HR to frame the request?

A. Explain that employees have requested biweekly pay and that HR has already announced the change

B. Ask the CFO to direct the controller to assign staff, since the payroll project already has executive backing

C. Show the controller how the change benefits finance and offer to schedule the work after quarter-end

D. Offer to have HR staff learn and do the finance tasks so the controller's team is not needed

139. An analyst reports that over six months her supervisor has repeatedly mocked her in meetings and threatened her job if she complains. She asks HR to set up a mediation session with him instead of an investigation because she wants to keep things quiet. What should HR do?

A. Arrange mediation but have HR serve as the mediator so that the supervisor cannot pressure her

B. Explain that a supervisor's pattern of threats needs fact-finding before any mediation

C. Schedule the mediation as requested, since honoring the target's choice keeps her trust in HR

D. Close the matter for now and reopen it later only if she submits a formal written complaint

140. After an engagement survey that promised anonymity, a department manager asks HR for the individual responses so she can find out who rated her low. The survey was administered by an outside vendor. What is the BEST response?

A. Share the responses with names removed but keep the demographic fields.

B. Decline, explain the anonymity promise, and help her interpret team trends.

C. Provide the responses if the manager agrees to keep them confidential.

D. Ask the vendor to release the raw data, since the company paid for the survey.

141. The owner of a small restaurant covered by the FLSA pays a server's helper the federal minimum wage. He requires a branded uniform and wants to deduct its cost from her paycheck. What should HR advise?

A. The deduction is lawful if it is spread evenly across several pay periods instead of one.

B. The deduction is lawful if she signs a written authorization agreeing to have the uniform cost withheld.

C. The company should absorb the cost, since the deduction would push her pay below the minimum wage.

D. The deduction is lawful because the uniform is required by the employer's dress code.

142. A company wants to use a test of emotional stability to select emergency dispatchers. Because emotional stability is an abstract trait that cannot be observed directly, which type of validity evidence is MOST needed to show the test measures what it claims?

A. Test-retest reliability

B. Construct validity

C. Content validity

D. Face validity

143. An HR team works with department heads to identify which critical know-how exists in the organization, where it is stored, and which employees hold it. What is this activity called?

A. Knowledge mapping
B. Job analysis
C. Process mapping
D. Employee skills inventory

144. An investigation into a harassment complaint against a team lead found no evidence to support the allegation. The team lead has returned to normal duties, but several coworkers who sided with the complainant now avoid him, and he says the team treats him like he is guilty. What should the HR manager do NEXT?

A. Transfer the complainant to another team so that the team lead can rebuild relationships without the source of the conflict
B. Work with the department manager on a plan to restore working relationships while reinforcing that retaliation by anyone is prohibited
C. Close the matter, since the investigation is complete and the team lead's concerns are about normal interpersonal friction
D. Share the investigation's conclusion with the full team so that coworkers understand the team lead was fully cleared of any wrongdoing

145. An HR review of performance appraisals finds that terms such as "abrasive" and "too aggressive" appear far more often in reviews of women than of men, usually with no examples. What is the BEST step for HR to take?

A. Require reviewers to support each comment with specific behaviors and their work impact.
B. Remove written comments from reviews and rely on numerical performance ratings only.
C. Ban a list of adjectives, including "abrasive" and "aggressive," from all written reviews.
D. Have a second manager review each woman's appraisal before it is finalized.

146. A plant plans to move hourly employees from 8-hour to 12-hour shifts. A long-tenured supervisor whom many hourly workers look to for guidance strongly opposes the change and has been telling coworkers it will hurt their family lives. What is the BEST approach for HR?

A. Go around the supervisor and communicate directly with the hourly workers so his views carry less weight.
B. Have the plant manager tell the supervisor that continued opposition will be treated as a conduct issue.
C. Delay the schedule change indefinitely until the supervisor and his coworkers come to support it on their own.
D. Meet with the supervisor to understand his concerns and involve him in shaping the rollout and the message.

147. An employee's pay has been red-circled because it was above her range maximum. A structure adjustment raises the range maximum above her current pay. What happens to her red-circle status?

A. It continues for at least a full year, since her pay was frozen before the structure adjustment
B. It changes to green-circle status, because her pay is now within the range
C. It continues until her pay falls below the midpoint of the adjusted range
D. It ends, and she becomes eligible for regular increases within the range under policy

148. An exempt employee who works a flexible schedule returns from parental leave and asks for break time and a private space to express breast milk. The company has 200 employees, and the only private room available is a single-occupant restroom. What does federal law require?

A. Break time and private space only for nonexempt employees who are covered by the FLSA's overtime rules

B. Reasonable break time and a private space, shielded from view, that is not a bathroom

C. Up to 30 minutes of paid break time per shift for six months after the child's birth

D. Use of the restroom, since it is acceptable as long as it locks and is private

149. A predictive hiring model scores very well when tested on the historical hires used to build it. When applied right away to new applicants for the same job in the same labor market, it performs poorly. Which problem does this BEST describe?

A. Overfitting to the training data

B. Adverse impact on applicants

C. Range restriction in the sample

D. Multicollinearity among predictors

150. An organization labels some OKRs as committed and others as aspirational. What level of achievement is expected for a committed OKR?

A. Partial achievement, with a score near 0.7 treated as success

B. Achievement of at least half, with the rest rolled into next cycle

C. Full achievement, scored at or near 1.0 by the end of the cycle

D. Any progress at all, since committed OKRs are not formally scored

151. During an interview, a hiring manager tells a candidate, "As long as you do your job, you'll have a job here for life." The candidate accepts, and the company's offer letter contains no at-will statement. How could this statement affect the employer?

A. It has no legal effect, because only written promises signed by an officer can modify at-will employment.

B. It could create an implied contract limiting termination to cause, especially without a clear at-will disclaimer.

C. It creates a guaranteed lifetime contract that the employer can end only by paying severance to retirement.

D. It has no legal effect unless the candidate relied on it by turning down another job offer at the time it was made.

152. A company lets employees start work anytime between 7 and 10 a.m. and leave once they have worked eight hours, but everyone must be at work from 10 a.m. to 3 p.m. What is this arrangement called?

A. A compressed workweek

B. A results-only environment

C. Flextime with core hours

D. Staggered fixed shifts

153. A new hire presents a state driver's license and a receipt showing he applied for a replacement for his lost Social Security card. What should HR do?

A. Accept the receipt as permanent proof, with no need for the replacement card later

B. Accept the receipt and require the replacement card to be presented within 30 calendar days of hire

C. Reject the receipt and ask him to present a List A document instead of the receipt

D. Accept the receipt and require the replacement card to be presented within 90 days of hire

154. Leadership wants to know why Plant A's labor cost per unit is 15% higher than Plant B's. Plant A pays higher wages because of its location and makes more complex custom products. What is HR's BEST way to compare the plants fairly?

A. Compare the plants' total labor costs as a percentage of revenue, since that measure accounts for product pricing

B. Compare the plants' average hourly wages to show that the cost gap comes from Plant A's higher local pay rates

C. Compare each plant's labor cost per unit with industry benchmarks to see which one is outside the normal range

D. Separate wage rates from productivity, such as units per labor hour, and adjust for differences in product mix

155. How can AI-generated interview guides BEST support structured interviewing?

A. By replacing rating scales with the AI's overall impression of each candidate's general fit

B. By producing the same job-related questions and scoring anchors for every candidate for a role

C. By shortening interviews so that each candidate answers fewer questions in less total interview time

D. By letting each interviewer generate new questions tailored to each candidate's background

156. A supervisor tells several team members that a colleague on extended leave has cancer, saying he wanted them to understand why she was away. The colleague had disclosed the diagnosis only to her supervisor when requesting leave. What should HR do?

A. Meet with the supervisor to stop further disclosure, document what happened, and address it under policy.

B. Ask the team members who were told to sign confidentiality agreements covering the colleague's diagnosis.

C. Email the team to say the colleague's diagnosis is confidential and must not be discussed with others.

D. Wait until the colleague returns and ask whether she objects before taking any action with the supervisor.

157. Midway through an HRIS implementation, the earned value of completed work is $90,000 and the actual cost incurred is $100,000. What is the cost performance index (CPI), and what does it indicate?

A. 1.11; the project is delivering more value than it has cost so far

B. 0.90; the project is about 10% under budget for the work performed

C. 0.90; the project gets about 90 cents of value for each dollar spent

D. 0.90; the project has completed about 90% of the work planned to date

158. For an HR project, the team identifies a risk that a key vendor's price may rise before purchase. It decides not to change the plan or the vendor and instead sets aside a contingency reserve in case the increase occurs. Which risk response strategy is this?

A. Avoidance
B. Mitigation
C. Transfer
D. Acceptance

159. A 67-year-old active, full-time employee at a 300-person company asks HR whether he must drop the group health plan and switch to Medicare now that he is past 65. What is the BEST response?

A. Yes; the company may require Medicare-eligible employees to move to a Medicare supplement.
B. No; but he must enroll in Part B now or face a late penalty when he retires later.
C. Yes; Medicare becomes primary at 65, and the group plan will pay only as secondary coverage.
D. No; the group plan stays primary while he works, and he may delay Part B without penalty.

160. An HR manager proposed a mentoring program for new supervisors, but the operations director declined, saying only that it "isn't the right fit right now." What should the HR manager do NEXT?

A. Take the proposal to the director's manager, since a mentoring program supports the company's stated values.
B. Drop the idea for the year so as to avoid damaging the working relationship with the director.
C. Ask the director about the specific concerns behind the decision and use them to refine the proposal.
D. Resubmit the same proposal next week with more research on the general benefits of mentoring.

161. Ethics professionals often say a company's "tone at the top" is critical to whether employees follow its code of conduct. What does the term mean?

A. The authority of the compliance department to report directly to the audit committee of the board
B. The written values statement placed at the start of the code of conduct and employee handbook
C. The formal approval of the code of conduct by the board of directors and the chief executive
D. The ethical climate senior leaders create through their visible actions, decisions and messages

162. An employee proves she performs equal work to a higher-paid male coworker in the same establishment. What burden does the employer then bear under the Equal Pay Act?

A. It must prove the pay difference is consistent with business necessity and job-related criteria.

B. It must show that the pay difference did not arise from any intent to discriminate against women.

C. It must articulate a legitimate, nondiscriminatory reason, and then the burden returns to her.

D. It must prove, by a preponderance of the evidence, that one of the EPA's four defenses applies.

163. A manager is using the DESC script to prepare for a difficult conversation with an employee. What is the correct order of the steps?

A. Describe the behavior, state consequences, express its impact, specify a change

B. Express its impact, describe the behavior, state consequences, specify a change

C. Describe the behavior, specify a change, express its impact, state consequences

D. Describe the behavior, express its impact, specify a change, state consequences

164. An HR facilitator is drafting interview questions for an appreciative inquiry project on teamwork. Which question BEST fits the appreciative inquiry approach?

A. What are the biggest obstacles that keep your team from working together more effectively?

B. Which changes to team processes would you recommend to fix the current collaboration problems on your team?

C. Describe a time you felt most proud of the work your team did together. What made it possible?

D. On a scale of 1 to 10, how would you rate the level of teamwork in your department today?

165. A maintenance worker refuses to enter a confined space because the gas monitor used to test the air is broken. The supervisor threatens discipline unless he goes in, and asks HR to back him. What should HR advise?

A. Have another worker enter the space instead so the job can be finished on time today

B. Let the worker enter with a co-worker posted outside to watch for signs of distress

C. Allow discipline, since the worker did not file a complaint with OSHA before he refused the assignment

D. Do not discipline him, and do not allow entry until the air is tested with a working monitor

166. A distribution company began the year with 220 employees and ended it with 260. During the year, 18 employees separated. Using average headcount, what was the annual turnover rate?

A. 6.9%

B. 3.75%

C. 7.5%

D. 8.2%

167. A company hiring for its New York City office uses an AI tool that substantially assists in screening applicants. The vendor refuses to provide any bias audit results, saying its methods are confidential. What should HR do?

A. Stop using the tool for New York City roles until an independent bias audit is done and its summary is posted.

B. Keep using the tool, since NYC's bias audit requirement is the vendor's legal responsibility, not the company's.

C. Have the company's HR analytics team run an internal bias audit and post the results on the careers website.

D. Keep using the tool as long as applicants get notice of its use at least 10 business days before it is applied.

168. HR is about to roll out a new PTO policy that changes from a lump-sum grant at the start of the year to accrual each pay period. The HR manager wants to anticipate the questions employees will have. What is the BEST approach?

A. Wait until launch and add questions to an FAQ as employees ask them

B. Preview the draft with a small employee group and build an FAQ from it

C. Adapt the FAQ that another company published for its own PTO accrual policy

D. Ask the HR team to list the questions they expect employees to ask

169. An HR chatbot costs $90,000 to implement and is expected to save $30,000 per quarter in HR staff time, with no ongoing costs. What is the payback period?

A. 36 months

B. 18 months

C. 9 months

D. 3 months

170. A company is automating benefits enrollment with an AI assistant. Which cases should the workflow route to a person?

A. Cases from employees in departments that have historically had low enrollment rates

B. Only cases in which the employee asks for a human after the assistant has failed to answer three times in a row

C. Every enrollment for employees who have more than one dependent on their medical plan

D. Complex or unusual cases, such as qualifying life events, appeals or missing information

171. An employer wants its performance appraisal system to hold up if a rating is challenged in a discrimination claim. Which feature MOST strengthens its legal defensibility?

A. A forced ranking that places a fixed share of employees in each rating category

B. A signature line confirming that the employee agrees with the final rating he or she was given

C. A numeric rating scale used in place of written comments from the manager

D. Job-related criteria from a job analysis that are shared with employees in advance

172. Porter's value chain lists human resource management as a support activity. How does HRM relate to the primary activities?

A. It supports every primary activity by recruiting, developing and rewarding its staff

B. It is a primary activity in service firms, since employees deliver the product there

C. It supports only operations, since that is where most of the workforce is employed

D. It supports the primary activities only through the training programs it provides

173. Which statement BEST distinguishes OKRs from KPIs?

A. OKRs are used only by executives, while KPIs are used by front-line employees

B. OKRs are set once a year and never revised, while KPIs are reset every quarter

C. OKRs measure only financial results, while KPIs measure customer, process and employee results

D. OKRs target a desired change over a set period; KPIs track ongoing health of a process

174. The second-shift and third-shift production supervisors at a plant meet for ten minutes each night to review equipment status and open safety issues before the handoff. How is this communication BEST classified?

A. Downward communication

B. Lateral (horizontal) communication

C. Diagonal (cross-level) communication

D. Upward (bottom-up) communication

175. In succession planning, which two dimensions form the axes of the 9-box talent grid?

A. Future potential and flight risk

B. Current performance and future potential

C. Current performance and years of company tenure

D. Competency level and job grade

176. A hospital uses a tool that combines patient volume forecasts, labor costs and nurse-to-patient ratio requirements to recommend the optimal number of nurses to schedule for each shift. What type of analytics does this tool provide?

A. Descriptive reporting analytics

B. Predictive analytics

C. Diagnostic analytics

D. Prescriptive analytics

177. A project team member who recently joined from the company's office in Japan rarely speaks during meetings, though her written work is excellent. Her manager learns that open disagreement with colleagues in group settings is uncomfortable in her cultural background. What is the BEST inclusive approach?

A. Treat her silence as agreement with team decisions, since she has not raised any objections.

B. Call on her directly in every meeting so she grows used to giving opinions in front of others.

C. Offer other ways to contribute, such as pre-meeting written input and one-on-one discussion.

D. Note her silence in her review as a development area so she knows participation is expected.

178. Which statement is a performance standard rather than an individual performance goal?

A. Process all vendor invoices accurately within three business days of receipt

B. Lead the move of accounts payable to the new software system by June 30

C. Complete the advanced Excel certification course by the end of the third quarter

D. Reduce the invoice backlog from 400 to 100 items by the end of this quarter

179. In behavioral ethics, what does the "slippery slope" describe?

A. Employees following a leader's unethical instruction because of the leader's formal authority.

B. Groups making riskier ethical choices than any of their members would make alone.

C. Small, gradual lapses become normal over time, making larger violations feel acceptable.

D. A single major ethical decision that leaves a lasting mark on an employee's career.

180. A female financial analyst tells HR she has learned that a male analyst in the same job title earns 9% more than she does. Both were hired in the same year and have similar performance ratings. What should the HR manager do FIRST?

A. Remind her that pay is set individually and explain that comparing salaries with coworkers is discouraged.

B. Increase her salary by 9% right away so that the two analysts are paid equally while HR looks into the matter.

C. Hire an outside firm to conduct a full company-wide pay equity regression before responding to her concern.

D. Review the actual content of both jobs and any documented job-related factors that explain the pay difference.

181. HR pilots a new onboarding program in two regional offices and compares their 90-day turnover with that of two similar offices that kept the old program. What is the main reason for including the comparison offices?

A. To separate the program's effect from outside factors affecting both

B. To give the pilot a larger sample size for its statistical significance tests

C. To let employees in other offices rate the new program's design

D. To make sure every office eventually receives the same new program

182. A Latino applicant with the required license and five years of experience applies for a technician opening and is rejected. The employer keeps the posting open and continues to interview other applicants with similar qualifications. Under the McDonnell Douglas framework, what has the applicant shown?

A. Only three elements, since nobody outside his protected group has been hired yet

B. A prima facie case only if he also offers direct evidence of bias

C. Enough to win unless the employer proves its decision was correct

D. All four elements of a prima facie case of discriminatory failure to hire

183. Emergency management is often described as four phases: mitigation, preparedness, response and recovery. A company in a flood zone raises its server room and electrical panels above the expected flood level. Which phase does this action belong to?

A. Recovery
B. Preparedness
C. Mitigation
D. Response

184. A plant's output per labor hour has fallen 12% over two quarters. The operations director invites the HR generalist to a meeting about the decline. Engineering will review equipment issues. What is the generalist's BEST contribution?

A. Offer to draft a policy on performance standards for the plant
B. Propose a plant-wide productivity bonus to motivate employees
C. Analyze absenteeism, overtime and turnover trends at the plant
D. Recommend new productivity training for all plant supervisors

185. A union lost a valid NLRB election in a unit seven months ago. It now files a new petition for an election in the same unit. What will MOST likely happen?

A. The petition will be dismissed, because no election may be held in that unit within 12 months.
B. The region will hold the election, because the union now has a new 30% showing of interest.
C. The petition will be held until the 9-month bar ends and the election will then be scheduled.
D. The region will hold the election, since the statutory bar applies only when the union won the earlier vote.

186. A pilot of a new two-day supervisor course runs two hours over schedule on each day. Pilot participants rated the content as useful, and the program must fit into two days. What should the designer do before rollout?

A. Keep the content as is and tell facilitators to present each module faster to fit the schedule
B. Add a third day to the program, since the participants said the content was useful to them
C. Review each module against the objectives and cut or move content that is not essential to them
D. Remove the practice exercises, since they take the most time and the content can still be presented

187. A regional sales manager wins major accounts mainly because of her trusted relationships with buyers and her network across the industry. What type of capital do these relationships represent?

A. Structural capital
B. Social capital
C. Human capital
D. Physical capital

188. A company's career site promotes flexible schedules, but new-hire survey data show that many recent hires found their schedules rigid and felt misled. What should HR do FIRST?

A. Add more employee testimonials about flexibility to the career site pages.

B. Assess how much flexibility is actually offered and align the messaging with it.

C. Remove every mention of flexibility from all recruiting materials right away.

D. Require managers to grant flexible schedules to every new hire immediately upon starting.

189. A company that does not participate in E-Verify hires a fully remote employee in another state. The HR coordinator plans to examine the employee's I-9 documents over a live video call. What should the HR manager advise?

A. Have the employee email scans of the documents and complete Section 2 from the scanned copies

B. Proceed with the video call, as long as it is recorded and the employee consents to the recording

C. Use an authorized representative to examine the documents in person, or enroll in E-Verify first

D. Proceed with the video call, as long as copies of the documents are kept with the Form I-9

190. A plant manager wants to tell employees that the company's largest customer has said it will pull its work from a unionized plant. In fact, the customer has said nothing of the kind, and the manager is guessing based on rumors. What should HR advise?

A. Make the statement only after the customer contract comes up for renewal next quarter

B. Make the statement but describe it clearly as the manager's personal opinion rather than official company policy

C. Make the statement, since employers may predict the effects of unionization under Section 8(c)

D. Do not make the statement, since predictions must rest on objective facts outside the company's control

191. An internal survey shows that line managers see HR as a roadblock that says no without offering alternatives. The HR manager wants to change this perception. What is the BEST first step?

A. Give each manager an HR contact who can approve policy exceptions faster

B. Launch a campaign explaining how HR policies protect the company from risk

C. Relax the policies that managers find restrictive to show that HR is flexible

D. Meet with managers to learn their pain points and solve problems with them

192. A manager asks why HR uses the survey median rather than the mean to price a job, when a few very high salaries appear in the survey data. What is the BEST explanation?

A. The median is always higher than the mean, so using it keeps the company competitive

B. The median is less affected by extreme values, so it better reflects the typical rate

C. The median includes every salary reported, while the mean drops the highest values

D. The median is weighted by incumbent count, while the mean gives each company one vote

193. A family-owned retailer must modernize its digital marketing quickly to keep up with online competitors. No one in the company has digital marketing expertise, and leadership wants someone who will bring new ideas and lead the function long term. What is the BEST approach?

A. Hire a consulting firm to run the function for the foreseeable future

B. Hire an experienced digital marketing leader from outside the company

C. Train the current marketing manager in digital methods over two years

D. Promote a high-performing store manager to lead digital marketing

194. An employee earns $54,000, and the market rate for the job is $60,000. What is the employee's market index?

A. 110%

B. 90%

C. 10%

D. 111%

195. A manager dismisses three employees' complaints about unmanageable workloads because the AI sentiment tool rates his team's engagement as positive. How should HR coach the manager?

A. Treat the score as one signal and follow up directly on the specific complaints raised.

B. Run a new sentiment scan next month and act only if the team's score has dropped.

C. Ask the vendor to recalibrate the tool so its scores better reflect the complaints.

D. Rely on the score, since it reflects the whole team's views rather than just three people's.

196. A former employee's attorney sends a letter threatening an age discrimination lawsuit, but no lawsuit has been filed. When does the company's duty to preserve relevant evidence begin?

A. Now, because litigation is reasonably anticipated, so routine deletion of relevant records should stop.

B. When discovery begins, because preservation duties apply only to records the other side requests.

C. When the EEOC issues a right-to-sue notice, because that marks the official start of the litigation.

D. When the lawsuit is filed, because no preservation duty exists before a formal complaint is served on the company.

197. An employee asks for FMLA leave to care for her 15-year-old nephew, who has a serious health condition. She has raised him and supported him day to day since he was 5, but she never legally adopted him. How should HR respond?

A. Deny the leave until she provides court-issued adoption or guardianship papers

B. Approve the leave only if the nephew's parents are both deceased

C. Deny the leave, since a nephew is not a covered family member

D. Approve the leave, since she stands in loco parentis to her nephew

198. A scheduling course for supervisors cost $32,000 and is expected to save $4,000 per month in overtime. Counting first-year benefits only, what is the program's ROI?

A. -87.5%

B. 150%

C. 33%

D. 50%

199. An employee with ADHD asks to use noise-canceling headphones and to receive task instructions in writing. Her manager tells HR this is special treatment that other employees will resent. What is the BEST response from HR?

A. Offer the same options to the whole team so the employee is not treated any differently.

B. Explain that these are reasonable accommodations and work with the employee to put them in place.

C. Offer the headphones but deny written instructions, since that changes how the manager works.

D. Approve both requests only if she first provides her full diagnosis and her complete treatment history.

200. Only 2% of eligible employees use the company's tuition-reimbursement benefit, and an executive suggests doubling the annual cap. What should HR do FIRST?

A. Launch a campaign promoting the benefit to every employee in the company this quarter

B. Drop the program, since low use shows that employees do not value it

C. Check awareness, approval steps and eligibility rules before making changes

D. Double the annual reimbursement cap to make the benefit more appealing

201. A new sales associate watched a top performer handle customer objections and remembers the steps, but has not yet tried them with customers. According to Bandura's social learning theory, which process must occur NEXT for learning to show up in behavior?

A. Motivation, in which the learner first decides whether the behavior is worth copying

B. Retention, in which the learner stores a mental image of the observed behavior

C. Reproduction, in which the learner practices performing the observed behavior

D. Attention, in which the learner notices and focuses on the model's behavior

202. What is a consensual relationship agreement, often called a love contract?

A. A release that bars either party from filing any harassment claim later.

B. An agreement in which one party agrees to transfer to another department.

C. A signed statement by two employees that their relationship is voluntary.

D. A rule that bans romantic relationships between any two employees.

203. Payroll mistakenly deducted pay from one exempt employee's salary for a partial-day absence. What BEST protects the employer from losing the exemption for that employee and others in the same job?

- **A.** Reclassifying everyone in the job as nonexempt until the next annual payroll audit has been completed
- **B.** Showing the deduction was isolated, which preserves the exemption even if it is never repaid
- **C.** Getting a signed statement from the employee agreeing that the deduction was voluntary and acceptable
- **D.** A communicated policy against improper deductions, a complaint process and prompt reimbursement

204. A company wants more diversity among the applicants who pass its validated mechanical aptitude test. Under the Civil Rights Act of 1991, which practice is prohibited?

- **A.** Recruiting from a wider range of sources to diversify the applicant pool
- **B.** Using different passing scores for applicants depending on their race
- **C.** Reviewing pass rates by race to monitor the test for adverse impact
- **D.** Setting one passing score for all applicants based on a job analysis

205. Before a consumer reporting agency will provide a background report for employment purposes, what must the employer certify to the agency?

- **A.** That the applicant has been told the report's contents and has agreed in advance to any decision based on it
- **B.** That the applicant has already received a final offer and is waiting only for the completed report before starting work
- **C.** That it has a permissible purpose, gave the disclosure and got authorization, and will follow adverse action rules
- **D.** That it has already verified the applicant's identity and work history using its own independent sources

206. A finalist has an alternative offer of $80,000 in base pay with no bonus. Your company offers $76,000 base plus a target bonus of 10% of base, and bonuses have historically paid out at about 70% of target. On an expected-value basis, which offer is worth more in year one?

- **A.** Your company's offer, by about $3,600
- **B.** Your company's offer, by about $1,320
- **C.** The alternative offer, by about $1,720
- **D.** The alternative offer, by about $4,000

207. What information does an employer typically receive from its employee assistance program (EAP) provider?

- **A.** Aggregate data such as overall usage rates and broad issue categories
- **B.** Summaries of the issues raised by each employee who used services
- **C.** The names of employees who used the EAP during the reporting period
- **D.** Notice whenever an employee in a safety-sensitive role contacts the program

208. A sales manager asks HR to approve a $40,000 leadership course for her team of eight. She says the course is well reviewed but has not said what she hopes the team will do differently afterward. What should the HR manager ask FIRST?

A. Whether the vendor will lower its price if the company signs up for a larger group

B. What business problem or performance goal the course is meant to address

C. Whether a cheaper online version of the same course is available

D. Which of the eight team members are most eager to attend the course

209. A union asks a manufacturer for the complete, unredacted medical files of three employees so it can evaluate a grievance over a fitness-for-duty policy. The HR manager agrees the information is relevant but worries about the employees' privacy. What is the BEST response?

A. Refuse the request in writing because medical records are protected and need never be shared with a union.

B. Tell the union it must obtain the files through a subpoena from the arbitrator once the grievance is heard.

C. Explain the confidentiality concern and offer to bargain over an accommodation, such as redaction or employee consent.

D. Provide the complete files promptly and without redaction, since any relevant information must be turned over in the form requested.

210. Before an executive coaching engagement begins, the coach, the coachee, and the coachee's manager meet to agree on goals, success measures, and what information will be shared with whom. What is the main purpose of this step?

A. To let the manager choose the coaching goals so they match the performance review

B. To document a performance problem in case the coaching does not succeed

C. To give the manager full access to all session notes so progress can be closely monitored

D. To align expectations and set confidentiality boundaries for all parties from the start

211. An HR generalist has 1,500 open-ended comments from an engagement survey and one week before presenting to leadership. What is the BEST approach to analyzing the comments?

A. Count how often specific words appear across all comments and present the most frequent words as the themes.

B. Code a sample to build themes, apply them to all comments and report how often each occurs.

C. Select the most vivid comments from each department and present them as representative.

D. Read every comment once and summarize the overall mood based on a general impression.

212. A company requires its nonexempt remote call-center agents to supply their own internet service and headsets without reimbursement. Under the FLSA, when do these unreimbursed costs create a compliance problem?

A. Only when the agent has submitted a written reimbursement request and the employer has denied it

B. When the costs exceed a set annual dollar limit that the FLSA establishes for employee-paid expenses

C. When the costs reduce an agent's pay for the workweek below the minimum wage or the overtime due

D. Whenever the employer fails to reimburse them, since the FLSA requires repayment of all work costs

213. A company's overall inclusion score is 78% favorable, which leaders view as strong. Why should HR also disaggregate the results by demographic group and unit?

A. An overall score cannot be compared with prior years unless it is broken down by group first.

B. An overall average can mask much lower scores in smaller groups offset by larger ones.

C. Disaggregating raises the overall score by removing the groups with the lowest response rates.

D. Disaggregated results are required by federal law for all employers with 100 or more workers.

214. An HR analytics team is auditing an AI screening tool for fairness. What is the difference between "equal selection rates" and "equal error rates" as fairness criteria?

A. Selection rates apply only to hiring tools; error rates apply only to tools that rate job performance.

B. Selection rates compare how often each group advances; error rates compare how often the tool misjudges each group.

C. Both compare how often each group passes, but error rates use the 80% rule of thumb as their threshold.

D. Selection rates compare the tool's accuracy across groups; error rates compare how often each group advances overall.

215. A union business agent misses the contractual deadline to move a grievance to arbitration because of a calendar error, and the grievance is lost. There is no sign of hostility toward the employee. Under the prevailing standard, has the union breached its duty of fair representation?

A. Generally no, because simple negligence or an honest mistake is not by itself arbitrary, discriminatory or bad faith.

B. Generally no, because the duty of fair representation applies only to contract negotiations, not to grievances.

C. Yes, because any missed deadline that causes a grievance to be lost is automatically a breach of the union's duty.

D. Yes, because a union is held to the same professional standard of care as an attorney who misses a filing deadline for a client.

216. A distribution center had 690 employees on March 1 and 710 on March 31. There were 14 separations during March. What was the March turnover rate?

A. 2.03%

B. 24.0%

C. 1.0%

D. 2.0%

217. A senior leader is alarmed that women's overall promotion rate last year was lower than men's. HR finds that within every department, women and men were promoted at nearly identical rates, but women are concentrated in departments that have fewer promotion openings. How should HR report and investigate the result?

A. Report the overall gap as evidence of bias in individual promotion decisions

B. Set promotion targets in each department to eliminate the overall gap quickly

C. Report both views and examine why women are concentrated in low-promotion units

D. Report that no disparity exists, since promotion rates are equal within each department

218. A company had 9 separations in the first quarter of the year with an average headcount of 150. If the pace continues, what is its annualized turnover rate?

A. 6%

B. 24%

C. 12%

D. 18%

219. An agile team building an internal HR chatbot completed 20, 24 and 22 story points in its last three sprints. What is the team's average velocity?

A. 24 story points per sprint

B. 22 story points per sprint

C. 21 story points per sprint

D. 20 story points per sprint

220. How should a company dress code address religious garb and grooming practices?

A. Grant exceptions for practices that the company has confirmed are required by a faith.

B. Grant exceptions only when the employee names the religion on the application.

C. Say that exceptions will be made for religious practice unless it is an undue hardship.

D. Allow exceptions only when no customer has ever objected to the employee's religious attire.

221. HR is using design thinking to improve the new-hire experience. Which activity should come FIRST?

A. Writing a problem statement based on senior leaders' stated priorities

B. Building a rough prototype of a solution to test with new hires

C. Interviewing and observing new hires to understand their experience

D. Brainstorming a wide range of possible program ideas with a team

222. During a mediation session, the mediator meets privately with one party, away from the other party. What is this meeting called?

A. A caucus
B. A step-one grievance meeting
C. A joint session
D. A fact-finding hearing

223. An analysis shows that sales reps who logged more training hours last year also had higher sales. Which statement is MOST accurate?

A. The training caused the higher sales, so expanding training hours for all reps will raise total revenue.
B. The two are correlated, but other factors, such as rep experience, could explain both.
C. Higher sales caused reps to take more training, so the training budget should be cut.
D. The finding is meaningless, since a correlation provides no useful information to HR.

224. A company classifies its help-desk technicians as exempt under the title "IT Analyst." They reset passwords, install standard software and troubleshoot hardware problems by following vendor guides. What should HR recommend?

A. Reclassify them as nonexempt, because help-desk and repair work falls outside the computer exemption.
B. Keep them exempt, because all employees whose main work involves computers fall under that exemption.
C. Reclassify them only if they lack a degree in computer science or a closely related field.
D. Keep them exempt, as long as they are paid on a salary basis instead of an hourly basis.

225. A department manager's influence over her team rests largely on her control of merit increases, bonus recommendations and choice project assignments. Which French and Raven power base does this describe?

A. Legitimate power
B. Reward power
C. Coercive power
D. Referent power

226. A supervisor at a nonunion plant reports that a group of employees has started meeting off-site after work, and several have stopped attending company events. Others have begun asking detailed questions about benefits and policies. What should HR do?

A. Treat these as possible signs of organizing and train supervisors on lawful conduct
B. Assign a supervisor to attend the off-site meetings and report back on what was said
C. Ignore the changes, since off-duty activity by employees is outside HR's concern
D. Ask each employee involved whether they are part of any union organizing activity

227. In a bias audit of an automated screening tool, 50% of applicants in the most-selected category advance, compared with 30% of applicants in another category. What is the impact ratio for the second category?

A. 0.80
B. 1.67
C. 0.60
D. 0.20

228. An HR manager proposes a mentoring program for new supervisors, and the operations director rejects it in a meeting, saying, 'We don't have time for this.' The director's support is needed for the program to succeed. What should the HR manager do NEXT?

A. Send the director research showing that mentoring improves new supervisor performance
B. Launch the program in other departments first and invite operations to join once results are visible
C. Meet the director privately to understand the time concern and adjust the proposal to address it
D. Ask the director's manager to sponsor the program and endorse it to operations supervisors

229. A top-performing analyst applied for a team lead role, but an external candidate with more people-management experience was chosen. The analyst's manager asks HR how to tell her before the announcement goes out tomorrow. What is the BEST advice?

A. Tell her privately before the announcement, explain the deciding factors, and plan her development together
B. Let her learn of it from the announcement, then meet with her later that day to answer any questions she has
C. Tell her by email tonight so she has time to process the news before talking about it in person
D. Tell her in a private meeting and offer a retention raise so she is less likely to start job hunting

230. Last year a company spent $20 million on employee pay, $5 million on benefits and $3 million on contingent workers. It has 400 FTEs. What is its human capital cost per FTE?

A. $62,500
B. $57,500
C. $70,000
D. $50,000

231. Several managers ask whether they may use the company's approved generative AI tool to turn their brief notes into drafts of annual performance reviews. What is the BEST response?

A. Allow it only for employees with satisfactory ratings, since lower ratings need more personal attention.
B. Allow it, with guidance that managers verify accuracy, edit the drafts, and remain accountable for the final content.
C. Allow it, and let the AI's drafts serve as the final reviews so that wording is consistent across all employees.
D. Prohibit it, because federal law forbids the use of generative AI tools in any form of employee performance evaluation.

232. An employee in a state with a 300-day filing period files an EEOC charge alleging discrimination in two separate actions: a promotion denial that occurred 250 days earlier and a demotion that occurred 400 days earlier. Which claims are timely?

A. Only the promotion denial, because each discrete act has its own 300-day period.

B. Neither action, because the earlier demotion started one filing period for both acts.

C. Only the demotion, because the earliest act in a series controls the filing deadline.

D. Both actions, because the timely promotion denial carries the earlier demotion with it.

233. An HR team is choosing between agile and waterfall methods to redesign its performance review process. What MAINLY distinguishes an agile approach?

A. Stakeholders review one complete version only when the work is finished

B. The team works without defined roles, plans or deadlines of any kind

C. All requirements are fixed up front, then delivered in sequential phases

D. Work is delivered in short cycles, with frequent feedback and adjustment

234. An HR team is setting up comparison groups for a pay equity analysis. What is the BEST basis for grouping employees?

A. Employees who hold exactly the same job title across all of the company's locations and divisions

B. All employees in the same department, regardless of the jobs they perform there

C. Employees doing substantially similar work at a similar level, whatever their titles are

D. Employees who were hired in the same year, so tenure is held roughly constant

235. The CFO emails HR asking for "all of our turnover data" by the end of the week, with no other details. What should the HR analyst do FIRST?

A. Build a predictive model that shows which employees may leave next.

B. Pull a full turnover extract by department, tenure and reason for leaving.

C. Ask what decision or question the turnover data will be used to inform.

D. Send the standard monthly turnover dashboard that leaders already use.

236. Company policy requires each team to place 20% of employees in "exceeds," 70% in "meets" and 10% in "below." A manager of a five-person team where all members met or exceeded their goals asks HR how to comply. What is the BEST guidance?

A. Explain that a fixed curve distorts small teams and apply it across larger groups

B. Exempt the team from ratings and give every member a "meets" rating instead

C. Rotate the "below" rating among team members each year so the burden is shared evenly

D. Assign one employee to each category as closely as the 20/70/10 split allows

237. Which leadership approach is grounded in self-awareness, transparency in relationships and consistency between a leader's personal values and actions?

A. Situational leadership

B. Transactional leadership

C. Authentic leadership

D. Charismatic leadership

238. An HR analyst wants to compare annual turnover rates across six departments in a presentation to leaders. Which chart is MOST appropriate?

A. A bar chart with one bar for each department

B. A scatter plot of department size and turnover

C. A line chart connecting the six departments

D. A pie chart with one slice for each department

239. An NLRB election has been agreed for a unit of field service technicians who are spread across a large region and rarely report to a central office. The employer asks how the voting method will be decided. What is the correct answer?

A. The petitioning union chooses the method, because it bears the burden of proving majority support.

B. The employer chooses the method, because it controls the work schedules and locations involved.

C. The regional director decides whether to use manual ballots, mail ballots or a mix of the two.

D. The method is fixed by statute, which requires an in-person manual ballot in all NLRB elections.

240. After cases close, HR surveys employees on a 5-point satisfaction scale. Of 240 responses, 120 rated 5, 60 rated 4, 35 rated 3, and 25 rated 1 or 2. Using the common top-two-box method, what is HR's CSAT score?

A. 90%

B. 50%

C. 75%

D. 25%

241. A team learns that a well-liked coworker died suddenly over the weekend. The manager asks HR how to lead the team through the next few days. What is the BEST guidance?

A. Hold a team meeting to share the news and reassign the coworker's open work at once so that all projects stay on track.

B. Share the news in person with facts the family approved, acknowledge grief, offer EAP, and allow flexibility.

C. Send a brief email with the news so people can react in private, then keep the regular work schedule.

D. Give the team the rest of the week off so everyone can grieve, and return to normal duties next week.

242. An HR generalist at a 300-person company has 40 open requests, ranging from a manager's question about an upcoming termination to routine address changes and a benefits question due before an enrollment deadline. What is the BEST way to prioritize?

A. Put requests from senior leaders first, since their decisions affect the most people

B. Work through requests in the order received so every requester is treated fairly

C. Rank requests by urgency, impact and deadlines, and tell requesters the timing

D. Handle the quickest requests first so that the open count drops as fast as possible

243. An HR specialist needs a payroll analyst in another department to pull data before a deadline. She offers to cover the analyst's open-enrollment help-desk shift next week if the analyst can help. Which of Yukl's influence tactics is she using?

A. Collaboration

B. Ingratiation

C. Exchange

D. Personal appeal

244. A company's pay policy line is Salary = $40,000 + $2,500 x job grade, and its grades run from 1 to 15. What does the $40,000 represent?

A. The amount predicted pay rises with each one-grade increase

B. The predicted salary at grade 0, which has no real-world meaning

C. The average salary across all fifteen grades in the structure

D. The minimum salary the company may pay a worker in any of its fifteen grades

245. A vendor assures an employer that its AI screener is "bias-free by design." An audit later shows the tool has adverse impact on Hispanic applicants. Does the vendor's assurance protect the employer from Title VII liability?

A. No, but only if the employer had modified the vendor's tool before using it.

B. Yes, because liability attaches only when the employer intended to discriminate.

C. Yes, because the vendor accepted full responsibility for any bias in its written assurance.

D. No, because the employer remains responsible for selection tools it chooses to use.

246. An employee returns from 14 months of active-duty service and asks whether she lost the 401(k) employer matching contributions for the time she was away. The plan matches 50% of employee deferrals. What should HR tell her?

A. She may make up missed deferrals, and the company must then provide the match those makeup deferrals earn.

B. The company must deposit the full match it would have paid for the service period even if she makes no makeup deferrals of her own.

C. The match is lost for that period because no deferrals came from her paychecks while she served.

D. She may make up missed deferrals, but the plan decides on its own whether to match them.

247. A labor relations manager is drafting proposals for a new collective bargaining agreement. What is the primary purpose of a management rights clause?

A. To list the subjects the employer will bargain over during the term, so the union cannot raise unlisted subjects

B. To establish that management decisions are exempt from arbitration, even where they directly conflict with other contract terms

C. To state that management keeps the right to make operating decisions not expressly limited by the terms of the contract

D. To require the union to obtain management approval before filing grievances that challenge supervisory decisions

248. A U.S. company opens a subsidiary in Mexico. A manager wants to translate the U.S. employee handbook into Spanish and issue it to the new staff as is. What should HR do?

A. Issue the translated handbook with a notice that U.S. law governs all employment terms

B. Have local counsel review and adapt the handbook to Mexican labor law before it is issued

C. Use a certified translator so that the Spanish version matches the U.S. text word for word

D. Issue the translated handbook now and add any Mexico-specific policies at the next update

249. A plant employs 20 night-shift workers who each work 2,000 hours per year. The company pays a night-shift differential of $2.00 per hour on top of base pay. What is the annual cost of the shift differential, before payroll taxes?

A. $80,000

B. $40,000

C. $160,000

D. $8,000

250. A distribution company is installing automated scanning equipment in its warehouse. Many warehouse employees are resisting the change, and HR learns that they fear the system will eliminate their jobs. Leadership plans to retrain staff rather than cut jobs. What is the BEST step for HR?

A. Share the retraining plan and explain how roles will change

B. Highlight the new system's efficiency gains for the company

C. Delay the rollout until the employees are ready to accept it

D. Tell supervisors to remind workers that the change is required

251. A purchasing agent at a manufacturer can commit the company to contracts of up to $500,000 without approval and helps write the company's purchasing policies. She asks HR whether she can be included in the clerical bargaining unit the union is organizing. What should HR tell her?

A. She is likely eligible only if a majority of clerical employees vote to include her role.

B. She is likely a confidential employee, because she handles sensitive supplier price data.

C. She is likely eligible for the unit, because she does not supervise or direct any employees.

D. She is likely a managerial employee, who is excluded from NLRA coverage and from the unit.

252. A company lets each of its subsidiaries in five countries be run entirely by local managers. Headquarters finance now complains that each unit reports results in a different format and resists guidance from head office. What should HR recommend?

A. Replace each subsidiary's local leaders with managers sent from headquarters.

B. Let each unit keep its own format and have headquarters convert the reports.

C. Set common reporting standards and coordination roles while keeping local managers.

D. Hire outside auditors to review each subsidiary's financial reports at the end of the year.

253. Training for a new scheduling system was booked for March, but go-live has slipped to June. Supervisors worry employees will forget what they learned. What is the BEST training plan?

- **A.** Hold the March training as booked and then repeat the full course for every employee again in June
- **B.** Cancel formal training and let employees learn the system on their own at go-live
- **C.** Move most training close to go-live and add job aids and on-the-job support afterward
- **D.** Keep the March training as booked and send a reminder email to employees in June

254. A female branch manager in Denver learns she earns less than a male branch manager in Atlanta. Each branch has its own regional management, which sets pay locally and handles hiring and operations independently. She asks HR whether she has an Equal Pay Act claim based on that comparison. What is the BEST assessment?

- **A.** The branches are one establishment because they share an employer, so the comparison is valid.
- **B.** The branches are likely separate establishments, so the Atlanta manager is a weak EPA comparator.
- **C.** The comparison is valid because branch managers hold the same job title in both locations.
- **D.** The EPA permits comparison with any employee of the same employer doing equal work anywhere in the country, regardless of location.

255. To estimate the reliability of a new 40-item knowledge test, HR administers it to a group of employees and then gives the identical test to the same group one week later. What is the main flaw in this approach?

- **A.** The short interval lets people recall answers, which can inflate the reliability estimate.
- **B.** Reliability can be estimated only by comparing scores with performance ratings over time.
- **C.** Test-retest reliability requires different employees in each session to avoid any bias.
- **D.** The interval is too long, so any real learning between the two sessions will understate reliability.

256. Which federal contract MOST clearly triggers Davis-Bacon Act prevailing wage requirements?

- **A.** A $1,500 federal contract to repair a section of a federal building's roof
- **B.** A $50,000 federal contract to renovate a federal office building
- **C.** A $50,000 federal contract to supply office furniture to a federal agency
- **D.** A $50,000 federal contract to provide janitorial services at a federal building

257. What is the PRIMARY function of an applicant tracking system (ATS)?

- **A.** Running payroll and benefits for employees once they are hired
- **B.** Managing applicant records, hiring workflow, and compliance data
- **C.** Rating employee performance and planning succession for key roles
- **D.** Conducting background checks and verifying work authorization

258. Some updated versions of the build-buy-borrow talent model add "bots" as a talent option. What does this option refer to?

A. Using software to screen and rank applicants during hiring

B. Automating tasks with technology rather than staffing them

C. Tracking employee productivity with automated monitoring tools

D. Hiring technology specialists to maintain automated systems

259. Sales staff say they work hard and consistently hit their targets, but they doubt that strong results will actually lead to the promised bonuses because past payouts have been inconsistent. Under Vroom's expectancy theory, which element is weak?

A. Valence

B. Expectancy

C. Distributive justice

D. Instrumentality

260. A manufacturing plant wants safety to become a core value rather than a compliance requirement. HR is designing a recognition approach to support this goal. Which approach BEST reinforces the desired culture?

A. Award quarterly bonuses to every team that records zero recordable injuries during the quarter.

B. Recognize supervisors whose areas report the fewest incidents each month.

C. Recognize leading behaviors such as hazard reports, near-miss reports, and safety ideas.

D. Post the plant's days-without-injury count and celebrate each milestone reached.

261. A manufacturer launched a new process for reporting near-miss safety hazards. HR wants to use recognition to reinforce the new behavior. Which approach is BEST?

A. Recognize reporters only after each report is confirmed by safety staff as a genuine hazard

B. Give a year-end award to the department that reports the fewest incidents

C. Hold off on any recognition until the new process has run for a full year

D. Thank early reporters promptly and specifically, noting what their reports fixed

262. Salaries in a job family have a mean of $70,000 and a standard deviation of $4,000. What does the standard deviation tell HR?

A. The $70,000 mean is accurate to within $4,000 of the true mean

B. The highest and lowest salaries in the family are $4,000 apart

C. Salaries typically sit about $4,000 above or below the mean

D. Half of the salaries fall within $4,000 of the $70,000 mean

263. In Blake and Mouton's managerial grid, what does the 9,9 style represent?

A. Team management, with high concern for both people and production

B. Country club management, with high concern for people only

C. Middle-of-the-road management, balancing both at moderate levels

D. Authority-compliance management, with high concern for tasks only

264. At a software company, only employees rated "exceeds expectations" for two straight years may work remotely. A manager notices remote employees have higher current ratings than office employees and proposes requiring remote work for low performers to raise their ratings. What is HR's BEST response?

A. Reject the plan, since rating gaps of less than 10% are not statistically meaningful

B. Support the plan, since the rating data show that remote work improves performance

C. Request a larger data sample, since more data would show that remote work is the cause

D. Note that remote eligibility depends on past ratings, so the gap may reflect selection

265. A compensation manager built a regression model of salary based on years of experience, using employees with 0 to 15 years of experience. She plans to use it to set an offer for a candidate with 35 years of experience. What is HR's BEST advice?

A. Use the model but add 10% to reflect the candidate's extra experience

B. Cap the offer at the model's 15-year figure to keep pay consistent

C. Warn that the model may not hold past 15 years and check market data

D. Use the model, since a regression line extends to any experience level

266. A sales representative repeatedly urges colleagues to convert to his faith and leaves pamphlets on their desks. Two colleagues have asked him to stop, but he continues, citing his religious beliefs. What should HR do?

A. Allow the conduct, since Title VII requires accommodating his sincerely held religious expression

B. Direct him to stop with those who object, since repeated unwelcome urging can be harassment

C. Advise the objecting colleagues to walk away whenever he brings up the subject

D. Ban all religious discussion at work so that the workplace stays religiously neutral

267. An employer opens contract talks by presenting a "fair, firm and final" offer, refuses to modify it in response to any union proposal, and promotes it directly to employees. What is this tactic called, and why is it risky under the NLRA?

A. Hard bargaining; the NLRA requires each party to make a concession on every single proposal the other side raises.

B. Surface bargaining; the NLRA prohibits employers from communicating with employees during contract talks.

C. Boulwarism; the overall take-it-or-leave-it approach can be found to violate the duty to bargain in good faith.

D. Boulwarism; the NLRA bars an employer from making any economic proposal before the union submits its own.

268. A hiring manager insists on adding a new full-time analyst position, and finance refuses because of budget limits. HR is asked to help resolve the standoff. What should HR do FIRST?

A. Escalate the decision to the COO so that a senior leader can choose between the two competing positions.

B. Ask the hiring manager what problem the new role would solve and which tasks are going undone today.

C. Recommend that finance approve the position, since the manager knows the department's needs best.

D. Propose splitting the difference by approving a half-time analyst position as a compromise.

269. Which statement BEST describes a cost-benefit analysis for a proposed HR program?

A. Estimating how many employees are likely to take part in the program

B. Comparing total expected costs with the program's monetized benefits

C. Comparing the program's costs with those of similar outside programs

D. Tracking the program's spending against its approved annual budget

270. A former employee's coverage ended when she was laid off. She received her COBRA election notice right away but did not elect, and on day 40 she had emergency surgery. On day 55 after the notice she elects COBRA and asks whether the surgery will be covered. What should HR tell her?

A. Her election is valid, but coverage starts only on the day she elected, so the surgery is not covered.

B. Her election is timely and coverage is retroactive, so the claim can be paid once she pays the premium.

C. Her election is valid, but the plan can exclude the surgery as a condition that existed before she elected.

D. Her election is late because elections must be made within 30 days after the election notice is provided.

271. A company tells a contractor which hours to work, where to work and the exact steps to follow on each task. Under the IRS common-law test, which category of evidence does this MOST directly indicate?

A. Financial control

B. Behavioral control

C. Economic dependence

D. Relationship of the parties

272. An HR business partner runs into the COO in a hallway and has about one minute to describe a new retention proposal. What should this elevator pitch accomplish?

A. Walk through the full cost analysis so that the COO can approve the budget on the spot.

B. Cover every option HR considered so that the COO can see the whole range of choices.

C. Briefly state the problem, the proposed solution, the main benefit and a clear request.

D. Describe the research method in enough detail to establish the credibility of the data.

273. A group health plan covers mental health and substance use disorder benefits. Under the Mental Health Parity and Addiction Equity Act, which plan design would comply?

A. Requiring prior authorization for all therapy visits but for no medical office visits

B. Capping outpatient therapy at 20 visits a year while placing no visit limit on comparable medical office visits

C. Charging a $50 therapy copay while comparable medical office visits cost $20

D. Applying the same copays and visit rules to therapy visits as to comparable medical visits

274. A company has accounts receivable of $500,000 and annual credit sales of $6 million. Using a 365-day year, what is its days sales outstanding (DSO)?

A. About 8 days

B. About 30 days

C. About 61 days

D. About 12 days

275. A candidate who accepted an offer asks to start six weeks later than planned to finish a family commitment. The team needs help but is not facing a hard deadline. How should HR approach the request?

A. Refuse the request, since changing a start date sets a poor precedent

B. Approve it but treat the delay as a reason to lower the starting salary

C. Grant it and stop contact until her new start date to give her space

D. Weigh business impact with the manager and agree a firm date in writing

276. A manager preparing to work with a new team member from another country looks up that country's Hofstede scores to predict how the employee will behave. What is the MAIN risk of this approach?

A. National averages may not describe the individual and can lead to stereotyping.

B. The model covers too few countries to be useful for most global employers with diverse workforces.

C. Hofstede's scores apply only to employees working in the public sector.

D. National scores are updated each year and become outdated very quickly.

277. A company wants its service awards to qualify for exclusion from employees' taxable income under the IRS rules for employee achievement awards. Which award is MOST likely to qualify?

A. An engraved watch given to an employee for 3 years of service

B. A cash bonus presented at a ceremony for 15 years of service

C. A $250 gift card given to an employee for 10 years of continuous service

D. An engraved watch given to an employee for 10 years of service

278. A company wants a policy letting it discipline employees for any off-duty activity management considers inappropriate, including lawful activities. What is the MAIN risk?

A. It requires the company to obtain written consent before it monitors social media.

B. It turns every off-duty activity into compensable work time under the FLSA rules.

C. It may violate state off-duty conduct laws and the NLRA's Section 7 protections.

D. It makes the policy unenforceable unless the employees work under a union contract.

279. In an NLRB election for a unit of 150 employees, the tally shows 61 votes for the union, 58 against, and 5 challenged ballots. What happens next?

A. The union wins, because it received a majority of the unchallenged valid ballots that were cast.

B. The union loses, because 61 votes is less than a majority of the 150 employees in the full unit.

C. The challenges are determinative, so the region must resolve them before the outcome is decided.

D. A rerun election is ordered, because the margin is smaller than the number of challenged ballots.

280. Three weeks after a new attendance policy took effect at a 400-employee call center, complaints to supervisors and on the internal chat are rising, and many reflect misreadings of the policy. Leadership intends to keep the policy. What should the HR manager do?

A. Reissue the full policy by email to all staff with a reminder that senior leadership has approved it.

B. Suspend enforcement of the policy until complaints decline and employees have adjusted.

C. Open a channel for questions, track themes, and report back on answers and any changes made.

D. Ask supervisors to handle complaints one-on-one and escalate only formal grievances.

281. Midway through an HRIS implementation, a department head demands a custom module that is not in the project charter and says it must be included before go-live. What is the BEST response from the project lead?

A. Decline the request outright because it falls outside the approved project charter

B. Route the request through change control with an assessment of its impact

C. Add the module to keep the department head engaged with the project

D. Defer the request to a later phase without discussing it further

282. Which statement about workplace mediation is accurate?

A. The mediator decides which party is right and recommends discipline to HR

B. Once mediation begins, the parties must continue until an agreement is reached

C. The mediator helps the parties reach their own agreement but cannot impose one

D. The mediator hears evidence and then issues a binding decision on the dispute

283. During a pay review, HR notes that an employee's compa-ratio is 0.86. Which interpretation is MOST reasonable before any further analysis?

A. The employee is paid 14% below the range minimum and should receive an immediate adjustment.

B. The employee is paid above the market rate for the job and may need to be red-circled at the next pay review.

C. The employee may be new to the role or paid below the market rate that the midpoint reflects.

D. The employee is paid close to the midpoint and should be treated as fully competent.

284. A plant manager decides exactly how he wants a new attendance policy written and asks HR only to draft and publish it as he specified. HR does so without shaping the content. Under Peter Block's consultant roles, which role is HR playing?

A. Process facilitator

B. Collaborator

C. Expert

D. Pair of hands

285. A marketing analyst asks for tuition assistance toward a part-time MBA. The policy covers degree programs related to the employee's current or likely future job, requires a grade of B or better, and is approved by course. Her manager supports the request but worries she will leave once she graduates. What should HR do?

A. Delay a decision until the manager can confirm a promotion will be available after graduation

B. Approve the full degree up front so the analyst is not discouraged by course-by-course review

C. Deny the request because an MBA would make the analyst more marketable to competitors

D. Approve courses that meet the policy and point out the policy's terms, such as the grade rule

286. What is the primary purpose of requiring a formal change request reviewed by a change control board on a project?

A. To stop any changes to the project baseline once the planning phase has been completed

B. To assess each proposed change's impact on scope, schedule and cost before it is approved

C. To record changes that the team has already made so the project files and baseline remain up to date

D. To let the project team make small changes quickly without involving the project sponsor

287. Which offer-setting practice is MOST likely to carry forward pay inequities from a candidate's previous jobs?

A. Setting each offer using recent market survey data for the role and location

B. Setting each offer within the posted range based on job-related qualifications

C. Setting each offer by comparing it with the pay of current peers in the same role

D. Setting each offer at the candidate's prior salary plus a fixed percentage

288. Why are training assessments usually criterion-referenced rather than norm-referenced?

A. Training aims to confirm that each learner can perform to a set standard, not to rank learners

B. Criterion-referenced tests allow trainers to grade on a curve when the scores are low

C. Criterion-referenced tests produce a wider spread of scores, which makes them more reliable for ranking

D. Norm-referenced tests can be used only in academic settings, not in workplace training

289. A company's total compensation and benefits cost is $9 million, and its total operating expenses, including that compensation, are $25 million. What percentage of operating expense is compensation?

A. 26.5%
B. 56.3%
C. 64.0%
D. 36.0%

290. Under federal COBRA, in which situation may an employer deny continuation coverage to a terminated employee?

A. The employee was terminated for gross misconduct, such as theft or violence.
B. The employee was terminated for repeated poor performance after a failed 60-day PIP.
C. The employee was terminated after exhausting all available FMLA leave.
D. The employee was terminated during a 90-day introductory period.

291. A manufacturer wants a steady pipeline of maintenance technicians and hopes to build a lasting partnership with a community college's industrial technology program. What is the BEST approach for HR?

A. Make a one-time equipment donation to the program to build goodwill with the college.
B. Join the program's advisory board and offer internships and guest instructors each year.
C. Post technician openings at the college career center each semester, a few weeks before graduation.
D. Recruit at the college's annual job fair with a booth staffed by plant supervisors.

292. A warehouse worker is returning from FMLA leave after back surgery. His supervisor worries about his lifting ability. The company has a uniformly applied policy requiring fitness-for-duty certification after leave for an employee's own serious health condition, and it noted this in the designation notice. What may HR do?

A. Delay his return until his supervisor confirms he can lift safely
B. Require him to pass a full physical exam by the company's own doctor
C. Require a fitness-for-duty certification before he returns to work
D. Return him to work without any certification, since FMLA bars it

293. Which statement BEST reflects Fiedler's contingency model of leadership?

A. Leader style is fairly fixed, so match leaders to situations or change the situation
B. Leaders should adjust their style to each follower's competence and level of commitment
C. Leaders and followers form in-groups and out-groups based on the quality of exchanges
D. Effective leaders clear obstacles so followers can reach goals that bring them rewards

294. After two hours of HR mediation, two employees agree that they will "communicate better" with each other. What should the mediator do before closing the session?

A. Send a summary of the agreement to both employees' managers
B. Congratulate them and schedule a follow-up meeting in six months
C. Have both sign a written statement confirming they will communicate better
D. Help them define specific behaviors and how they will check progress

295. A recruiter wants to find Java developers while excluding profiles that mention contractor work. Which Boolean search string is MOST appropriate?

A. "Java developer" NOT contractor

B. "Java developer" OR contractor

C. Java OR developer NOT contractor

D. "Java developer" AND contractor

296. A department head reviewing a draft investigation report asks the investigator to add that the accused's conduct "was illegal sexual harassment." What should HR advise?

A. Add the statement only if the accused admitted in the interview that the conduct was harassment.

B. Remove the policy-violation conclusion as well, so the report contains only the evidence that was collected.

C. Add the statement, since a clear legal conclusion shows the company took the complaint seriously.

D. Keep the report to findings of fact and whether company policy was violated, without legal conclusions.

297. Nonexempt sales coordinators are expected to answer client texts on company phones each evening. The responses are short, but they happen most nights, and none of the time is recorded. What should HR recommend?

A. Give the coordinators a monthly phone stipend to cover the after-hours work they do.

B. Reclassify the coordinators as exempt so evening responses no longer need to be tracked.

C. Treat the texts as de minimis, since each message takes only a minute or two to answer.

D. Set up a way to record and pay the evening time, and limit who is expected to respond.

298. A manufacturer's HR team spends three months studying one plant that cut its recordable injury rate in half, interviewing supervisors, reviewing safety records and observing shift meetings. Leaders want to roll out the plant's practices at all 14 sites. Which statement BEST describes this research and its main limitation?

A. It is a survey design, and responses from plant supervisors are likely to be biased toward success

B. It is a controlled experiment, and the sample is too small to detect a statistically reliable effect

C. It is a meta-analysis, and combining data sources from one plant can overstate the size of the effect

D. It is a case study, and findings from one site may not generalize to sites with different conditions

299. At a distributor, male and female sales reps in the same office have equal base pay and do the same work. However, the men receive a monthly car allowance and larger discretionary bonuses. The sales director argues the EPA covers only base wages. How should HR respond?

A. Explain that EPA "wages" include bonuses and allowances, so these differences need a lawful defense.

B. Explain that bonuses fall under the EPA only when they are spelled out in a written bonus plan.

C. Agree for the car allowance, which is an expense reimbursement item, but review the discretionary bonuses for possible bias.

D. Agree, because the EPA compares only base salary or hourly rates and leaves bonuses to Title VII.

300. An HR manager reports that her laptop, which held unencrypted spreadsheets of employee salaries and Social Security numbers, was stolen from her car this morning. The company has a written incident response plan. What should HR do FIRST?

A. Issue the HR manager a written warning for leaving company equipment in a parked car

B. Wait a few days to see whether the police recover the laptop before treating it as a breach

C. Mail breach notification letters to every employee listed in the spreadsheets right away

D. Report the theft to the incident response team to contain, assess and document the breach

301. A nonexempt warehouse employee tells HR that her supervisor has been editing time records to remove overtime hours she worked. She is afraid of retaliation. What should HR do FIRST?

A. Assure her against retaliation, preserve the original time and edit records, and open an inquiry.

B. Pay her the disputed overtime right away and close the matter once her next paycheck is corrected.

C. Ask the supervisor to explain the edits before deciding whether an investigation is warranted.

D. Advise her to file a complaint with the Wage and Hour Division, since this is a legal matter for them.

302. A company's wellness program offers a premium discount for completing a health questionnaire that includes questions about family medical history. Under GINA, what must the company do?

A. Nothing more, since GINA allows inducements for family history in a voluntary wellness program.

B. Make clear the discount is earned whether or not employees answer the family history questions.

C. Limit the family history questions to conditions with an established hereditary link only.

D. Remove the discount, since GINA bars any incentive for completing a health risk questionnaire.

303. An employee asks whether she can use an AI notetaker that records and transcribes every attendee's comments during her weekly team meeting. The company has no approved list of AI notetakers. What is the BEST response?

A. Allow it, provided the transcripts are deleted once the meeting summary has been shared with the team.

B. Have the tool reviewed for approval, and make sure all attendees are told and consent before recording.

C. Deny the request and ban any recording of internal meetings for any purpose across the company.

D. Allow it, since recording a meeting is lawful as long as the person recording is one of the participants.

304. A random-sample survey reports that 71% of employees are satisfied with their benefits, with a 95% confidence interval of 68% to 74%. Which interpretation is correct?

A. The method used would capture the true workforce rate in about 95% of repeated samples.

B. There is a 95% chance that the next employee surveyed will be between 68% and 74% satisfied.

C. The true satisfaction rate is 71%, and the interval shows the range of individual opinions.

D. Exactly 95% of employees reported a satisfaction level between 68% and 74% on the survey.

305. In an OWBPA disclosure for a group layoff, what is the "decisional unit," and why is defining it too narrowly risky?

A. It is the employees chosen for layoff; too narrow a list fails to cover everyone who signs a waiver.

B. It is the managers who made the cuts; listing too few of them makes the decision appear arbitrary.

C. It is the group considered for the cuts; too narrow a unit can hide age patterns and void waivers.

D. It is the legal entity that employs the workers; too narrow a choice excludes affiliated employers.

306. Which arrangement BEST describes recruitment process outsourcing (RPO)?

A. An agency is paid a fee only when it places a candidate in a specific opening.

B. An outside provider runs all or part of the recruiting function on an ongoing basis.

C. A staffing firm employs temporary workers and assigns them to client sites.

D. A search firm is paid an upfront retainer to fill a single senior executive role at the company.

307. A hospital's HR team must revise its shift-swap policy. Nursing staff need flexibility to manage fatigue and family needs, while the scheduling office needs predictable coverage and accurate records; both sets of concerns are essential. The revision is due in four weeks. What is the BEST approach for HR?

A. Draft the policy around coverage needs and present it for comment

B. Give each group half of its requests so the revision stays on schedule

C. Adopt the nurses' proposal because nurse retention is the hospital's top priority

D. Bring both groups together to design a policy that meets both sets of needs

308. After leadership announced a reorganization, front-line employees are bringing questions to their supervisors, who say they do not have enough information to answer and are starting to guess. What should HR do?

A. Ask supervisors to answer questions as best they can until the plans are made final

B. Give supervisors a briefing kit with key messages, FAQs and an escalation path

C. Have the CEO send a companywide email that repeats the announcement

D. Tell supervisors to refer all employee questions about the change to HR

309. During a tense budget meeting, a long-tenured analyst with no disciplinary history laughs and says, "If they cut my overtime again, I might go postal." Her supervisor calls HR and wants her fired immediately under the company's zero-tolerance workplace violence policy. What should HR advise?

A. Terminate her today, since zero tolerance means any violent remark ends employment.

B. Take no action, since the remark was clearly a joke and no one in the meeting felt threatened by it.

C. Require a fitness-for-duty exam before she may return to work after the meeting.

D. Assess the comment's context and any risk factors before deciding what discipline fits.

310. Which analysis identifies the survey items with the strongest statistical relationship to overall engagement, so that leaders can focus on the issues most likely to move engagement?

A. Benchmark gap analysis

B. Year-over-year trend analysis

C. Key driver analysis

D. Percent-favorable ranking

311. What is the main relationship challenge that dual reporting creates in a matrix organizational structure?

A. Decision-making is centralized in one executive, which slows the response.

B. Managers lose the ability to share employees' skills and expertise across several projects.

C. Employees may receive conflicting directions and priorities from two managers.

D. Employees have too little contact with experts from other functional areas.

312. A senior estimator at a construction firm has given two weeks' notice. He alone knows how the firm prices complex bids, and very little of it is written down. What should HR do FIRST?

A. Ask him to sign an agreement to provide paid consulting on bids after he departs.

B. Arrange for him to document key methods and hold shadowing sessions before he leaves.

C. Hold his exit interview early to learn why he decided to leave the company now.

D. Post the estimator role right away so that a replacement can be hired before he departs.

313. A manager has postponed a poor performer's annual review three times, telling HR he wants to avoid an argument. The employee's work continues to miss deadlines. What is the BEST advice from HR?

A. Offer to deliver the review personally so the manager does not have to face the employee

B. Coach him to prepare specific examples and hold the review within the next week

C. Suggest he skip the review this year and give the employee a written warning

D. Advise him to wait until the employee's performance improves before meeting

314. HR at a unionized manufacturing plant wants to redesign the shift-bidding process, which is set out in the collective bargaining agreement. HR has drafted a new design with input from supervisors. What should HR do before finalizing the design?

A. Notify the union and bargain over the change before it is finalized.

B. Pilot the process with volunteers before discussing it with the union.

C. Survey employees directly to build support before contacting the union.

D. Finalize the design and present it to the union shortly before rollout.

315. Two shift managers give HR conflicting accounts of why orders are being dropped at the handoff between their shifts, each blaming the other's team. What should the HR consultant do before reaching a conclusion?

A. Accept the account of the more senior manager, who has broader oversight

B. Review handoff records and observe several handoffs to test both accounts

C. Report both accounts to leadership and let it decide which one is accurate

D. Bring the two managers together and ask them to agree on a single version

316. An HR project budget for a new HRIS implementation includes a contingency line equal to 10% of total project cost. What is the purpose of this line?

A. To give the project manager discretionary funds for team recognition events

B. To cover costs from identified risks or unknowns that may arise during the project

C. To pay for scope additions that stakeholders request after the system goes live

D. To offset any expected shortfall if the vendor's fees are paid in a foreign currency

317. A 12-person satellite office has had one laptop stolen in five years. A security vendor proposes cameras and badge readers that would cost several times more per year than the expected losses from theft. The office manager asks HR how to proceed. What is the BEST response?

A. Accept the risk and keep basic precautions such as locking doors

B. Buy a separate insurance policy that covers stolen equipment

C. Move all equipment to the main office to avoid the risk entirely

D. Install the vendor's system to mitigate the theft risk fully

318. A manager wants to terminate an employee for poor performance two weeks after she returned from 12 weeks of FMLA leave. The manager's main evidence is that she missed quarterly sales targets. Before approving the termination, what should HR check?

A. Whether she signed the FMLA designation notice before her leave started.

B. Whether her doctor cleared her to return to full duty without any work restrictions.

C. Whether the targets were adjusted for her leave and the issues predate it.

D. Whether 30 days have passed since her return so the action is protected.

319. Which feature is the BEST sign that a salary survey will produce reliable market data?

A. It is free to join, so a wide range of employers from every industry take part in it each year

B. Each employee self-reports pay online, so the data cover many individual workers

C. It reports only the average pay for each job title, which keeps the results simple

D. Participants match jobs using detailed descriptions, and many organizations contribute

320. During an exit interview, a departing employee says she was passed over for promotion twice because of her religion. She is leaving for another job and says she does not plan to take any action. What should HR do?

A. Treat it as a discrimination complaint and look into the promotion decisions

B. Note it in her exit file only, since she is leaving and the issue is now moot

C. Ask her for a signed written statement before HR takes any further steps on it

D. Advise her to file a charge with the EEOC if she wants the claim to be reviewed

321. Scores on a cognitive ability test are normally distributed with a mean of 100 and a standard deviation of 15. Approximately what percentage of applicants score above 115?

A. About 16%

B. About 2.5%

C. About 34%

D. About 32%

322. A data analyst works full-time from her home office 300 miles from headquarters, where her manager is and from which all her assignments come. Headquarters has 80 employees; there are no other company sites. She requests FMLA leave and meets the tenure and hours tests. How should HR assess the 50-employees-within-75-miles test?

A. Count employees within 75 miles of headquarters, which is her worksite

B. Treat her as ineligible, since no 50 employees work near her home

C. Count employees within 75 miles of her home office, which is her worksite

D. Skip the test, since it does not apply to employees who work remotely

323. A year-end review at a 600-employee insurer shows that women received lower average merit increases than men who had the same performance ratings. The merit budget has already been paid out. What should the HR manager do NEXT?

A. Give every woman who received a merit increase an additional flat adjustment equal to the average gap.

B. Test whether job-related factors such as range position explain the gap, then correct any unexplained disparity.

C. Send managers a reminder about fair pay practices and require them to justify future increases in writing.

D. Wait to see whether the pattern repeats next year before taking action, since one year of data may reflect chance.

324. Why should an employer retain the scores and recommendations an AI screening tool produced for applicants, including those not hired?

A. Keeping old scores allows the employer to reuse them if the same applicants apply again in future.

B. Rejected applicants have a federal right to receive their AI scores on request at any later time.

C. The vendor needs the scores from past applicants in order to keep its scoring model properly licensed.

D. Federal rules require keeping hiring records, and they are needed to show the tool was applied fairly.

325. A supervisor tells an employee that if she keeps pushing for a modified schedule as a disability accommodation, her upcoming raise will be 'reconsidered.' The employee drops the request. Which ADA provision is MOST directly violated?

A. The medical-inquiry provision that limits disability-related questions to current employees

B. The interference provision that bars coercing or threatening anyone exercising ADA rights

C. The undue-hardship provision that limits which accommodations an employer must provide

D. The confidentiality provision that bars disclosing medical information about an employee

326. An executive assistant used a free AI tool that the company has not approved to summarize a confidential board presentation, uploading the full file. The company's AI policy prohibits entering confidential information into unapproved tools and calls for discipline based on severity. What is the BEST response for HR?

A. Give the assistant an informal verbal reminder, since no harm from the upload has been shown yet.

B. Ban all AI tools across the company until the policy can be rewritten to close the remaining gaps.

C. Alert IT security to assess the exposure, gather the facts, and apply the policy's discipline consistently.

D. Terminate the assistant at once, because any upload of board material is a serious breach of trust and confidentiality.

327. An HR project manager is preparing the communication plan for a new HRIS rollout. Which set of elements does a project communication plan typically specify?

A. Audiences, messages, channels, frequency and the owner of each

B. Tasks, durations, dependencies, milestones and the critical path

C. Risks, probabilities, impacts, triggers and the response for each

D. Deliverables, acceptance criteria, exclusions and key assumptions

328. Under ADEA recordkeeping rules, how long must an employer keep job advertisements, job orders submitted to employment agencies, and test papers used for promotion or training decisions?

A. Until the position is filled, unless a charge has already been filed about it

B. Two years from the date the record was created or the action was taken, if later

C. One year from the date of the personnel action to which the record relates

D. Three years from the date of the personnel action to which the record relates

329. An HR analyst reports benefit-cost ratios (BCRs) of 0.8, 1.0 and 1.5 for three programs. Which interpretation is correct?

A. 0.8 breaks even after overhead, 1.0 shows a small gain, and 1.5 a large gain

B. All three are positive, since each one shows benefits that are greater than zero dollars

C. 0.8 returns less than its cost, 1.0 breaks even, and 1.5 returns $1.50 per $1

D. 0.8 yields an 80% ROI, 1.0 yields a 100% ROI, and 1.5 yields a 150% ROI

330. Which employee group remains nonexempt under DOL white-collar regulations even when highly paid, because its primary duty is front-line work?

A. Hospital administrators who manage budgets

B. Physicians licensed to practice medicine

C. Police officers and paramedics on patrol

D. Fire chiefs who direct department operations

331. Why should AI-inferred skills profiles be verified by employees and their managers before they are used in talent decisions?

A. Inferences from titles and activity data can miss or overstate skills, so people should confirm them.

B. Employees tend to overrate their own skills, so manager review mainly serves to lower the inflated profiles.

C. Federal law requires written employee consent before any skills data can be stored in an HRIS.

D. Verification mainly gives the vendor labeled data to retrain the model, which is its chief purpose.

332. A supervisor with 15 years of service asks HR why she was not named as a successor for her department manager. The talent review found she performs well but lacks experience leading cross-functional projects, which the manager role requires. What is the BEST response?

A. Tell her that succession plans are confidential and that HR cannot discuss the review with her.

B. Share the development areas identified in the review and discuss a plan to build that experience.

C. Add her to the succession list as a secondary candidate to keep her motivated and engaged.

D. Explain that seniority is not a factor in succession decisions and that the talent review decision is final.

333. HR wants $400,000 for retention bonuses for 20 critical software engineers, several of whom are being recruited by competitors. The CFO has asked for a business case. What is the BEST way to support the request?

A. Note that the cost equals less than 1% of the engineering payroll.

B. Cite exit interview comments in which departing engineers asked for higher pay.

C. Show competitors' bonus practices taken from a recent market survey.

D. Estimate the turnover costs avoided and compare them with the bonus cost.

334. An employee arrives at a scheduled internal mediation with a manager and, without prior notice, brings her personal attorney. The company's mediation program describes sessions as informal and does not address outside representation. What should the HR mediator do?

A. Proceed with the session as planned and allow the attorney to speak for the employee on all points that come up during the session.

B. Ask the attorney to wait in the lobby and continue the mediation with only the employee and her manager present.

C. Cancel the mediation permanently and inform the employee that her complaint will now go straight to arbitration.

D. Pause the session, consult the company's employment counsel, and reschedule so both sides can decide on representation.

335. A supervisor gives in to the other party in nearly every disagreement with peers and employees. According to the Thomas-Kilmann model, what is the MOST likely consequence of this pattern?

A. His peers come to see him as aggressive and hard to approach

B. Conflicts escalate because issues are never raised at all

C. His own ideas get little attention and his influence declines

D. His team spends too much time on lengthy problem-solving sessions

336. Under Section 307 of the Tariff Act of 1930, what can U.S. Customs and Border Protection do when it reasonably suspects that imported goods were made with forced labor?

A. Fine the importer's executives personally for each shipment that arrives

B. Issue a withhold release order and detain the goods at the port of entry

C. Require the importer to pay a higher duty rate set by the Department of Labor

D. Order the importer to stop all purchases from the supplier's home country

337. An HR coordinator notices that every job offer needs four signatures, and offers often sit for a week while candidates accept other jobs. Her manager designed the current process. What is the BEST way for the coordinator to propose a change?

A. Raise the problem at the next HR team meeting so colleagues can add their own examples

B. Ask the recruiting director to recommend the change so the idea carries more authority

C. Remove one approval step on her own offers and show her manager the faster results

D. Share data on delays and lost candidates privately and suggest piloting a shorter path

338. A unit has 10 employees earning $50,000 each and 30 employees earning $40,000 each. What is the unit's average salary?

A. $47,500

B. $40,000

C. $42,500

D. $45,000

339. Under the NLRA, when is a buyer that purchases a unionized business through an asset purchase generally required to recognize and bargain with the predecessor's union?

A. Only when the union wins a new representation election among the newly hired workforce

B. Whenever it buys the business, regardless of whom it hires or how its operations change after the purchase closes

C. Only when it agrees in the purchase contract to assume the predecessor's labor agreement

D. When operations continue substantially unchanged and most of its unit workforce came from the seller

340. An HR team uses a weighted scoring matrix to evaluate vendors. The weights are functionality 50%, cost 30% and support 20%. A vendor scores 8 on functionality, 6 on cost and 9 on support on a 10-point scale. What is the vendor's weighted score?

A. 7.7

B. 5.8

C. 7.6

D. 7.9

341. HR is choosing an investigator for a complaint that a department manager made threatening remarks to an employee. Which factor would MOST clearly disqualify a candidate from serving as investigator?

A. The candidate works at a different location from the parties.

B. The candidate has not investigated a threat complaint before.

C. The candidate has no formal legal training or a law degree.

D. The candidate reports directly to the accused manager.

342. An HR generalist discovers that a formula in last month's turnover report left out the last 20 rows of data. The report has already been sent to department managers. What should the generalist do?

A. Fix the formula, check the results, and promptly send managers a corrected report with a short note.

B. Fix the formula in next month's report, since the error probably changed only a few of the figures.

C. Ask managers to delete the report they received and wait for the next regularly scheduled version.

D. Send managers a note about the error and ask each of them to recalculate their own department's figures.

343. An AI screener was tested on a pool that included 300 unqualified applicants. It correctly rejected 255 of them and advanced the other 45. What is the tool's specificity?

A. 17.6%

B. 85%

C. 15%

D. 82.4%

344. A hiring panel of four is split evenly between two finalists for a supervisor role, and the discussion has become heated. HR is facilitating. What is the BEST way for HR to help the panel decide?

A. Rate both finalists on weighted job-related criteria
B. Ask the hiring manager to make the final choice between the two
C. Offer the role to the finalist with more years of experience
D. Invite both finalists back for another round of interviews

345. During an HR case meeting about a denied promotion, an employee says he believes the decision was age discrimination and plans to file a charge with the EEOC. At what point should HR involve legal counsel?

A. Only after the EEOC notifies the company that a formal charge has been filed
B. Only if the employee hires an attorney or asks for a monetary settlement
C. Promptly, since litigation is now reasonably foreseeable and records must be kept
D. After HR finishes its own internal investigation and has reached a conclusion on the case

346. A nonunion company's AI monitoring tool flags employee chat messages about pay rates and raises as violations of the confidentiality policy, and managers have begun issuing warnings based on the flags. What is HR's main concern under the NLRA?

A. Employees have a Section 7 right to discuss wages, so the flags and warnings may be unlawful.
B. Warnings must be reviewed by the NLRB before any are issued to employees for policy violations.
C. The NLRA applies only to union workplaces, so the concern is the accuracy of the AI's flags.
D. Monitoring of chat messages requires each employee's written consent under federal labor law.

347. A large company organizes HR into business partners, shared services and centers of excellence. What is the PRIMARY role of the centers of excellence?

A. Monitoring legal compliance and auditing HR records across every business unit
B. Providing specialized expertise and program design in areas such as pay or learning
C. Advising business unit leaders on day-to-day people issues within their units
D. Handling high-volume HR transactions, such as payroll changes and benefits inquiries

348. Two weeks before go-live, a parallel payroll test shows that 2% of paychecks differ between the legacy system and the new system. What should the HR manager do?

A. Go live on schedule and correct the errors in the next cycle as employees report them
B. Proceed if the total payroll amount matches within an acceptable range
C. Delay go-live by a full quarter to allow complete retesting of payroll
D. Reconcile the differences, fix their root causes, and delay go-live if needed

349. Which example BEST illustrates a "build" talent strategy?

A. Hiring experienced managers away from a competitor to fill several new leadership roles
B. Acquiring a small firm mainly to gain its team of skilled engineers
C. Developing current employees through stretch roles to ready them for future jobs
D. Engaging consultants to provide expertise during a technology upgrade

350. During contract talks, a union demands that the company increase pension payments to employees who have already retired. How is this demand classified?

A. As a mandatory subject, because pensions are a form of wages for all who earned them.

B. As an illegal subject, because ERISA bars changes to pensions already being paid out.

C. As a mandatory subject, because the retirees were in the unit when they earned them.

D. As a permissive subject, because retirees are not employees in the bargaining unit.

351. An HR analyst uses five years of data on the link between monthly sales volume and the number of store associates to predict how many associates will be needed when sales grow. Which forecasting technique is the analyst using?

A. Delphi technique

B. Time-series trend analysis

C. Markov analysis

D. Regression analysis

352. An employee of a privately held firm that provides accounting services to a publicly traded company reports suspected securities fraud by the public company and is then fired by his own employer. Is he protected by the whistleblower provisions of the Sarbanes-Oxley Act?

A. Only if his own employer is also publicly traded and files reports with the SEC.

B. Yes; SOX protection extends to employees of a public company's private contractors.

C. Only if he first reported the fraud directly to the Securities and Exchange Commission.

D. No; SOX protects only the employees of the publicly traded company itself.

353. A newly hired HR manager at an 85-employee company finds that no HR metrics have ever been tracked. The CEO wants HR to start using data to support decisions. What should the HR manager do FIRST?

A. Gather three years of historical data before choosing any metrics.

B. Pick a few core metrics tied to the company's top business priorities.

C. Buy an analytics platform that tracks a full set of HR metrics.

D. Adopt the full metric list used in a national HR benchmarking survey report.

354. An HR director wants to benchmark the company's HR practices against other employers. What should HR do FIRST?

A. Purchase a salary and benefits survey from a reputable third-party survey provider

B. Gather internal data on current HR metrics so the company's baseline is available

C. Define which practice or metric to benchmark and the business reason for comparing it

D. Select peer organizations that are similar in industry, size and geographic location to the company

355. After a hurricane, an employee asks for two weeks off to volunteer with a relief organization in the affected region. The company has a policy of one paid volunteer day per year. What should HR do FIRST?

A. Designate the time as FMLA leave, because the hurricane is a qualifying emergency for that worker

B. Check company policy and any state law protecting disaster-relief volunteers, then discuss leave options

C. Deny the request, because no federal law requires private employers to give employees time off for volunteer work

D. Approve two weeks of paid volunteer leave, since disaster relief supports the company's CSR goals

356. Exit interviews from the past year show that "better pay elsewhere" is the most common reason warehouse associates give for leaving. The operations VP wants HR to recommend an immediate raise for all associates. What should HR do NEXT?

A. Recommend a 5% raise for all associates to address the stated reason for leaving

B. Run a full engagement survey before looking at any compensation information

C. Discount the finding, since departing employees often cite pay to avoid conflict

D. Benchmark the associates' pay against current market data for comparable jobs

357. In William Bridges' transition model, what is the phase in which people have let go of the old way but have not yet fully adopted the new one, often marked by confusion and also by creativity?

A. The new beginning

B. The neutral zone

C. The ending phase

D. The refreezing stage

358. A U.S. company with employees in France plans to rely on signed employee consent as its lawful basis for processing HR data under the GDPR. Why do regulators generally view consent as a weak basis in employment?

A. The power imbalance means employees may feel unable to refuse, so their consent is rarely considered freely given.

B. Consent applies only to sensitive personal data, so it cannot cover routine data such as names or payroll details.

C. Consent is valid only if it is renewed every year, which makes it impractical for long-term employment records.

D. Consent must be approved in advance by the national data protection authority before an employer can rely on it.

359. A company is replacing its once-a-year performance review with monthly manager check-ins. What is the main reason continuous feedback tends to improve performance outcomes?

A. It cuts the total time managers spend on performance conversations

B. It shifts the main responsibility for feedback from managers to peers

C. It removes the need for documented ratings and calibration sessions at year-end

D. Problems are corrected early and goals can be adjusted as priorities shift

360. Which activity falls under Title VII's participation clause rather than its opposition clause?

A. Complaining to HR that a supervisor makes repeated sexual comments to coworkers

B. Signing a group letter to company leadership protesting what staff see as racial pay gaps

C. Giving a statement to an EEOC investigator about a coworker's discrimination charge

D. Refusing a manager's instruction to screen out job applicants over age 50

361. A retailer with 40 stores needs to plan holiday staffing. HR has three years of weekly sales and staffing data for each store, and sales growth has varied widely by location. What is the BEST approach?

A. Hire a fixed pool of seasonal workers at headquarters and assign them to stores as needed.

B. Apply last year's chain-wide holiday staffing increase evenly to every store this year.

C. Ask each store manager to submit a holiday staffing estimate based on personal experience.

D. Model each store's needs from its own sales-to-staffing history and projected sales.

362. After a union files an election petition, HR is writing a one-page guide for front-line supervisors on what they may say to employees. Which statement would be BEST to include as an example of lawful messaging?

A. "Let me know privately if you hear which of your coworkers are planning to attend union meetings."

B. "If you vote no, I am confident we can get the promotion you have been waiting for approved quickly."

C. "If the union gets in, the owners have told us they will probably close this plant and move the work."

D. "We believe we can work well together without a union, and here is how our pay compares to the area."

363. On March 1, 2026, an employee files an EEOC charge alleging that she has been paid less than male peers because of sex since 2021, and she later wins her Title VII claim. How far back can her back pay generally reach?

A. To March 1, 2024, two years before the charge was filed

B. To 300 days before the charge, the filing period for it

C. To 2021, when the sex-based pay disparity first began

D. To March 1, 2023, three years before the charge was filed

364. A new HR generalist is updating the equal employment opportunity statement in the handbook to list the characteristics protected by Title VII of the Civil Rights Act of 1964. Which characteristic is NOT protected by Title VII itself?

A. Religion

B. Color

C. National origin

D. Marital status

365. Which set of features BEST defines the Delphi technique?

A. Anonymous experts answer in repeated rounds, receiving summarized group feedback each time.

B. Experts meet in person, share their ideas round-robin and then rank them in a private, individual vote.

C. Experts debate openly in a facilitated session until they reach a unanimous decision.

D. Experts each score the options against weighted criteria, and the highest total wins.

366. The marketing team wants members of the company's Hispanic and Latino ERG to review a new campaign aimed at Hispanic consumers before launch. The ERG chair is open to it but worried that members will be expected to work for free on top of their jobs. How should HR structure the engagement?

A. Have marketing hire an outside agency instead, since ERG members should not advise on products.

B. Require all ERG members to review the campaign, since the group exists to support the business.

C. Ask the ERG chair to collect members' feedback informally and send a summary to marketing.

D. Make it voluntary, define the scope and time on work hours, and recognize or pay participants.

367. A monthly HR dashboard flags a two-person department in red because one resignation produced a 50% turnover rate. The executive team reviews the dashboard each month. How should HR present this result?

A. Show the head counts with the rate and note that one exit drives the figure

B. Ask the department manager to explain why turnover in the unit is so high

C. Remove the department from the dashboard to avoid showing a startling figure

D. Report the 50% rate as calculated, since accurate data should not be altered

368. An HR analyst reports that company-wide turnover is 14%, close to the industry average. Why should she also break the figure down by department, tenure and performance level?

A. To identify which individual employees are most likely to resign in the next year

B. To find hot spots and losses of high performers that an overall average can hide

C. To raise the reported turnover rate so that leaders take retention more seriously

D. To meet federal reporting rules that require turnover to be reported by group

369. A company plans to use an AI tool to screen applicants. Which notice to candidates BEST reflects transparency about AI use?

A. That AI will be used, what it evaluates, and how to request an accommodation or an alternative process

B. That the company uses technology in hiring, without identifying the tool or describing what it measures

C. That AI was used, provided only to candidates who were rejected and only after the decision was made

D. That AI will be used, along with the vendor's proprietary scoring formula and its full source code

370. A contractor who designed and built the company's main financial reporting tool will end her engagement in three weeks. No one else understands how the tool works. What is the BEST way to secure this knowledge?

A. Have her document the tool and train an employee who works alongside her until she leaves

B. Extend her engagement for another year so she can maintain the tool going forward

C. Ask her to send a summary document of the tool's design on her final day

D. Plan to hire a replacement contractor after she leaves who can learn the tool by using it

371. The host currency has strengthened 15% against the U.S. dollar over six months. An expatriate paid entirely in dollars under a balance-sheet policy tells HR that his local living costs have jumped. What should HR do?

A. Explain that currency risk is borne by the employee under any policy.

B. Switch him to a localized package paid in the host country's currency.

C. Review his cost-of-living allowance using current rates under the policy.

D. Give him a permanent 15% raise in base pay to match the full currency change.

372. A company sets its salary ranges so that, on the first day of the plan year, they sit above the projected market. Because market rates keep rising, the ranges equal the market at midyear and fall below it by year end. Which pay policy is the company using?

A. A lead-the-market policy

B. A lead-lag policy

C. A lag-the-market policy

D. A match-the-market policy

373. The four-phase incident response life cycle from NIST SP 800-61 Rev. 2, which Rev. 3 (2025) replaced with Cybersecurity Framework 2.0 functions, remains a common teaching model for HR data breaches. What is the correct order of its phases?

A. Detection and analysis; containment, eradication and recovery; preparation; post-incident activity

B. Preparation; detection and analysis; containment, eradication and recovery; post-incident activity

C. Detection and analysis; preparation; containment, eradication and recovery; post-incident activity

D. Preparation; containment, eradication and recovery; detection and analysis; post-incident activity

374. Production employees at a nonunion plant announce that they will refuse all assigned overtime every Friday until wages rise, while still working their regular shifts. Overtime is required under the plant's written policy. How should HR assess the employer's options?

A. The refusals are unprotected, so the plant may also discipline employees for raising the underlying wage complaint

B. The refusals are a protected strike, so the plant must wait for the employees to end it

C. The refusals are protected unless employees first give the plant ten days' written notice

D. The repeated refusals are likely an unprotected partial strike, though the wage complaint is protected

375. A manufacturer compares recordable injury rates across its own six plants to find which sites have the most effective safety practices. What type of benchmarking is this?

A. Competitive benchmarking

B. Generic benchmarking

C. Functional benchmarking

D. Internal benchmarking

376. Which choice correctly classifies two ways a CEO might share quarterly results with a global workforce?

A. Both are synchronous, because each one uses video to deliver the same message to all employees.

B. A live video town hall is asynchronous; a recorded video posted for later viewing is synchronous.

C. A live video town hall is synchronous; a recorded video posted for later viewing is asynchronous.

D. Both are asynchronous, because employees in other time zones may not be able to join them live.

377. A manager sends a handwritten thank-you note to an employee who stayed late to fix a client issue. Separately, the company presents service awards at an annual ceremony. How are these BEST classified?

A. Both are formal recognition, since each is documented and given in writing

B. Both are informal recognition, since neither involves a cash payment

C. The note is formal recognition, and the ceremony is informal recognition

D. The note is informal recognition, and the ceremony is formal recognition

378. A nonexempt employee works 6 hours of overtime without the prior approval required by company policy. Her supervisor refuses to record the hours on her timecard. What is the BEST response?

A. Give her 6 hours off next week instead of pay, as a fair trade for the extra hours.

B. Leave the hours off the timecard, because she broke the written overtime approval rule.

C. Record and pay the overtime, and handle the policy violation through normal discipline.

D. Pay the hours at straight time only, since overtime premium requires prior approval.

379. An HR manager is training supervisors on how to respond after making a mistake that affects an employee. Which statement is an excuse rather than an apology?

A. "I missed your review date, which delayed your raise. I apologize, and I've asked payroll to backdate it."

B. "I missed your review date because the system never sent me the reminder it was supposed to send."

C. "I missed your review date, and I'm sorry. I've put it on my calendar and we'll meet this Thursday."

D. "I'm sorry I missed your review date. That wasn't fair to you, and I'll make sure it doesn't happen again."

380. HR learns that the marketing department bought an AI tool that analyzes employees' Slack messages for sentiment, without review by HR, IT or legal. What should HR do FIRST?

A. Notify all employees that their Slack messages are now being analyzed for sentiment.

B. Pause the tool's use and bring in IT and legal to review its data access and compliance risks.

C. Ask marketing to share the sentiment reports so HR can act on any problems they reveal.

D. Let marketing keep using it while HR drafts a policy to govern future department AI purchases.

381. Which type of employee stock option can qualify for long-term capital gains treatment on the full gain if the required holding periods are met?

A. Stock appreciation rights

B. Phantom stock units

C. Nonqualified stock options

D. Incentive stock options

382. An AI vendor scores asynchronous video interviews partly on candidates' vocal tone and speaking pace. Why does this raise validity concerns?

A. Video interviews cannot be scored by AI, because federal law requires a live human interviewer.

B. Vocal features can be measured accurately only when candidates record in a professional studio.

C. Scoring speech features is valid only for sales roles, which makes it unsuitable for other jobs.

D. Tone and pace may not relate to job performance and can vary with disability, accent or culture.

383. An HR coordinator used generative AI to draft an email explaining changes to the tuition-assistance policy to all employees. Which review step best prevents incorrect policy details from going out?

A. Send the draft to a small test group and correct any errors that recipients point out.

B. Check each policy statement in the draft against the official policy document before sending.

C. Ask the AI tool to review its own draft and confirm that every statement in it is accurate before sending it.

D. Run the draft through a grammar checker and adjust the tone so it matches company style.

384. Which project management tool displays project tasks as horizontal bars plotted against a calendar timeline, showing each task's start and finish dates?

A. Gantt chart

B. Work breakdown structure

C. Fishbone diagram

D. RACI matrix

385. After a team member is terminated for repeated policy violations, a coworker asks HR to explain why so the team can move on. What is the BEST response?

A. Ask the team's manager to explain the reasons to the group at the next meeting.

B. Confirm the person no longer works there and focus on how the team's work will be covered.

C. Share the full reasons only if the coworker agrees to keep them confidential.

D. Share the general reason for the termination so the team can understand what happened and why.

386. A company with 300 employees uses a third-party administrator to run COBRA for its group health plan. An employee resigns on March 1, and her coverage ends that day. By when must the employer notify the plan administrator of the qualifying event?

A. Within 14 days after the qualifying event

B. Within 30 days after the qualifying event

C. Within 45 days after the qualifying event

D. Within 60 days after the qualifying event

387. A retailer's loss data shows that eight of its 30 stores have inventory shrink rates far higher than the rest. The regional director wants to send all store employees through loss-prevention training. What should HR do FIRST?

A. Roll out the loss-prevention training to all 30 stores at once, since every store has at least some level of inventory shrink

B. Compare practices at the high- and low-shrink stores to find what differs, such as procedures, staffing or controls

C. Send only the eight high-shrink stores through the training, since that is where the problem is concentrated

D. Ask the managers of the eight high-shrink stores to explain the losses in a written report to the director

388. HR wants to show scores on 12 engagement survey items for each of eight departments on one page so leaders can spot weak areas quickly. Which visual is BEST?

A. A pie chart for each department showing its item scores

B. A heat map with color-coded cells by item and department

C. One bar chart of each department's overall average score

D. A line chart with one line per department across the items

389. What is the key difference in how profit-sharing and gainsharing plans determine payouts?

A. Profit sharing pays from stock price gains, while gainsharing pays from customer satisfaction

B. Profit sharing pays from unit cost savings, while gainsharing pays from total company profits

C. Profit sharing pays from individual sales results, while gainsharing pays from team targets

D. Profit sharing pays from company profits, while gainsharing pays from improved unit results

390. In a regression predicting weekly error counts for data-entry clerks, the coefficient for training hours is -0.5. What does this coefficient mean in plain language?

A. Each added training hour is linked to a 50% drop in the weekly error count

B. Training hours account for half of the variation in weekly errors

C. Each added training hour is linked to half an error fewer per week

D. Each added training hour is linked to half an error more per week

391. A hospital is replacing one-on-one interviews for nurse managers with a four-person panel that asks every candidate the same questions. Which statement BEST describes a key advantage and a key risk of this format?

A. It pools several judgments to dilute one rater's bias, but it can intimidate candidates or slide into groupthink.

B. It removes the need for a scoring guide, but it lengthens the time needed to schedule each interview.

C. It lets the most senior panelist make the final call, but it gives candidates less time to ask their own questions at the end.

D. It lowers the cost of each hire, but it makes ratings less consistent from one candidate to the next.

392. An operations manager accused of bullying his team refuses to answer any of the investigator's questions, saying the complaint is baseless. How should HR proceed?

A. Treat his refusal as an admission and substantiate all of the allegations in the final investigation report.

B. Pause the investigation until he agrees to answer, since no findings can be reached without the accused employee's account.

C. End his employment at once for insubordination, since cooperation in investigations is a condition of work.

D. Explain that the investigation will continue on other evidence, that refusal may breach policy, and document it.

393. HR pilots a new sales training program at some branch locations before a company-wide rollout. What is the strongest way to isolate the program's effect on sales?

A. Compare trained teams with similar untrained teams over the same period

B. Track the trained teams' sales results before and after the program ends

C. Compare trained teams' sales this quarter with the same quarter last year

D. Ask participants to estimate what share of their sales gain was due to training

394. A government agency writes a description for each grade that outlines the typical complexity, responsibility and skills at that level. Each whole job is then compared with these descriptions and placed in the grade it fits best. Which method is this?

A. Market pricing method

B. Classification method

C. Ranking method

D. Point factor method

395. A department of 50 employees was each scheduled to work 240 days last year. Employees missed a total of 120 scheduled days because of unplanned absences. What was the absence rate?

A. 50%

B. 1%

C. 2.4%

D. 10%

396. An HR generalist begins dating a nonsupervisory employee in the department she supports. Company policy allows such relationships if they are disclosed. Her duties include conducting investigations for that department. What is the BEST approach?

- **A.** Disclose the relationship and have matters involving him handled by another HR professional.
- **B.** End her support of the department entirely and transfer all of its work to another generalist.
- **C.** Disclose the relationship and continue all duties, since disclosure alone resolves the conflict.
- **D.** Keep the relationship private, since he is not a supervisor and policy allows such relationships.

397. Which method for isolating the effects of training projects the pre-program trend of a performance measure forward and compares that projection with actual results after the program?

- **A.** Control group design
- **B.** Trend line analysis
- **C.** Expert estimation
- **D.** Participant estimation

398. A lawn equipment manufacturer has decided to launch a new business making home energy storage systems. Under the Ansoff matrix, this is a diversification strategy. What is the MOST significant workforce planning implication for HR?

- **A.** Retraining lawn equipment sales staff to sell more units in current markets
- **B.** Identifying and acquiring the new skills the energy storage business requires
- **C.** Growing the existing workforce in the same proportions it has today
- **D.** Cutting headcount in the lawn equipment business to free up funds for the new product launch

399. Which statement BEST describes the best-fit approach to human resource management?

- **A.** HR practices should mirror those used by the industry's leading companies
- **B.** A universal set of HR practices will improve performance in any organization
- **C.** HR practices should be tailored to the organization's strategy and context
- **D.** HR practices should be chosen mainly on the basis of cost and ease of use

400. A company's supplier code of conduct follows the ILO Minimum Age Convention. Under that convention's general standard, what is the minimum age for employment, assuming it is not lower than the age at which compulsory schooling ends?

- **A.** 12 years old
- **B.** 16 years old
- **C.** 18 years old
- **D.** 15 years old