SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 2

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 2

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 supervisor is drafting a PIP for an employee with attendance problems. The absence record includes six days of approved, intermittent FMLA leave. How should HR advise the supervisor?

A. Delay the PIP until the employee has used up her FMLA leave entitlement

B. Remove the FMLA-protected absences and base the PIP only on unprotected absences

C. Include them only if total absences exceed the company's attendance limit

D. Include them but note that they were approved so the attendance record is complete

2. To win approval for a stay-interview program, an HR manager shows the leadership team that turnover cost the company $2.4 million last year and walks through how the figure was calculated. Which of Aristotle's modes of persuasion is she relying on MOST?

A. Kairos

B. Ethos

C. Logos

D. Pathos

3. A supervisor tells HR she has been avoiding giving corrective feedback to a direct report from a different cultural background because she worries it will be seen as biased. The report's errors are now affecting client deliverables. What should HR advise?

A. Soften the feedback and focus mainly on strengths to protect the working relationship for now.

B. Wait until the annual review so that there is a full record of errors to discuss at one time.

C. Give specific, behavior-based feedback tied to the same standards used for all direct reports.

D. Route the feedback through HR so it comes from a neutral party rather than from the supervisor.

4. During a strike, a union member who keeps working asks HR whether the union can fine her for crossing the picket line and how she could resign her membership. What is the BEST response?

A. Hand her a resignation letter that HR has drafted for her and offer to mail it to the union on her behalf

B. Tell her HR cannot discuss union membership at all and refer all questions to her shop steward

C. Tell her the union cannot fine any member who crosses a picket line, as long as the strike is lawful

D. Give neutral facts: members may resign anytime and generally can't be fined for conduct after resigning

5. A customer service manager shares her team's new scorecard with HR. It lists ten measures, such as call abandonment rate and first-contact resolution, but has no targets and no person named as responsible for any measure. What is the BEST advice from HR?

A. Add more measures so the scorecard covers every part of the team's work
B. Set a target for each measure and assign an owner accountable for results
C. Report the measures monthly so leaders can spot any trends that develop
D. Cut the list to three measures so the team can stay focused on fewer items

6. An employee at a company's German site asks HR what data a newly introduced AI productivity tool collects about her. The tool's use was agreed with the site's works council. What is HR's BEST response?

A. Reassure her that the tool only collects anonymous data, without first confirming the details.
B. Refer her to the works council, since it negotiated the tool's use and must answer all employee questions.
C. Tell her the details are confidential vendor information that HR is not permitted to disclose.
D. Explain plainly what data is collected, why, and how long it is kept, and share the privacy notice.

7. An HR business partner is starting a six-month coaching engagement with a newly promoted operations manager. What should they agree on at the start?

A. The rating the manager will receive on the next annual performance review
B. Coaching goals, meeting frequency and what will and won't be kept confidential
C. Which of the manager's direct reports the coach will interview each month
D. A fixed list of solutions the coach will give for each problem the manager raises

8. A call center's goal reads: "Reduce voluntary turnover in the call center to 18%." Which SMART element does this goal lack?

A. Relevant, because turnover does not connect to call center results
B. Specific, because it does not name the employee group that is covered
C. Time-bound, because it sets no date by which the 18% rate is due
D. Measurable, because turnover rates cannot be tracked in a call center

9. A sales-driven company focuses on beating competitors, hitting aggressive targets and growing market share, and leaders are seen as demanding producers. In the Competing Values Framework, which culture type does this BEST fit?

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

10. Early in an investigatory interview about a safety violation, a unionized employee asks for her steward. The steward is on another shift and cannot come for several days, and HR needs to close the investigation soon. Which action is lawful for HR?

A. Continue the questioning and note her request for a steward in the written investigation file
B. Tell her that refusing to continue without a steward will itself result in discipline
C. Continue the questioning with an HR coworker present to serve as her representative
D. Offer her a choice between continuing without a representative or ending the interview

11. A supervisor approves nearly every employee request for schedule exceptions, and coverage gaps on his shift have grown each month. He tells HR he hates saying no because he wants to be liked. What is the BEST way for HR to coach him?

A. Tell him to deny every exception request until the coverage gaps have closed

B. Suggest he split each request by approving part of the time asked

C. Help him see the cost of always yielding and weigh requests against coverage

D. Take over approval of schedule exceptions for his shift going forward

12. HR wants to know whether the rate of promotion (promoted or not promoted) during the last year differs across three ethnic groups of employees. Which statistical test is most appropriate?

A. Pearson correlation coefficient

B. One-way analysis of variance

C. Independent-samples t-test

D. Chi-square test of independence

13. A union and an employer reach a tentative agreement on a new contract, but neither side has signed it while ratification is pending. Two weeks later, employees file an RD petition, and the union argues that the agreement bars the petition. What is the likely outcome?

A. The petition may proceed, since only a signed contract with substantial terms bars it

B. The petition is barred for 60 days to give the members time to complete ratification

C. The petition is barred, because a tentative agreement on all terms creates a contract bar

D. The petition is barred only if the union shows that a majority supports the agreement

14. The leaders of a newly forming ERG for Black employees tell HR they want membership limited to employees who share that identity so the group feels like a safe space. Several coworkers have asked to join as allies. What is the BEST advice from HR?

A. Keep membership open to all employees and offer voluntary small-group sessions for members.

B. Allow identity-only membership but let allies attend public events the group hosts during the year.

C. Approve identity-only membership because the group is voluntary and meets outside core work hours.

D. Ask each prospective member to confirm that they share the group's identity on the sign-up form.

15. A call center keeps one requisition open all year to hire agents continuously as needed. In the quarterly report, that requisition is counted as one vacancy that took 200 days to fill, which raises the average time-to-fill. What is the error?

A. The requisition should be closed and reopened each month to reset its age

B. The requisition's 200 days should be split evenly across all of the year's other openings in the report

C. An evergreen requisition should be excluded or tracked per hire, not as one vacancy

D. The report should use calendar days instead of business days for this requisition

16. A recruiter proposes a $2,000 employee referral bonus for hard-to-fill technician roles. The company now fills those roles mostly through staffing agencies. What is the BEST way for HR to evaluate the proposal?

A. Survey employees to find out whether a $2,000 bonus is large enough to motivate them to refer friends and contacts

B. Benchmark the referral bonus amounts that other local employers pay for similar technician and trade positions

C. Compare its cost with current cost per hire by source and with the retention of past referral hires

D. Approve a six-month trial and count how many referrals employees submit compared with the previous six months

17. An employee gives his supervisor a doctor's note explaining a medical restriction, and the supervisor sends it to HR. Which statement BEST describes how HR must treat the note?

A. It is HIPAA-protected, so HR must get the employee's written authorization before filing it.

B. It is not HIPAA-protected, but it must be kept confidential and filed apart from the personnel file.

C. It is HIPAA-protected, so only the company's privacy officer may view or store the document.

D. It is not protected by any federal law, so HR may file it in the regular personnel record along with his other employment documents.

18. A proposed safety program is projected to prevent about $200,000 a year in workers' compensation claims the company would likely incur without it. It will also eliminate the $40,000 a year the company now pays outside safety consultants. How should these two amounts be classified?

A. $200,000 is cost avoidance and $40,000 is cost savings

B. $200,000 is cost savings and $40,000 is cost avoidance

C. Both are cost avoidance, because neither is realized yet

D. Both are cost savings, because each lowers total spending

19. A new salary structure sets a job's range at $41,000 to $61,500. One employee in the job earns $38,000. How is this rate classified, and what does it cost to bring the employee to the range minimum?

A. Red-circle rate; $13,250

B. Green-circle rate; $3,000

C. Green-circle rate; $13,250

D. Red-circle rate; $3,000

20. A 6-person HR team has 9 working relationships (two-way ties) among its members. What is the team's network density, and how should it be interpreted?

A. 0.90; nearly every possible pair of members has a working tie

B. 0.60; 60% of all possible pairs of members have a working tie

C. 0.25; a quarter of all possible pairs of members have a working tie

D. 0.30; 30% of all possible pairs of members have a working tie

21. After a first pilot of a new scheduling process succeeds at one location, the operations director proposes disbanding the change team and announcing that the initiative is complete. According to Kotter, what is the main risk of this decision?

A. Failing to create a strong enough sense of urgency at the outset
B. Underestimating the power of the vision to motivate employees
C. Declaring victory too soon, before changes are rooted in culture
D. Permitting obstacles to block the new vision during the pilot

22. A manager tells HR he wants to hold his team's engagement results until he has fixed the main problems himself, so he can present results and solutions together. What is the BEST advice?

A. Agree, but require him to share the results with his team within six months
B. Agree, since showing completed fixes will give him more credibility with the team
C. Share results promptly and involve the team, since delay erodes trust in the survey
D. Share the favorable results now and hold the remaining results until after fixes are made

23. A CFO tells the HR leadership team that the company is "liquid but has weak solvency." What does this mean?

A. It can meet its near-term bills, but its long-term debt load may be hard to sustain
B. It has strong long-term debt capacity, but it lacks cash to pay its current bills
C. It has ample cash on hand, but its revenue growth trails behind its competitors
D. It is profitable this year, but its cash balance is too low to cover the next payroll

24. An expatriate in the second year of a three-year assignment complains that no one at headquarters has discussed her next role, and she worries she has been forgotten. What should HR do?

A. Assign a headquarters sponsor and include her in talent and succession reviews.
B. Assure her that a suitable role will be found for her once the assignment has ended.
C. Suggest she start networking with headquarters managers when on home leave.
D. Offer to extend her assignment so she has more time to plan the next move.

25. A department manager asks HR for the results of the company wellness program's biometric screenings for his five-person team so he can "encourage healthier habits." What is the BEST response?

A. Provide the results only for team members who have given written permission to share their data with him.
B. Provide the results, because the manager plans to use them to support employees rather than penalize them.
C. Provide the results in aggregate form only, with averages for the team rather than individual numbers.
D. Decline, because results for so small a group could identify individuals and must be kept confidential.

26. An employee disputes the accuracy of his annual review, saying his supervisor overlooked several completed projects. HR has agreed to facilitate a meeting between them. What approach should HR take?

A. Let the employee present his concerns and then revise the rating

B. Have both review the documented results against the stated goals

C. Ask the supervisor to explain each rating before the employee responds

D. Hear each side's view of the relationship and seek a compromise

27. For a senior finance role, an employer asks a screening firm for a report that includes interviews with the applicant's neighbors and associates about his character and lifestyle. What type of report is this, and what added duty applies?

A. An investigative consumer report, which requires the applicant to approve each person interviewed beforehand

B. An investigative consumer report, which requires notice that the applicant may ask about its nature and scope

C. A standard consumer report, which requires no added notice beyond the usual disclosure and written authorization

D. A reference report, which falls outside the FCRA because the information comes from personal interviews

28. Two HR partners have worked together for years. Each understands the other's goals and values so well that either can represent the other in a meeting and make commitments the other will fully endorse. According to Lewicki and Bunker, what stage of trust does this relationship reflect?

A. Characteristic-based trust

B. Calculus-based trust

C. Knowledge-based trust

D. Identification-based trust

29. A company's training budget for the year is $270,000, and it has 450 employees. What is the training cost per employee?

A. $6,000

B. $600

C. $1,667

D. $60

30. A company's subsidiary in Mexico has paid every employee a discretionary year-end bonus for eight straight years. A new regional controller wants to stop the bonus to save money. Under what doctrine might employees argue they are legally entitled to keep receiving it?

A. Equal pay, because all employees received the same bonus amount

B. Comparable worth, because the bonus reflected market pay levels

C. Employment at will, because the bonus was never written into any individual employment contract

D. Acquired rights, because a long-repeated benefit can become an entitlement

31. Under Herzberg's two-factor theory, which of the following is a motivator rather than a hygiene factor?

A. Quality of supervision
B. Relationships with coworkers
C. Company policy and administration
D. Recognition for achievement

32. Exit interviews and a pulse survey show that employees feel their managers brush off ethics concerns. HR is designing training for managers. What should the training emphasize?

A. Investigating each concern themselves right away so that issues are settled within the department
B. Deciding whether the concern is serious enough to report before contacting HR or compliance
C. Listening without judgment, thanking the employee, escalating properly and preventing retaliation
D. Asking employees to put every concern in writing before the manager takes any further action

33. Which organization is the BEST fit for a broadbanding pay structure?

A. A flat, team-based firm that encourages lateral moves to build skills
B. A unionized plant with a negotiated wage scale for each job class
C. A firm that wants tight pay control through narrow, rule-based ranges
D. A large agency with many layers and pay set by job grade and tenure

34. A company spent heavily on coaching for 20 managers last year. The CHRO wants to know whether the managers actually changed how they lead on the job, not just whether they liked the coaching. What is the BEST evaluation method?

A. Compare the business unit results of coached managers with the same units' results from the prior year.
B. Survey the managers at the end of the engagement on how useful and well run the coaching was.
C. Ask each coach to report on the progress each manager made on the goals set at the outset.
D. Compare 360-degree ratings of targeted behaviors before coaching and several months after it ends.

35. A benchmark report shows that the company's average time-to-fill is at the 75th percentile of its peer group, where a higher percentile means a longer time-to-fill. How should HR interpret this result?

A. The company takes longer to fill roles than about 75% of its peers, which is unfavorable
B. The company's time-to-fill is near the peer median, so it is in line with the market
C. The company's time-to-fill is 75% of the peer average, which is a favorable result
D. The company fills roles faster than about 75% of its peers, which is a strong competitive result

36. During annual workforce planning, a department head forecasts that her team needs a 30% headcount increase next year. HR data shows the department's work volume grew 5% this year, and the business plan projects similar growth. What is the BEST HR response?

A. Reduce the forecast to a 5% increase to match the department's growth in work volume.

B. Accept the forecast because department heads understand their own staffing needs best.

C. Submit her forecast to finance and let the budget process decide the final headcount.

D. Review the volume data and her assumptions with her before the forecast is finalized.

37. A wellness program launched in May. Absence rates from June through August were 20% lower than in March through April, and a vice president credits the program. What is HR's BEST response?

A. Wait until the end of the year and compare total absence against the year before the program

B. Note that absence often varies by season and propose comparing against a similar group or prior summers

C. Agree that the program caused the drop, since the timing lines up closely with the program's launch in May

D. Survey participants on whether the program helped them, then report the share who say it did

38. Under the Greenhouse Gas Protocol, how are the emissions from the electricity a company buys from a utility to power its offices classified?

A. Scope 3 emissions

B. Scope 1 emissions

C. Avoided emissions

D. Scope 2 emissions

39. The company has one HR trainer. The sales director and the warehouse manager have each asked for the trainer on the same Thursday: sales wants a team-building workshop, and the warehouse needs forklift refresher training to restore certifications that expire next week. How should the HR manager decide?

A. Split the trainer's day between the two groups so that each manager gets half of the time they requested.

B. Assign the trainer to whichever manager submitted the request first, since that is the fairest rule to apply.

C. Ask the two managers to work out the conflict between themselves and report back with their decision.

D. Prioritize by business impact and urgency, schedule the warehouse training, and offer sales another date.

40. An HR manager proposes using a restorative circle after a heated conflict damaged relationships on a nursing unit. Which description BEST fits this practice?

A. A series of private sessions in which a neutral party meets each person alone to explore possible settlements

B. A team-building retreat that uses group activities to shift attention away from the conflict and onto goals

C. A facilitated dialogue in which those affected take turns describing the harm and agree on how to repair it

D. A panel of peers that hears the facts of the dispute and decides what discipline the parties should receive

41. A supervisor routinely delivers corrective feedback by opening with praise, raising the problem briefly, and closing with more praise. What is the main weakness of this "feedback sandwich" approach?

A. The praise around the criticism can bury the corrective message so it gets missed

B. It focuses on behavior so narrowly that it ignores how the employee feels

C. It requires written records that make informal coaching feel too formal

D. It gives too much weight to the problem relative to the employee's real strengths

42. An HR investigator is interviewing a witness about an alleged threat in the warehouse. The witness talks at length about unrelated workplace gossip and gives few concrete details. What is the BEST questioning approach?

A. Summarize what the investigator believes happened and ask the witness to confirm it

B. Switch to yes-or-no questions only, so that the witness has to give short, direct answers

C. Let the witness keep talking without interruption until he runs out of things to say

D. Use open questions on the incident, then focused probes to pin down who, what and when

43. A 300-bed hospital expects a possible respiratory illness surge this winter that could raise patient volume by 30% for several weeks. The chief nursing officer asks HR to have a staffing plan ready. What is the BEST contingency approach?

A. Hire enough permanent nurses now to cover peak volume for the entire winter season ahead.

B. Wait for the surge to begin and then post openings for temporary nurses on job boards.

C. Plan on mandatory overtime for all nurses as the main response to any increase in volume.

D. Cross-train staff, build a float pool and set up agency agreements to activate if needed.

44. A manager's slide shows annual turnover rising from 11% to 13% over two years. The chart's vertical axis runs from 10% to 14%, so the line appears to climb steeply. What is the main flaw HR should point out?

A. The axis starts at 10%, so a modest rise looks far larger than it is.

B. Two years of data points are too few to display any real trend.

C. A line chart is the wrong format for showing a percentage trend across multiple years.

D. Turnover should be shown as raw counts of exits instead of rates.

45. Union and management negotiators have just reached a tentative agreement on a new collective bargaining agreement. What typically happens NEXT?

A. The NLRB reviews the tentative agreement and approves it before it can take effect.

B. The FMCS certifies the agreement and files it with the Department of Labor.

C. The union submits the tentative agreement to its members for a ratification vote.

D. The employer posts the agreement for 60 days so that employees may file objections.

46. HR at a unionized plant wants to switch health insurance carriers midway through a contract. The new plan has different deductibles and provider networks, and the contract says nothing about carrier changes. What should HR do before making the switch?

A. Make the switch now and offer to bargain with the union at the next renewal

B. Make the switch if most employees in the unit vote to approve it in a survey

C. Give the union notice and a meaningful opportunity to bargain over the change

D. Make the switch and let the union file a grievance if it objects to the new plan

47. An employee in the company's Irish office submits a data subject access request under the GDPR. Absent grounds for an extension, how long does the employer have to respond?

A. One month from receipt of the request

B. 72 hours from receipt of the request

C. 45 calendar days from receipt of the request

D. 30 business days from receipt of the request

48. An HR analyst wants to add one survey item that will serve as the best leading indicator of future voluntary turnover. Which item should she choose?

A. "I have the tools and equipment I need to do my job well."

B. "I understand how my work supports the company's goals."

C. "I am satisfied with the benefits package offered to me."

D. "I see myself still working here two years from now."

49. An ERG chair has led a 300-member group for three years while carrying a full workload. She tells HR she is exhausted and is thinking of stepping down, and no successor has been identified. What is the BEST remedy for HR to propose?

A. Formalize the role with set term limits, shared co-lead duties, and recognition in goals and reviews.

B. Reduce the group's planned events for the coming year so that the chair has less work to coordinate alone.

C. Pay her a one-time spot bonus for her past ERG leadership and accept her decision to step down now.

D. Ask her executive sponsor to encourage her to stay one more year while the group finds a successor.

50. Every new sales hire takes the same three-hour online product course, though some come from competitors and already know the products well while others are new to the industry. Experienced hires complain that most of the course repeats what they know. Which technology solution BEST addresses this?

A. Gamification that awards badges and points for each section a learner completes

B. Virtual classrooms where all new hires attend the same course together with a live facilitator

C. Adaptive learning that tests what each learner knows and skips content already mastered

D. Microlearning that breaks the same course into short videos taken over two weeks

51. A collective bargaining agreement has a clear no-strike clause and a grievance-arbitration procedure. Upset about a new break schedule, 40 employees walk off the job without union authorization and stay out for two days. What is the legal status of their walkout?

A. It is unprotected, so the employer may discipline the participants

B. It is protected concerted activity, because the walkout concerns working conditions

C. It is unprotected only if the walkout caused measurable losses in production

D. It is protected, because the union did not authorize or take part in the walkout

52. A company needs to terminate a fully remote employee who lives in another state and has a company laptop and phone. What is the BEST approach?

A. Cut her access first and then call to explain why she can no longer log in.

B. Fly a manager to her home to tell her in person and collect the equipment.

C. Hold a video call with a witness, cut access during it, and send prepaid return kits.

D. Email the decision overnight and ask her to ship the equipment back at her own cost within a week.

53. A company let employees volunteer for a flexible-schedule pilot. Afterward, the pilot group's productivity was 12% higher than that of nonparticipants, but HR learns that most volunteers were already top performers. How does this affect the conclusions HR can draw?

A. The gap may reflect who volunteered, so it cannot be credited to flexible schedules alone

B. The gap would be valid as long as the pilot had run for at least six months

C. The gap proves flexible schedules work, since the pilot group outperformed all the nonparticipants

D. The bias can be removed by surveying volunteers about their satisfaction

54. In Porter's value chain model, what does the "margin" at the end of the chain represent?

A. The extra amount a firm charges over its main competitors' prices for its products

B. The gross profit earned on products after only direct material costs are deducted

C. The difference between the value customers pay for and the cost of all activities

D. The share of total costs that the support activities make up in the chain overall

55. The executive assistant to a vice president emails HR asking for a list of all employees in the VP's division who are currently on performance improvement plans, saying it is for planning. What should HR do?

A. Send the list to the assistant but mark the email confidential and ask her to delete it.

B. Send the full list to the assistant, since she is acting on behalf of the vice president.

C. Refuse the request, since PIP status may never be shared with anyone outside of the HR department's own staff.

D. Confirm with the VP what decision the list will support and share only what that requires.

56. A covered employer is closing a site with 60 full-time and 25 part-time employees. The operations manager plans to send WARN notices only to the full-time staff, since part-time workers do not count toward the thresholds. What should HR advise?

A. Send notices only to the full-time employees, because part-time workers are excluded from WARN entirely

B. Send no notices at all, because without counting part-timers the closing is below the threshold

C. Send notices to the part-time employees only if they have worked at the site for over 6 months

D. Send notices to the part-time employees too, because affected part-timers are entitled to notice

57. A manufacturer holds talent review meetings in which plant managers present ratings for their supervisors and then discuss them as a group before the ratings are final. What is the main purpose of these calibration sessions?

A. To replace manager judgment with HR's own assessment of each supervisor's potential

B. To fit every unit's ratings to a fixed forced distribution set by senior leadership

C. To apply the same rating standards across managers and reduce individual rater bias

D. To let each manager defend ratings so that final scores match the ratings first proposed

58. A plant manager wants a workforce that takes ownership of quality and cost. She asks HR which approach is MOST likely to build a high-commitment workforce. What should HR recommend?

A. A new training program for workers while keeping current hiring and pay practices as is

B. Detailed work rules with close supervision and discipline for any quality defects found

C. Selective hiring, extensive training, team problem-solving and pay tied to plant results

D. A large one-time pay increase for all workers combined with stricter quality inspections

59. A receptionist tells HR that a delivery driver employed by a vendor has made sexual comments to her on several visits. What is the employer's obligation?

A. Document the report and act only if the driver's conduct is severe enough to create criminal liability.

B. Move the receptionist to a position away from the front desk until the vendor completes its review.

C. Refer the receptionist to the vendor's HR department, since the driver is not the employer's own employee or agent.

D. Take prompt corrective action within its control, such as asking the vendor to assign a different driver.

60. Employees at a nonunion company believe their benefits are weak and say a nearby union employer's plan is much better. HR's analysis shows the company's total benefits cost and value are comparable. What should HR do?

A. Give each employee a total rewards statement showing the full value of pay and benefits

B. Cut benefits that employees undervalue and redirect the savings into base pay

C. Promise to improve benefits for all employees if no organizing campaign occurs

D. Tell employees that a union plan would cost them more in dues than they would ever gain in benefits

61. An HR manager asks a high-performing engineer to serve as a mentor in a new program, explaining that the role will give her visibility with senior leaders and strengthen her case for promotion to team lead. Which of Yukl's tactics is the HR manager using?

A. Exchange

B. Apprising

C. Ingratiation

D. Inspirational appeal

62. In project management, what is a work breakdown structure (WBS)?

A. A matrix that assigns roles and decision rights to team members for each project activity

B. A document that formally authorizes the project and names its sponsor

C. A chart showing the sequence of tasks and their dependencies over time

D. A hierarchical breakdown of the project's total scope into smaller deliverables

63. An HR team is drafting the company's crisis communication plan. Which element should the plan include?

A. An instruction for each manager to write and send a separate message to the team during a crisis

B. A list of reporters who receive the first notice before employees are told

C. A rule that no employee messages go out until legal confirms all facts

D. Named spokespersons, current contact lists, and preapproved message templates

64. Under the 70-20-10 model of leadership development, about what share of development comes from on-the-job experience such as stretch assignments?

A. About 50 percent

B. About 20 percent

C. About 70 percent

D. About 10 percent

65. A CFO tells HR that any proposed HR technology investment must exceed the company's hurdle rate. What is a hurdle rate?

A. The largest budget increase allowed for a single project

B. The return a project earns when it reaches break-even

C. The minimum return a project must earn to be approved

D. The interest rate the company pays on its bank loans

66. A supervisor is about to place a customer service representative on a 60-day performance improvement plan for missing call-quality targets. HR is helping the supervisor prepare for the meeting. What is the BEST way to structure the meeting?

A. Tell the employee that termination is certain unless the employee can show clear improvement within the first week of the plan.

B. Focus on encouragement and keep the details general so the employee does not feel overwhelmed by the plan.

C. Hand the employee the written plan to read alone and schedule a follow-up meeting if questions come up.

D. Review the specific gaps, measurable goals, the timeline, available support and the consequences of not improving.

67. A company uses a structured interview guide with set questions and rating scales for a project coordinator role. HR learns that a hiring manager set the guide aside for one candidate he already knew and spent the interview chatting informally, while the other finalists got the full guide. What should HR do FIRST?

A. Hold the decision and arrange a structured interview with the guide for that candidate so all finalists are rated alike.

B. Accept the manager's rating, since he knows the candidate's past work far better than any structured interview could ever show.

C. Average the manager's informal impression with the scores the other panelists gave in their interviews.

D. Remove the candidate from consideration, since the informal interview has made her rating unusable.

68. A company's HR department has eight staff members and an annual budget of $1.2 million. The company has 800 employees. What is its HR expense per employee?

A. $150

B. $15,000

C. $1,500

D. $150,000

69. The CFO tells the HR director that HR is overstaffed because the company has 1.2 HR staff per 100 employees and a competitor has 0.8. The HR director knows that the competitor outsources payroll and benefits administration, while her team does both in-house. What is the BEST response?

A. Propose cutting HR staff to the competitor's level and then measure whether service quality drops

B. Recommend outsourcing payroll right away so the department's ratio lines up with the competitor's

C. Point out that HR ratios vary by industry and that benchmarks from a single competitor are not useful

D. Adjust the benchmark for scope by matching services and counting the cost of the outsourced work

70. A nonunion company's HR manager plans a single meeting where employees will share ideas for improving the cafeteria. Management will listen but will not respond to proposals or make decisions in the meeting. She asks whether this could create a labor organization under the NLRA. What is the BEST answer?

A. Probably not, but only if the employees attending are selected by management rather than volunteers

B. Yes, because any group that discusses workplace conditions with management is a labor organization

C. Probably not, since a one-time idea session with no back-and-forth is not dealing with the employer

D. Yes, unless the employees who attend sign a waiver stating that they do not want a union to form

71. An HR manager wants department heads to be genuinely committed to a new mentoring initiative, not just to go along with it. According to research by Yukl and colleagues, which set of tactics is MOST likely to produce commitment?

A. Pressure tactics, legitimating tactics, exchange tactics and coalition tactics

B. Rational persuasion, consultation, inspirational appeals and collaboration

C. Exchange tactics, apprising, coalition tactics and legitimating tactics

D. Ingratiation, personal appeals, pressure tactics and legitimating tactics

72. A day-shift employee asks for a modified work station as an ADA accommodation. Shortly after, his manager tells HR she plans to move him to the overnight shift, which employees widely see as undesirable. What should the HR manager do?

A. Approve the move but give the employee the requested work station, since that satisfies the company's ADA obligations.

B. Approve the move as long as the employee's pay rate stays the same, since a shift change without a pay cut is not an adverse action.

C. Ask for the business reason and stop the move unless a legitimate, documented reason exists that would apply to any employee.

D. Ask the employee whether he would accept the overnight shift in exchange for receiving the accommodation he requested.

73. An employee sues under the FMLA. Which statement BEST distinguishes an interference claim from a retaliation claim?

A. Interference concerns denying or restraining FMLA rights and needs no proof of intent; retaliation requires proof of a punitive motive.

B. Interference applies only to employees who were never granted leave, while retaliation applies only after the leave has been fully completed.

C. Interference requires proof that the employer acted in bad faith, while retaliation requires only a denial of leave.

D. Interference claims go to the Department of Labor, while retaliation claims must first be filed with the EEOC.

74. An HR audit at a 300-employee distributor finds an accounts payable clerk paid a salary and classified as exempt. She matches invoices to purchase orders and receiving reports, keys approved invoices into the accounting system and sends any mismatch to the controller. What should HR conclude?

A. She is likely misclassified, because routine bookkeeping that follows set procedures is not exempt work.

B. She is properly exempt, because accounting work is directly related to the employer's business operations.

C. She is properly exempt, because she handles confidential financial data that affects company records.

D. She is likely misclassified, because administrative exempt staff must supervise two or more employees.

75. A hospital faces a risk that employees will steal controlled drugs. After implementing background checks, badge-controlled medication rooms and dispensing audits, some level of theft risk still remains. What is this remaining risk called?

A. Residual risk

B. Inherent risk

C. Risk appetite

D. Risk capacity

76. Before annual performance ratings are released, HR notices that in one department 40% of employees in one demographic group received the lowest rating, compared with 10% of other employees. The department head has already approved the ratings. What should HR do BEFORE the ratings are released?

A. Adjust the group's ratings so the department's rating distribution matches the overall company pattern.

B. Release the ratings as approved and monitor the department for complaints in the coming months.

C. Review the ratings and supporting evidence with the department head to confirm they are job-related.

D. Tell legal counsel that the department head has discriminated and request an investigation.

77. Benefit costs are $1,500,000 this year and are expected to grow 7% in each of the next two years. What are projected benefit costs at the end of year two?

A. $1,717,350

B. $1,750,000

C. $1,710,000

D. $1,605,000

78. An HR generalist is reviewing an AI-drafted performance improvement plan for a low-performing employee. What is the MOST important check before the PIP is issued?

- **A.** That the goals, facts and deadlines are accurate, specific and consistent with documented issues
- **B.** That the wording matches the PIPs that were previously issued to other employees word for word
- **C.** That the AI tool's vendor has reviewed and approved the template the tool used to generate the document
- **D.** That the tone is warm enough that the employee will not view the plan as a formal warning

79. A restaurant group with 12 locations in one state is opening 8 more in a neighboring state. Local managers already complain that headquarters is slow to approve staffing and menu decisions. What structural change should HR recommend?

- **A.** Reorganize headquarters by function and route each request to the right one
- **B.** Add approval staff at headquarters so requests are processed faster
- **C.** Create regional units led by managers with authority for local decisions
- **D.** Make each location fully independent with its own HR and purchasing

80. A company is replacing separate vacation and sick leave with a single paid time off (PTO) bank. How does this change MOST affect how the company tracks unscheduled absences?

- **A.** The company gains more detail about illness patterns, since all absences are logged as PTO
- **B.** Unscheduled absences can no longer lead to discipline, since all accrued PTO time belongs to the employee alone
- **C.** Unscheduled absences can no longer occur, since all PTO time must be scheduled well in advance
- **D.** Employees no longer must give a reason, so policy must track unplanned use by its notice and timing

81. According to Hofstede's research, which incentive design is likely to fit BEST in a strongly collectivist culture?

- **A.** Individual commissions ranked against peer performance
- **B.** Forced-distribution ratings that reward top individuals
- **C.** Spot awards that publicly single out one star performer
- **D.** Team or group-based bonuses tied to shared unit results

82. A regional retailer plans to switch to a new timekeeping system on November 15 because lower vendor fees start that month. Store managers will be short-staffed and focused on holiday sales through early January. What should HR advise?

- **A.** Launch in November at the busiest stores first so problems surface under real conditions
- **B.** Move go-live to after the holiday peak and use the extra time for testing and training
- **C.** Proceed as planned and run the old and new systems side by side through December
- **D.** Proceed as planned and have corporate staff help stores clock employees during rollout

83. A newly promoted warehouse supervisor has 22 direct reports, half of whom were hired in the last three months. Two months in, she is behind on coaching, error rates are rising, and she says she has no time to observe new hires. What should the HR business partner recommend?

A. Delay coaching until the new hires reach full productivity first

B. Rebalance the team or add lead roles to share day-to-day coaching

C. Ask the supervisor to hold weekly group meetings with all 22 staff

D. Enroll the supervisor in a time-management workshop next quarter

84. To validate a new problem-solving test quickly, HR gives it to 150 current customer service agents and correlates their scores with their most recent performance ratings. Which validation method is this, and what is a key limitation?

A. Content validation; correlations with ratings show only whether the items sample job tasks.

B. Construct validation; it confirms the trait being measured but cannot predict job performance.

C. Predictive validation; scores cannot be compared with ratings until the new hires have worked for at least a full year.

D. Concurrent validation; current employees may differ from applicants in motivation and range of ability.

85. A plant gives every employee a pizza party for each month with zero recordable injuries. Since the program began, reported injuries have dropped sharply, but the nurse says workers are coming to her with untreated strains and cuts they never reported. What should the HR manager recommend?

A. Discipline the workers who failed to report injuries to restore program credibility.

B. Keep the program but send workers a written reminder that every injury, however minor, must be reported.

C. Add a larger quarterly prize to strengthen the effect of the monthly pizza party.

D. Replace the injury-free reward with incentives for safety activities such as hazard reports.

86. A small employer is considering a professional employer organization (PEO) that is certified by the IRS as a CPEO. What is the main significance of that certification for the client?

A. The CPEO takes on the client's liability for discrimination claims under Title VII and similar state laws

B. The client is relieved of all state and local payroll tax filing obligations

C. The IRS has confirmed that the CPEO's health plans satisfy all ACA requirements

D. The CPEO is solely liable for federal employment taxes on wages it pays worksite employees

87. A written warning states that on May 3 and May 10 the employee left her workstation unattended for over an hour without permission, cites the policy, and says she must get approval before leaving her area. Which essential element is missing?

A. A clear statement of the expected behavior going forward and the policy involved.

B. A statement of the consequences if the conduct happens again, such as further discipline.

C. A summary of the employee's past performance reviews and her total length of service with the company.

D. A description of the specific conduct and the dates on which the conduct took place.

88. HR is organizing focus groups to learn how employees experience a new scheduling system. The company has hourly and salaried staff across three shifts and two sites, and some employees use the mobile app while others use kiosks. How should HR choose participants?

A. Deliberately select employees across shifts, sites, roles and access methods.

B. Randomly select employees from the full roster so every person has an equal chance.

C. Ask each site manager to nominate the employees who best understand the system.

D. Invite the employees who submitted the most help-desk tickets about the system.

89. Under the federal WARN Act, which event is a plant closing?

A. Shutting down a single site that causes employment losses for 50 or more full-time workers within 30 days

B. Shutting down a single site that causes employment losses for 25 or more full-time workers within 30 days

C. Laying off 33% of a site's workforce, regardless of headcount, during any 90-day period

D. Shutting down any site of an employer with 100 or more employees, regardless of how many lose jobs

90. A sales rep who was terminated last month demands commission on a large deal that closed two weeks after his last day. He did most of the work on the deal before leaving. What should HR do FIRST?

A. Review the commission plan's terms on when commission is earned and paid after separation.

B. Deny the commission, since employees cannot earn incentive pay after their employment ends.

C. Split the commission between the rep and the account's new owner as a reasonable compromise for both sides.

D. Pay the full commission, since the rep did most of the work that led to the closed deal.

91. Six months after being fired, a former employee turned down an unconditional offer of a substantially equivalent job at another company. She later wins her Title VII discharge claim. How does refusing the offer generally affect her back pay?

A. Back pay is barred entirely, since she failed to mitigate damages

B. Back pay is unaffected, since she had no duty to accept other work

C. Back pay is generally cut off as of the date she refused the job

D. Back pay is reduced only if her old employer had offered the job

92. Which characteristic BEST defines a self-managed work team?

A. Members collectively plan, schedule and control their own work with little direct supervision.

B. A supervisor assigns daily tasks to members while the team handles its own scheduling details.

C. Members work independently on separate goals and report their progress to a shared supervisor.

D. The team is formed temporarily to solve one problem and then disbands when the work is done.

93. An employee sprains his ankle at a Saturday house-building event that the company organized and promoted as part of its community program. He asks HR whether the company will cover his medical bills. What should HR do?

A. Tell him the injury is not work-related because the event was held on a weekend and was unpaid

B. Refer him to the nonprofit's liability insurer, since the injury happened at the nonprofit's construction site

C. Pay his medical bills directly from the program budget so that no workers' comp claim is filed

D. Make sure he gets care, and report the injury to the workers' compensation carrier to decide coverage

94. Before rolling out a new performance management process, HR asks each manager to sign a public pledge stating that he or she will hold quarterly check-ins with every direct report. Which of Cialdini's principles of influence is HR MOST directly using?

A. Reciprocity

B. Scarcity

C. Consistency

D. Social proof

95. A company pays an employee a $1,000 bonus for referring a candidate who is hired. How should the bonus be treated for tax purposes?

A. As a de minimis fringe benefit excluded from the employee's income

B. As a nontaxable gift because it is paid for help with recruiting

C. As taxable wages only if the referred employee stays more than 90 days

D. As taxable wages subject to income tax withholding and payroll taxes

96. During open enrollment, an employee with a chronic condition asks the benefits specialist whether she should choose the HMO or the PPO. What is the BEST response?

A. Recommend the PPO, since employees with chronic conditions usually do better with broad provider networks and no referral requirements.

B. Recommend the HMO, since it has lower premiums and copays for the ongoing care she will need.

C. Decline to discuss the plans and refer her to the insurer's member services line instead.

D. Explain the plans' networks, referral rules and costs, and help her model costs using her own usage.

97. In negotiations, the employer proposes that if the parties cannot agree on wages in the next contract, an arbitrator will set them in a binding decision. How is this proposal classified?

A. A permissive subject, so the employer may propose it but may not insist on it to impasse.

B. A mandatory subject, because grievance arbitration clauses are mandatory subjects.

C. A mandatory subject, so the employer may insist on it to impasse just like any other wage proposal.

D. An illegal subject, so the employer may not even raise it during negotiations at all.

98. A cargo handler injured his back and can no longer lift. He asks to be reassigned to a mailroom job, but under the company's long-standing, consistently applied seniority system a more senior employee is entitled to bid for it. What is the BEST analysis?

A. The seniority rule prevails only if it is part of a collective bargaining agreement

B. The reassignment ordinarily prevails, since the ADA overrides seniority systems

C. The employer must hold the job open until the senior worker waives the bid

D. The seniority rule ordinarily prevails unless special circumstances undermine it

99. Which of the following is NOT one of the four perspectives in Kaplan and Norton's balanced scorecard?

A. Competitor

B. Internal business process

C. Customer

D. Financial

100. A retail company's customer care team wants to use appreciative inquiry and has proposed the topic "Reducing customer complaints." HR is asked to help reframe it. Which topic is BEST?

A. Identifying the root causes behind the recent rise in customer complaints

B. Cutting the number of customer complaints in half by year-end

C. Understanding why customers become dissatisfied with our service

D. Creating exceptional customer experiences that keep people coming back

101. Why do effective ethics programs recognize and reward ethical conduct instead of only disciplining misconduct?

A. Recognition shows what good conduct looks like and signals that the company values how results are achieved.

B. Federal sentencing guidelines require that ethical conduct be rewarded with a bonus, pay increase or promotion.

C. Recognition is mainly used to identify employees who will later be appointed to the ethics committee.

D. Recognition allows the company to reduce discipline, since rewards remove the need for consequences.

102. A recruiting team ran a three-month pilot of an AI screening tool and tracked 12 metrics. Its summary for leadership reports only the four metrics that improved, such as time to screen, and leaves out the rest. What is the HR analyst's BEST response?

A. Recommend extending the pilot for three more months so the four improved metrics can be confirmed.

B. Ask the vendor to validate the four improved metrics independently before the summary is presented.

C. Note that reporting only favorable metrics biases the result, and ask for all tracked measures.

D. Suggest adding recruiter testimonials to the summary to strengthen the case for the four metrics.

103. An HR analyst finds that remote employees received lower performance ratings than in-office peers, even though their output metrics were about the same. What is the BEST action for HR?

A. Require remote employees to come into the office at least two days per week
B. Note the finding and wait for at least one more review cycle to confirm the pattern holds
C. Share the data with managers and add bias training and evidence-based calibration
D. Raise all remote employees' ratings by the average gap found in the analysis

104. A company's overall engagement score is 6 points below the external industry benchmark provided by its survey vendor. Which interpretation is MOST appropriate?

A. Conclude that engagement is in crisis and launch company-wide action now
B. Disregard it, since external norms never reflect any one company's unique culture
C. Treat the gap as context and weigh it with internal trends and driver data
D. Make closing the full gap within one year the top HR goal for the year

105. HR is preparing to defend a discharge at arbitration next month. The termination letter cites the employee's two prior written warnings as part of the progressive discipline record. The contract states that warnings are removed from consideration after 12 months. What should HR do as part of preparation?

A. Confirm the dates and documentation of the prior warnings to verify they are still active under the contract.
B. Rely on the warnings as cited, since the arbitrator will consider the employee's full work history anyway.
C. Ask the supervisor to prepare new written statements about the prior warnings that strengthen their details.
D. Add any other past performance concerns to the file now, so the arbitrator sees the employee's entire record.

106. A company's survey policy reports team results only when at least five employees respond. A manager whose team has four members, all of whom responded, demands to see his team's results separately so he can build an action plan. What is the BEST response from HR?

A. Explain the threshold and give him results for the larger group that includes his team
B. Give him his team's scores but remove all of the written comments to protect identities
C. Release his team's results, because he is accountable for acting on the feedback
D. Tell him no results are available to him, because his team is below the threshold

107. Which employee is covered under the ADA's "record of" disability prong?

A. One whose spouse is receiving ongoing treatment for an advanced, life-threatening cancer
B. One who currently needs an accommodation for an active, limiting impairment
C. One whose manager mistakenly believes that she has a serious heart condition
D. One with a history of cancer that limited normal cell growth, now in remission

108. A recruiting manager added a pre-hire assessment for customer service roles a year ago and wants to prove to leaders that it improved hiring. What is the BEST measure for HR to track?

A. Change in time to fill for customer service roles since the assessment was added

B. Candidate satisfaction scores for the new assessment step in the hiring process

C. Number of applicants who completed the assessment over the course of the past year

D. First-year performance and retention of hires made with and without the assessment

109. At a manufacturing plant, production supervisors are salaried and exempt. Because hourly operators work heavy overtime, several operators earned more last year than the supervisors who lead them, and two supervisors have asked to return to operator roles. What is the BEST initial response from HR?

A. Give each supervisor a one-time raise equal to the highest-earning operator's overtime last year.

B. Reclassify the supervisors as nonexempt so that they also earn overtime pay for their extra hours.

C. Analyze total pay for both groups, including overtime, and benchmark the supervisor range against market.

D. Cap operator overtime hours so that their annual earnings stay below the supervisors' base salaries going forward.

110. A company tracks how many days it takes newly hired sales representatives to consistently meet the full quota standard for their role. Which metric is the company tracking?

A. Onboarding completion rate

B. Time to productivity

C. Time to hire

D. Time to fill

111. An HR project manager is gathering requirements for a new learning management system. The head of operations insists it must support offline mobile access, while the head of finance wants only the features needed for compliance tracking to hold down cost. The project charter does not address this. What is the BEST step for the project manager to take?

A. Ask the LMS vendor to recommend which features matter most based on its other clients' experience.

B. Include both sets of requirements in the specification so neither department leader feels left out of the project.

C. Adopt the finance head's narrower list because cost control is the safest basis for a new system.

D. Facilitate a session where both heads tie their needs to project objectives and the sponsor sets priorities.

112. Two analysts with equal qualifications were hired for the same role a month apart. The male hire negotiated a starting salary $6,000 higher than the female hire, who accepted the first offer. The hiring manager says the difference is fair because he simply negotiated better. What is the BEST response from HR?

A. Review her pay against job-related placement criteria, adjust if unsupported, and set structured offer guidelines.

B. Accept the difference, since negotiation skill is always a legitimate factor other than sex under the Equal Pay Act.

C. Ban all salary negotiation going forward so that every new hire in the role receives the same fixed rate.

D. Lower the male analyst's salary to match hers, since the Equal Pay Act requires both rates to be equal.

113. During a midyear check-in, an HR business partner learns that a customer service specialist has 12 annual goals and is behind on all of them. The manager says each goal reflects something important. What should the HR business partner advise?

A. Extend the deadlines on all 12 goals to next year so the employee has time to complete them

B. Keep all 12 goals but add biweekly check-ins so the manager can track progress on each one

C. Narrow the list to a few priority goals tied to team objectives and handle other duties as routine work

D. Assign each of the 12 goals a percentage weight so the employee can see which ones matter more than the others

114. At a meeting held before a union election, a company vice president tells employees that if they vote against the union, the company will add a dental plan next year. What is the MOST accurate assessment?

A. It is an unlawful promise of benefits meant to influence the vote

B. It is lawful because the dental plan would apply to every employee

C. It is unlawful only if the company fails to add the dental plan

D. It is lawful because the VP described a benefit rather than a threat

115. On a 12-person safety committee, three members do nearly all the work while the others attend meetings but rarely contribute. The chair asks HR how to fix the imbalance. What is the BEST remedy?

A. Assign specific tasks with named owners and report each member's progress at every meeting.

B. Reward the three active members publicly in hopes of motivating the others to do more.

C. Let the three active members finish the work and remove the others from the committee.

D. Have the chair remind all members at each meeting that everyone on the committee needs to contribute more.

116. After the Supreme Court's 2024 decision in Murray v. UBS Securities, which element does an employee alleging retaliation under the Sarbanes-Oxley Act NOT have to prove?

A. That the protected activity contributed to that action

B. That the employee engaged in activity protected by SOX

C. That the employer acted with retaliatory intent or animus

D. That the employee suffered an unfavorable personnel action

117. A retailer must hire 800 seasonal workers within six weeks. The talent acquisition manager wants to know early whether the company is on track. What is the BEST approach?

A. Track daily applicant flow and stage yields against the hiring plan.

B. Review time-to-fill and quality of hire after the season has ended.

C. Measure cost-per-hire each week against last year's seasonal results.

D. Report total hires to date in a monthly update to the leadership team.

118. A company launched an internal wiki for sharing best practices, but a year later few employees contribute to it. What is the MOST common reason for this kind of failure?

A. The wiki platform lacks advanced search, tagging and artificial intelligence features

B. Employees lack time, incentives and leader role models for sharing what they know

C. Employees were not given formal certification training on using the wiki tool

D. The wiki was opened to all employees instead of a small group of senior experts

119. An HR generalist reviews four leave requests. Which one is NOT for an FMLA-qualifying family member (assuming no in loco parentis relationship)?

A. Caring for a grandmother recovering from a stroke

B. Caring for a spouse undergoing chemotherapy

C. Caring for a father hospitalized overnight with severe pneumonia

D. Caring for a 9-year-old son with a broken leg

120. An HR manager is using the GROW model to coach a supervisor. After clarifying the supervisor's goal and current situation, she asks, "What are some different ways you could approach this, and what are the pros and cons of each?" Which step of the model is she in?

A. Will

B. Options

C. Reality

D. Goal

121. An HR manager is reviewing a draft summary plan description (SPD) for the company's health plan. Under ERISA regulations, what standard must the SPD's language meet?

A. It must be written in a way calculated to be understood by the average plan participant.

B. It must be reviewed and approved by the Department of Labor before it is given to participants.

C. It must be written at or below an eighth-grade reading level under a standard readability score.

D. It must use the exact legal language of the plan document so that the two documents never conflict.

122. A company wants its performance reviews to reflect how employees achieve their goals, not only what they achieve. What is the BEST way to design this element?

A. Add an optional comment box where managers may note any ethical concerns they have about employees.

B. Add a rated values-and-behaviors section with observable examples that affects the overall rating.

C. Ask each employee to rate his or her own integrity, and use that score directly in the final rating.

D. Use the number of code violations on record as the only measure of how employees achieve goals.

123. An audit shows that a company's top sales performer submitted personal meals as business expenses, violating the code of conduct. The sales director tells HR the code shouldn't apply the same way to someone who brings in so much revenue. What should HR do?

A. Ask the employee to repay the expenses and treat the matter as closed without any documentation.

B. Apply the same consequences that other employees have received for similar expense violations.

C. Defer the decision to the sales director, since he is responsible for managing his own employees.

D. Handle it with a private verbal reminder, since the employee's results justify more flexibility.

124. An HR team launches a searchable policy knowledge base as its Tier 0 self-service channel. Which practice is MOST important to keep the knowledge base effective over time?

A. Writing articles as brief summaries so they rarely need to be updated

B. Assigning each article a content owner and a scheduled review date

C. Adding as many articles as possible during the first month after launch

D. Linking each article to the full employee handbook instead of answering

125. Which pairing of assistive technology and user is correct?

A. Screen reader for a low-vision user, screen magnifier for a blind user, and speech recognition for a user who is deaf

B. Screen reader for a blind user, screen magnifier for a low-vision user, and speech recognition for a user with limited hand use

C. Screen reader for a deaf user, screen magnifier for a low-vision user, and speech recognition for a user who is blind

D. Screen reader for a user with limited hand use, screen magnifier for a blind user, and speech recognition for a low-vision user

126. Why do communication experts recommend repeating a key message several times through different channels?

A. Repetition raises the chance that people notice and remember it

B. Repetition across channels is needed to create a legal record

C. Repetition lets senders shorten each message to one or two sentences

D. Repetition lets each channel carry a slightly different message

127. An HR team validates a new test by giving it to current employees and correlating their scores with their recent performance ratings. Why might this concurrent study underestimate the test's true validity for applicants?

A. Performance ratings for current employees are always more accurate than those collected for new hires.

B. Current employees have already seen the test items, so their scores reflect memory instead of ability.

C. Current employees were already screened and low performers have left, narrowing the range of scores.

D. Current employees tend to try harder on tests than applicants do, which inflates their test scores.

128. When must a new employee complete Section 1 of Form I-9?

A. Within 3 business days after the first day of employment

B. Before the employer extends a written offer of employment

C. Within 30 days after the first day of employment

D. No later than the first day of employment

129. Under the Miles and Snow typology, an organization following a defender strategy would MOST likely emphasize which HR approach?

A. Buying experienced talent externally for broad, flexible roles

B. Building talent internally for stable, efficiency-focused jobs

C. Using project teams that are formed and dissolved quickly

D. Mixing internal development with selective outside hiring

130. An employer is setting up an individualized review of applicants' criminal records based on Green v. Missouri Pacific Railroad. Which three factors should guide the assessment?

A. The nature and gravity of the offense, the applicant's age at the time, and the sentence received

B. The number of arrests, the time that has passed, and the views of the hiring manager

C. The jurisdiction of the conviction, the sentence received, and whether the job is full time

D. The nature and gravity of the offense, the time that has passed, and the nature of the job

131. A nonunion employee lost a claim in binding arbitration under the company's arbitration agreement and asks HR whether he can appeal the arbitrator's decision to a court. What is the BEST explanation for HR to give?

A. He may appeal within 30 days to the EEOC, which reviews arbitration awards for legal and procedural errors.

B. Courts can vacate an award only on narrow grounds such as fraud, arbitrator bias, or the arbitrator exceeding authority.

C. Courts can review the award fully and overturn it if the arbitrator made any error in applying the governing law to the facts.

D. He may request a second arbitrator, who rehears the case from the beginning and issues a new final decision.

132. Under a balance-sheet policy, an expatriate's home-country spendable income for goods and services is $60,000 a year. The host-location cost index is 125, with the home location equal to 100. What is the annual goods-and-services allowance?

A. $75,000
B. $15,000
C. $12,000
D. $48,000

133. A customer service director asks HR how generative AI tools will affect next year's hiring plan for a 200-person contact center. What should the HR manager do FIRST?

A. Survey peer companies about how many service jobs they plan to cut due to AI
B. Analyze the tasks in each affected role to see which ones AI could change or remove
C. Freeze all hiring for customer service roles until the effect of AI on the contact center becomes clearer
D. Train all current service staff on AI tools before making any hiring decisions

134. A patient in a hospital emergency department becomes agitated and assaults the nurse treating him. Under the commonly used typology of workplace violence, how is this incident classified?

A. Type III, worker-on-worker violence
B. Type IV, personal relationship violence
C. Type II, customer or client violence
D. Type I, criminal intent violence

135. A company's voluntary wellness program, run by an outside vendor, collects health-risk assessments and biometric screenings. Under the ADA's confidentiality rules for wellness programs, what information may the vendor give the employer?

A. Only data on participants who scored in the highest-risk group, so they can be helped
B. Individual results, provided that the employer keeps them in separate medical files
C. Individual results for participants who are enrolled in the employer's health plan
D. Only aggregate data that does not reasonably identify any individual participant

136. A semiconductor maker produces identical chips in a few centralized plants and sells the same products to customers worldwide, with almost no adaptation by country. Which international strategy does this describe?

A. Multidomestic strategy
B. Global strategy
C. Regional strategy
D. Transnational strategy

137. In a training session using the iceberg model of culture, which element would the facilitator place BELOW the waterline?

A. Beliefs about how much deference is owed to elders
B. The national and religious holidays that appear on the official calendar
C. The foods typically served at family celebrations
D. The style of dress worn to the office each day

138. A CFO asks HR for one leading indicator that would warn the leadership team that the company is at risk of losing engineers in critical roles. Which metric should HR propose?

A. Annual voluntary turnover rate among critical engineers

B. Intent-to-stay survey score trend for critical engineers

C. Average time needed to fill critical engineering vacancies

D. Themes cited in exit interviews with departing engineers

139. An employee says her manager touched her inappropriately in his office with no one else present. The manager denies it, and there are no witnesses or recordings. How should the investigator approach the credibility determination?

A. Close the case as unsubstantiated, since there are no witnesses to it

B. Ask both parties to take a polygraph test before reaching a decision

C. Credit the manager, since his account is backed by his clean record

D. Weigh plausibility, consistency, motive and any corroborating details

140. The recruiting team wants to A/B test outreach emails to passive candidates. The new version would change the subject line, the sender and the message length all at once. What is HR's BEST advice?

A. Change all three elements but send the new version only to the most qualified candidates

B. Change all three elements together, since that is the fastest way to find a better version

C. Send the new version to all candidates and compare the response rate against last year's

D. Change one element at a time so any difference in response can be traced to that element

141. What is the core difference between the role of a facilitator and the role of a participant in a group session?

A. The facilitator records the discussion, while participants decide how the session will run.

B. The facilitator makes the final decision, while participants give advice and input to it.

C. The facilitator guides the process, while participants supply the content and decisions.

D. The facilitator supplies expertise on the topic, while participants follow the agenda set.

142. A 400-employee regional credit union is choosing a peer group for benchmarking pay for its branch and operations roles. Which set of criteria BEST identifies appropriate comparators?

A. Any local employers that are willing to share data, regardless of their industry or size

B. Similar industry, organization size and geographic labor market for the jobs being compared

C. The largest employers in the financial services industry nationwide, regardless of location

D. Organizations that the leadership team admires most and would like the company to emulate

143. In Meritor Savings Bank v. Vinson, the employer argued that the employee's sexual relationship with her supervisor was voluntary. How did the Supreme Court frame the key question?

A. Whether the conduct was unwelcome, not whether her participation was voluntary

B. Whether a reasonable woman in her position would have refused the supervisor's advances

C. Whether she reported the conduct promptly through the bank's procedure

D. Whether she lost pay, a promotion or some other economic benefit

144. HR's onboarding data shows that a third of new hires start without a working laptop. The root cause is a slow IT procurement process that HR does not manage. What should HR do?

A. Buy laptops through HR's own budget so new hires are no longer affected by delays.

B. Report the problem to the CEO, since IT owns the process and HR cannot fix it.

C. Share the data with IT leaders and work with them to fix the procurement handoff.

D. Tell hiring managers to push back start dates until IT confirms laptops are ready.

145. A compensation analyst is designing a new grade structure for 140 benchmarked jobs. Which set of factors should MOST directly determine how many pay grades the structure needs?

A. The labor market's median pay, the company's pay mix, and the variable pay targets for each level

B. The number of distinct evaluated job levels, the planned range spread, and how often promotions should occur

C. The number of job families, the payroll system's field limits, and the current headcount in each job

D. The number of departments, the size of the annual merit budget, and the number of managers in each business unit

146. A company launched detailed training on a new project-management tool before most employees understood or accepted why the tool was being introduced. Attendance was poor and little was retained. According to the ADKAR model, what BEST explains this result?

A. Training works best once employees have already mastered the new tool

B. Ability must be developed on the job before formal training can transfer

C. Knowledge builds poorly until employees have the Desire to change

D. Reinforcement should be planned first so that employees see the rewards

147. On her first day, a new hire presents an unexpired state driver's license and an unrestricted Social Security card for Form I-9. An HR assistant tells her she must bring a U.S. passport instead. What should the HR manager do?

A. Accept the two documents if they appear genuine, and remind the assistant that employees choose which to present.

B. Support the assistant, since a U.S. passport is the single best proof of both identity and work authorization on its own.

C. Accept the two documents for now, but ask the new hire to bring her passport within three business days.

D. Accept the two documents only if she also provides a birth certificate to confirm her U.S. citizenship.

148. A company must notify 40 employees that their positions are being eliminated. What timing is generally recommended for the notification meetings?

A. Friday afternoon, so employees have the weekend to recover

B. Early in the week, and not right before a holiday

C. The day before a holiday, so the office is quieter

D. Late on any day, after most coworkers have gone home

149. Recruiters at a 900-employee company export new-hire details from the applicant tracking system, and HR assistants then key them into the HRIS. Several new hires this quarter had misspelled names and incorrect pay rates on their first paychecks. What should the HR manager recommend?

A. Require each new hire to review and correct their personal data on the first day of work

B. Have a second HR assistant double-check every record that is keyed in by hand from the ATS

C. Integrate the ATS with the HRIS so hire data passes automatically into the employee record

D. Move the data-entry task from HR assistants to the payroll team, which owns pay accuracy

150. Two finalists for a supervisor role scored nearly identically on a structured interview and work sample. The hiring manager wants to choose the one who seems a better culture fit, based on his gut feeling. What is the BEST guidance from HR?

A. Have the two finalists interview again with the same panel and questions

B. Let the manager decide, since he will be supervising the person hired

C. Define job-related criteria in advance and use them to break the tie

D. Pick the finalist whose background most resembles the current team

151. A hospital's three-day general orientation for nurses includes basic clinical modules. Experienced nurses hired from other hospitals say these modules repeat what they already know and complain that they are bored. What is the BEST adjustment?

A. Let experienced nurses test out of basic clinical modules but keep the hospital-specific ones

B. Shorten each clinical module for everyone so that the orientation takes less time overall

C. Remove the basic clinical modules from orientation for all nurses, including new graduates

D. Ask the experienced nurses to help teach the basic clinical modules to the new graduate nurses

152. In a reduction in force, 112 of 160 employees aged 40 and older were retained, compared with 216 of 240 employees under 40. Using retention rates, what does an adverse impact analysis show?

A. A ratio of about 0.78, but adverse impact analysis applies to hiring decisions, not to layoffs

B. A ratio of about 1.29, which shows that the under-40 group was disadvantaged by the reduction

C. A ratio of about 0.78, which suggests possible adverse impact against workers 40 and older

D. A ratio of about 0.52, comparing the number of employees retained in each age group directly

153. Recruiters notice that some strong candidates' resumes show up in the ATS with missing job histories or skills in the wrong fields. The resumes used tables, graphics and two-column layouts. What explains this problem, and what should recruiters do?

A. The candidates entered false data, so recruiters should remove these resumes from the pool

B. Parsing software misreads complex formatting, so recruiters should check the original resume

C. The ATS lacks storage space, so recruiters should ask IT to increase the database capacity

D. The ATS rejects resumes from weaker candidates, so recruiters should trust the parsed results

154. The EEOC notifies a company that it plans an on-site visit to tour the facility and interview two managers about a pending charge. The managers are nervous and ask HR what to say. What should HR do?

A. Coordinate with counsel, gather requested records, and tell the managers to answer truthfully.

B. Tell the managers they may decline to be interviewed, since EEOC on-site visits are voluntary.

C. Ask the EEOC to conduct the managers' interviews in writing so their words can be reviewed first.

D. Coach the managers on a shared account of events so their answers line up during the interviews.

155. A retailer's handbook states that employment is at will and that the first 90 days are an introductory period during which employees may be released without following the progressive discipline steps. A cashier hired 45 days ago has had three documented cash drawer shortages despite retraining. The store manager asks whether she must first go through verbal and written warnings. What should HR advise?

A. Extend her introductory period by 90 days so the manager can collect more evidence.

B. She must receive each progressive step first, since every employee is entitled to them.

C. Progressive steps are not required here; release her with the shortages documented.

D. Move her to stocking until the 90 days end, then begin the progressive discipline steps.

156. A shift worker tells her supervisor that a team lead has been touching her and making sexual comments, but begs him not to tell HR because she fears gossip. What should the supervisor do?

A. Tell her he will report it only if she agrees to file a formal written complaint with HR herself.

B. Move the team lead to another shift without telling HR, so the problem stops without gossip.

C. Respect her request, document their talk in his own private files, and check back with her in about two weeks.

D. Tell her he must report it, explain that confidentiality will be kept as far as possible, and notify HR.

157. During a stay interview, an employee says a raise would make him much more likely to stay. The manager cannot approve pay changes without compensation review. What is the manager's BEST response?

A. Make no promise, explain the pay process, and commit to follow up by a set date

B. Explain that pay is outside the scope of a stay interview and change the topic

C. Refer the employee to HR to negotiate his pay directly with the compensation team

D. Promise a raise at the next review cycle to keep the employee engaged for now

158. A manager comes to HR frustrated about constant clashes with her director, who she says changes priorities without notice. What should HR do FIRST?

A. Recommend that she request a transfer to another department

B. Advise her to file a formal complaint about the director

C. Meet with the director to share the manager's concerns

D. Ask questions to help her see the pattern and her options

159. During a strike, an employee sends the union a written letter resigning her membership and returns to work the next day. The union then notifies her that it will fine her for crossing the picket line. The employee asks HR whether the union can do this. What is the BEST answer?

A. Yes, because a resignation during a strike takes effect only after the strike and the contract end.

B. No, a union may not fine a person for conduct after she has validly resigned her membership.

C. Yes, a union may fine any unit member who crosses the line during a strike the union lawfully called.

D. No, because a union may fine members only for misconduct that also violates the labor contract.

160. A pregnant employee has ordinary morning sickness. It is not severe enough to be an ADA disability, but it makes it hard for her to arrive by 7:30 a.m. She asks to start at 9:00 a.m. for the next few weeks. Does the PWFA require the employer to consider accommodating her?

A. No, the PWFA requires accommodation only for limitations that last six months or more.

B. No, the PWFA covers only pregnancy complications that also qualify as ADA disabilities.

C. Yes, but only after she has used all of her available sick leave and vacation time first.

D. Yes, the PWFA covers known pregnancy limitations even when they are not disabilities.

161. A company's monthly voluntary and involuntary turnover report shows the rate jumping from its usual 1% to 4% in March. An executive asks HR whether this signals a retention crisis. What should HR check FIRST?

A. Whether the spike continues in April before deciding whether any further analysis is needed

B. Whether competitors in the same labor market saw a similar jump in turnover during March

C. Whether the March exit interview comments mention pay or management as reasons for leaving

D. Whether a known event, such as a planned facility closure, explains the March separations

162. An analyst builds a model to predict whether employees will leave within a year, using each employee's pay ratio to market, commute distance and manager rating. In this model, which is the dependent variable?

A. The rating each employee gives the manager

B. Whether each employee leaves within a year

C. Each employee's daily commute distance

D. Each employee's pay ratio to market rates

163. HR is designing a sales incentive plan for a subsidiary in a country that scores low on Hofstede's masculinity dimension, where employees value cooperation and quality of life. Which design would BEST fit the culture?

A. Team-based rewards tied to shared goals, with options such as added time off

B. Individual commissions with a public leaderboard that ranks every salesperson

C. Individual bonuses paid only to those who exceed quota by the largest margin

D. A winner-take-all contest that awards one large prize to the top salesperson

164. An employee challenging her termination argues that the employer's stated reason is pretext. What does this mean?

A. The employer had both lawful and unlawful reasons for the termination.

B. The stated reason is not the true reason and is covering an unlawful motive.

C. The employer failed to follow its own written progressive discipline steps before firing her.

D. The stated reason is true, but discipline should have been less severe.

165. In the same plant, one supervisor gave a written warning and another gave a three-day suspension for the same first-time violation: removing a machine guard. Both employees had clean records. HR learns of the gap when the suspended employee complains. What should HR do?

A. Review both cases, set one standard with both supervisors, and adjust as needed.

B. Uphold both actions, since each supervisor used judgment within the policy.

C. Let the suspended employee file a grievance and allow that process to decide.

D. Reduce both to verbal coaching so that neither employee feels singled out or treated unfairly.

166. An HR manager and a finance manager disagree over the format of a quarterly headcount report. The finance manager cares strongly about the format, while the HR manager has little stake in it and wants goodwill for a larger budget discussion next month. According to the Thomas-Kilmann model, which mode is MOST appropriate for the HR manager?

A. Compromising

B. Collaborating

C. Accommodating

D. Avoiding

167. Employees in a company's Asia-Pacific office say the U.S.-based HR hotline closes before their workday begins, so even simple questions wait a full day. The volume of their requests is steady and growing. What is the BEST operational fix?

A. Extend coverage to their hours through regional staff or follow-the-sun routing

B. Ask Asia-Pacific employees to call during U.S. hours using flexible or shifted work schedules

C. Direct Asia-Pacific employees to send their HR questions to local managers

D. Publish more FAQ articles and keep the current hotline hours as they are

168. An HR manager organizes a presentation using Monroe's motivated sequence. After gaining attention and establishing the need, which step comes NEXT?

A. Action: ask the audience to take a specific next step

B. Visualization: describe the future with the solution in place

C. Satisfaction: present the proposed solution to the need

D. Summary: restate the main points of the presentation

169. A retailer plans to use a text-based AI assistant to pre-screen 5,000 seasonal applicants for availability and basic eligibility. What should the recruiter prioritize when designing the process?

A. Have the assistant ask open-ended personal questions so it can learn more about each applicant's background.

B. Keep the process fully automated with no human contact so it treats every applicant alike.

C. Have the assistant reject applicants automatically if they do not reply within a single hour.

D. Ask only job-related questions, offer a way to reach a person, and provide accommodations on request.

170. What is the key difference between informational picketing and recognitional picketing?

A. Informational picketing is done by members; recognitional is done by outside union organizers

B. Informational picketing tells the public about an employer; recognitional seeks to make it bargain

C. Informational picketing occurs before a strike begins; recognitional picketing occurs only during one

D. Informational picketing is lawful; recognitional picketing is unlawful in every circumstance

171. An employee earns $63,000 in a salary range with a midpoint of $70,000. What is the employee's compa-ratio, and what does it indicate?

A. 0.10, meaning the employee is 10% of the way into the salary range.

B. 0.90, meaning the employee is paid at the 90th percentile of the range.

C. 0.90, meaning the employee is paid 10% below the range midpoint.

D. 1.11, meaning the employee is paid 11% above the range midpoint.

172. Which on-call arrangement MUST be counted as hours worked?

A. A nurse free to go out who must be reachable by phone if she is needed

B. A mechanic required to stay at the shop waiting for repair jobs

C. An engineer on a call rotation who may decline a call if not available

D. A technician at home with a phone who must answer calls within an hour

173. What MOST distinguishes a balanced HR scorecard from an operational HR dashboard?

A. It presents metrics visually through charts, gauges and graphs.

B. It measures results against set targets tied to strategic goals.

C. It tracks a larger number of detailed transactional and operational metrics.

D. It shows real-time data refreshed continuously from the HRIS.

174. Warehouse workers at a distribution center rarely report near misses. In focus groups, they tell HR they fear being blamed or disciplined for anything they report. What should HR recommend to increase reporting?

A. Adopt a non-punitive reporting process and share the fixes that result

B. Discipline workers who are found to have failed to report a near miss

C. Have supervisors investigate each near miss to identify who was at fault

D. Award a quarterly bonus to the teams that report the fewest near misses

175. An HR business partner owns a small personal stake in an HR-technology startup. She has just been named to the team evaluating that startup and two competitors for a new onboarding platform. What should she do?

A. Sell her shares quietly and continue on the evaluation team without disclosure.

B. Disclose the investment and step off the evaluation team for this selection.

C. Stay on the team, since her stake is small and the startup is privately held.

D. Stay on the team but disclose her stake only if the startup becomes a finalist.

176. A supervisor asks the HR generalist to quietly keep an eye on one of his employees, saying he just does not like her attitude and wants something on file. He cannot point to any specific performance or conduct issue. What is the BEST response?

A. Decline the informal monitoring and ask him to identify specific job-related concerns to address directly.

B. Suggest he start documenting her attitude in a personal file until there is enough for discipline.

C. Agree to observe her informally for a few weeks and report back to him only if a real performance problem appears.

D. Inform the employee that her supervisor has concerns so she can improve before any action occurs.

177. Company policy allows employees to attend up to two hours of ERG meetings per month during work time with reasonable notice. A supervisor has refused an employee's requests for three months in a row, saying ERG activity is "not real work." What should HR do?

A. Approve the employee's attendance directly and tell the supervisor that the decision is not negotiable.

B. Meet with the supervisor to explain the policy and agree on a way to cover the work during meetings.

C. Ask the ERG to move its meetings to after hours so that supervisors no longer need to approve time off.

D. Tell the employee to attend ERG meetings on breaks or after hours to avoid conflict with the supervisor.

178. An employer withdraws a job offer because it believes the applicant has a sprained ankle expected to heal within three weeks. Can the applicant bring a "regarded as" disability claim?

A. Likely not, since regarded-as covers only impairments lasting twelve months

B. Likely not, since the perceived impairment is both transitory and minor

C. Yes, since the transitory exception applies only to the actual-disability prong

D. Yes, since a regarded-as claim does not require any limitation of activities

179. After an engagement survey, an analyst notes two problems: results from a random sample differ slightly from what a full census would show, and one item was worded so confusingly that many people misread it. How should these be classified?

A. The first is nonsampling error; the confusing wording is a sampling error.

B. Both are nonsampling errors, because neither came from the size of the sample used.

C. Both are sampling errors, because each causes the results to differ from the truth.

D. The first is sampling error; the confusing wording is a nonsampling error.

180. A manager has an international assignment to fill and plans to skip a high-performing engineer because she has two young children. He says he is sure she would turn it down and does not want to put her in an awkward spot. What should HR advise?

A. Support the decision, since the manager is trying to be considerate of her family situation.

B. Offer the assignment to her if she is qualified and let her decide whether to accept it.

C. Offer the assignment to a colleague first and approach her only if the colleague declines.

D. Ask her privately about her childcare plans before deciding whether to make the offer.

181. In February, an employee submits a $1,000 claim for January day care costs to his dependent care FSA, but only $400 has been deducted from his pay so far. He notes that his coworker was reimbursed for a $1,500 surgery from her health FSA in January. What should HR explain?

A. He can be reimbursed the full $1,000 now, but the extra $600 will be added to his taxable wages this year.

B. He can be reimbursed the full $1,000 now, because both types of FSA must make the full annual election available from day one.

C. He can be reimbursed nothing until the end of the plan year, when the dependent care account is reconciled.

D. He can be reimbursed only the $400 contributed so far, while the health FSA must make the full annual election available.

182. A hotel group must train frontline staff at 12 properties on new guest-service standards within six weeks. HR has two people, and each property has experienced front-office supervisors. Which delivery approach is BEST?

A. Bring frontline staff from all 12 properties to one central site for a two-day training program led by the two HR staff.

B. Have the two HR staff members travel to every property and deliver all of the sessions themselves.

C. Certify a supervisor at each property as a trainer with a standard kit to deliver sessions on site.

D. Email the new standards manual to each general manager and ask them to brief their own staff.

183. HR wants a group of employees to pilot a new performance feedback app and then help persuade their coworkers to use it. Based on Rogers' diffusion of innovations, which group should HR recruit?

A. Early adopters, who are respected opinion leaders open to new ideas

B. Late majority, who are skeptical and need peer pressure to adopt

C. Early majority, who adopt only after seeing that others have succeeded

D. Innovators, who are eager risk-takers but often seen as outliers

184. An industrial-supply sales rep spends four days a week visiting customer plants to take orders and is paid entirely in commissions. Payroll asks whether she must receive a guaranteed salary to remain exempt. What is the BEST answer?

A. A salary is required, because every white-collar exemption must meet the salary-basis test.

B. A salary is required only in weeks when her commissions fall below the federal minimum wage.

C. No salary is required, but she must be paid time and a half for any hours over 40 in a week.

D. No salary is required, because the outside sales exemption has no salary test of any kind.

185. A company's benefits staff want to see detailed claims data from the self-insured group health plan to help administer the plan. Under HIPAA, what must happen before the plan may disclose this PHI to the plan sponsor?

A. The company must sign a business associate agreement with its own group health plan.

B. The plan documents must be amended, and the sponsor must certify it will limit use and keep plan data separate.

C. Each covered employee must sign a written HIPAA authorization before any of their individual claims data can be released to benefits staff.

D. The benefits staff must complete HIPAA training, and their names must be reported to HHS.

186. Which statement BEST distinguishes organizational culture from organizational climate?

A. Culture is set by formal written policies; climate is the informal norms that grow up around those policies.

B. Culture describes a single team or unit; climate describes shared patterns across the organization.

C. Culture is deep shared assumptions and values; climate is employees' perceptions of current practices.

D. Culture changes quickly with new leaders; climate reflects stable beliefs that take years to shift.

187. While HR is interviewing a witness about a harassment complaint, the witness says she also believes a different department manager has been submitting fake expense receipts. The expense issue has nothing to do with the harassment complaint. What should the HR investigator do?

A. Pause the harassment interview and question the witness in depth about the expense allegation while the details are fresh.

B. Add the expense allegation to the current investigation so that both matters are resolved together in a single report.

C. Note the new concern, finish the current interview, and refer the expense allegation through the proper channel for separate review.

D. Tell the witness the expense concern is outside the scope of this interview and that she should raise it at another time once this case closes.

188. Six months after a retail chain launched a customer-first strategy, store managers still praise and reward associates mainly for how quickly they process transactions. Customer satisfaction scores have not improved. What is the BEST step for HR to recommend?

A. Align managers' performance goals and recognition with customer service results
B. Survey associates to learn whether they understand the new strategy
C. Repeat the customer-first strategy message at the next all-hands meeting
D. Give all store associates refresher training on customer service skills and service standards

189. The CHRO asks an HR manager to draft a business case for upgrading the company's HRIS, which is slow and does not integrate with payroll. What is the BEST first step?

A. Define the business problems the current system causes and what they cost
B. Request demonstrations from several HRIS vendors to compare their features
C. Ask HR staff which features they would most like to see in a new system
D. Estimate the price of the most popular HRIS on the market today

190. A finalist for a project manager role tells the recruiter she has a competing offer $12,000 higher. The approved range for the role still has room, but the top would exceed what current incumbents with more experience earn. What is the BEST response?

A. Match the competing offer right away so the company does not lose her
B. Ask her to send the competing offer letter before discussing any change
C. Decline to negotiate, since counteroffers set a bad precedent for future hiring decisions
D. Reassess her offer against the range and internal equity before countering

191. HR learns that members of a product team agreed to give one another top scores in peer reviews, which are used in merit decisions. What is the BEST adjustment to the peer review process?

A. Drop peer reviews permanently and rely only on the manager's own ratings
B. Average the peer scores with the manager's rating to dilute the inflation
C. Require peers to sign their reviews so each one is personally accountable for the scores
D. Require specific behavioral examples and use peer input for development, not pay

192. A U.S. background check vendor proposes running criminal record checks on all new hires in the company's EU offices in the same way it does in the United States. What should HR do?

A. Approve the vendor's plan, since the same checks keep hiring consistent across all of its offices around the world
B. Approve the plan as long as each new hire signs a consent form before the check is run
C. Tailor checks by country so they run only where local law allows and the role justifies it
D. Drop criminal checks in the EU, since GDPR bans employers from using such records

193. At the end of month three of an HR shared-services project, the planned value is $100,000 and the earned value is $75,000. What is the schedule variance (SV), and what does it mean?

A. -$25,000; the work completed has cost more than its budgeted value
B. $25,000; more work has been completed than was planned by this point
C. -$25,000; less work has been completed than was planned by this point
D. -$25,000; the project is 25% behind its approved completion date and will finish late

194. Why should HR re-test an AI screening tool's outcomes, such as selection rates by group, on a regular schedule after launch?

- **A.** Federal law requires employers to re-audit each automated screening tool at least every six months and file the results.
- **B.** Re-testing is needed only to confirm that the vendor's original validation report was accurate.
- **C.** Regular re-testing shifts legal liability for any adverse impact from the employer to the vendor.
- **D.** Applicant pools, job requirements and model updates can change results even after a clean initial audit.

195. A warehouse manager tells HR that a new employee keeps making errors because he is a 'kinesthetic learner' and cannot learn from the written procedures manual. What is the BEST response from HR?

- **A.** Explain that all employees must learn from the manual, so the employee needs to work harder at it
- **B.** Ask the employee to complete a learning-styles inventory so that his training can be matched to it
- **C.** Explain that learning styles lack research support, but hands-on practice suits a physical task
- **D.** Agree, and create a separate hands-on version of each procedure for the employee's learning style

196. Using an action research approach, a distribution company's HR team found that warehouse turnover was linked to unpredictable shifts and introduced fixed weekly schedules. Six months later, turnover is unchanged. What should the HR team do NEXT?

- **A.** Conclude that turnover is driven by the local labor market and shift the focus to faster hiring.
- **B.** Collect new data from warehouse staff to learn why the change did not work and rediagnose the causes.
- **C.** Add a retention bonus to the fixed schedules to strengthen the effect of the first intervention on turnover.
- **D.** Return to the old scheduling system because the intervention failed to deliver measurable results.

197. A payroll audit finds 18 fictitious "ghost" employee records that were included in the headcount HR used for its quarterly workforce metrics over the past year. Finance and legal are handling the fraud investigation. What should HR do about its metrics?

- **A.** Correct the headcount and recalculate affected metrics, noting the revision.
- **B.** Stop all metrics reporting until the fraud investigation is fully closed.
- **C.** Restate only the current quarter and leave prior reports as published.
- **D.** Keep the reported metrics, since 18 records is a small share of total company headcount.

198. Which pattern in an organization's data most likely signals a deficit of trust in management and HR?

A. Survey response rates fall while reports to the anonymous hotline rise.

B. More employees raise concerns directly with their managers each quarter.

C. Internal applications for open positions increase over the prior year.

D. Attendance at voluntary town hall meetings rises over several quarters.

199. The executive sponsor of a new-manager training project has begun rewriting the team's training modules line by line, delaying the schedule and frustrating the instructional designers. What is the BEST response from the project manager?

A. Discuss the sponsor's concerns privately and agree on set points for the sponsor's review

B. Ask the sponsor's own manager to remind the sponsor to stay focused at a strategic level

C. Accept every edit, since the sponsor is ultimately accountable for the project's results

D. Stop sharing drafts with the sponsor until all of the modules are complete, tested and final

200. A consultant tells HR that structured interviews predict job performance better than unstructured ones, citing a study that statistically combined the results of more than 80 separate studies to estimate an average effect. What research method does the cited study use?

A. Literature review

B. Longitudinal study

C. Meta-analysis

D. Cross-sectional survey

201. Why should HR log every employee complaint in a central tracking system, including those resolved informally?

A. To spot patterns and repeat issues and to show a consistent, timely response.

B. To meet the federal rule requiring all complaints to be reported to the EEOC.

C. To limit what can be requested in discovery if a lawsuit is filed later.

D. To let managers see complaints filed by their own employees in real time.

202. A sales training program cost $50,000 and produced an estimated $150,000 in measurable benefits. What was the program's ROI?

A. 300%

B. 66.7%

C. 33.3%

D. 200%

203. An HR business partner has just been assigned to a new client group. In the first meeting with its vice president, she clarifies what each of them expects, how they will communicate, which decisions each will own and how success will be judged. What is the main benefit of doing this at the outset?

A. It sets shared expectations that reduce later misunderstandings and give a basis for resolving friction

B. It ensures that HR controls the agenda for the partnership and can decline requests outside its scope

C. It gives HR a written record that limits its accountability if the vice president's projects fall short

D. It replaces the need for ongoing check-ins, since roles and priorities are settled for the full year

204. Six months after an engagement survey, employees say nothing has changed and doubt that the next survey will matter. What is the BEST step to restore credibility?

A. Run a pulse survey to confirm that the original results still apply

B. Commit to a few actions with owners and dates, and report progress

C. Remind employees of the improvements made in earlier years

D. Skip the next survey cycle until the earlier issues are resolved

205. Which statement BEST reflects the proper purpose of a performance improvement plan?

A. To give a struggling employee clear expectations and real support to succeed

B. To create documentation supporting a termination that is already decided

C. To meet a federal requirement that applies before any for-cause discharge of an employee

D. To formally warn an employee whose conduct violated workplace policy

206. A contingency agency submits a candidate for an open engineering role. The ATS shows that the same candidate applied directly through the company's careers page last month, and the agency agreement says the first party to submit a candidate owns that candidate. How should HR handle the agency's fee claim?

A. Disqualify the candidate from consideration to avoid any fee dispute with the agency.

B. Inform the agency, citing the dated ATS record, that no fee is owed for this candidate.

C. Split the fee with the agency, since both channels brought the candidate forward.

D. Pay the fee, since the agency was the one that actively presented the candidate to the hiring manager.

207. An employee files an Equal Pay Act lawsuit on March 1, 2026, and the court finds the employer's violation was willful. Back to what date can she recover back pay?

A. September 1, 2025

B. March 1, 2023

C. March 1, 2024

D. March 1, 2021

208. Candidate data show that most withdrawals happen after the fourth week of the hiring process, and most of those candidates say they accepted other offers. The interview scheduling stage alone takes about three weeks because each candidate meets four interviewers on separate days. What is the BEST action?

A. Shorten interview scheduling, for example by holding the four interviews on one day

B. Raise starting salary offers so that candidates are less likely to accept other offers

C. Source more candidates for each opening to make up for those who withdraw

D. Add a recruiter check-in call each week to keep candidates engaged during the wait

209. A company asks managers to write a free-form narrative about each employee's performance as its only appraisal method. What is the MAIN weakness of this approach?

A. It forces managers to place employees into fixed rating categories

B. It requires statistical expertise to interpret the managers' results

C. It cannot capture an employee's individual strengths, accomplishments or job context

D. It depends on each rater's writing skill, so employees are hard to compare

210. HR wants to determine whether average engagement scores differ among employees in four regions. Which statistical test is most appropriate?

A. Independent-samples t-test

B. One-way analysis of variance

C. Chi-square test of independence

D. Pearson correlation coefficient

211. In which situation is a lecture MOST likely to be an efficient training method?

A. Developing managers' skills in holding difficult performance conversations

B. Building a team's ability to solve complex problems through discussion

C. Teaching employees to operate a forklift safely in a busy warehouse distribution setting

D. Conveying new policy information to a large audience in a short amount of time

212. What term describes a person who is currently employed and not looking for a new job but would consider the right opportunity?

A. Boomerang candidate

B. Silver-medalist candidate

C. Active candidate

D. Passive candidate

213. An executive assistant works for the company's director of labor relations, types bargaining proposals before they go to the union, and attends management strategy sessions. May she be included in the office bargaining unit?

A. Yes, because only supervisors and managers are excluded from units under the NLRA definitions.

B. Yes, because she has no authority to hire, fire, discipline or direct any of the other employees in the office.

C. No, she is a confidential employee because she assists a person who sets labor relations policy.

D. No, because every employee who works in the human resources department is excluded by law.

214. An employee tells HR that she saw a close friend and coworker submit a mileage report for trips he did not take. She is uncomfortable reporting a friend and asks what she should do. What is the BEST response?

A. Suggest that she talk privately with her friend first and give him a chance to correct the report on his own.

B. Advise her to wait until she sees it happen again so that she can be completely certain before making any formal report.

C. Tell her that HR will treat the conversation as confidential and will not act unless she files a formal report.

D. Explain her reporting options, including anonymous ones, and that retaliation for good-faith reports is barred.

215. A remote customer success specialist is regularly offline for two to three hours during scheduled work time, missing client messages. Her manager wants to issue a written warning for job abandonment. What should HR recommend FIRST?

A. Require her to return to the office full time, since remote work is clearly not working for her role.

B. Clarify availability expectations, review the data, and meet with her to learn the reasons.

C. Install keystroke monitoring software on her laptop and review her activity for a month.

D. Issue the warning for job abandonment, since being offline equals being absent from work.

216. Compared with hiring an external coach, what is a key advantage of using a trained internal coach?

A. More credibility with senior executives, who often prefer an independent advisor

B. Greater perceived confidentiality, since the coach is outside the reporting chain

C. Knowledge of the organization's culture and politics, usually at a lower cost

D. A broader outside perspective drawn from coaching in many other organizations

217. An OSHA compliance officer arrives unannounced at a distribution center to conduct a programmed inspection. In what order does a standard OSHA inspection proceed?

A. Credentials, opening conference, closing conference, walkaround

B. Credentials, walkaround, opening conference, closing conference

C. Opening conference, credentials, walkaround, closing conference

D. Credentials, opening conference, walkaround, closing conference

218. HR has finished designing a peer-recognition program, and the plan is for line managers to run it in their own departments going forward. What is the BEST approach to the handoff?

A. Have managers redesign the program so that they feel ownership of it

B. Train managers, define their roles, and check in during a transition period

C. Keep HR running the program indefinitely to protect its consistency of use

D. Email managers the program guide and close out HR's role in the program right away

219. An HR professional is about to begin mediating a dispute between two employees. What should the mediator's opening statement cover?

A. The mediator's view of which policy was violated and what discipline applies

B. The mediator's role, neutrality, confidentiality, ground rules and process

C. The proposed terms of an agreement for the parties to review and sign

D. A summary of each party's position and the likely outcome of the dispute

220. The recruiting team reports annual turnover of 14%, while the HRIS report shows 17%. HR learns that the recruiting team's calculation excludes interns and the HRIS calculation includes them. What should HR do?

A. Present both figures and explain to leaders why the two calculations differ

B. Agree on one standard turnover definition, document it, and apply it to every report

C. Report the average of the two rates until the teams resolve their differences

D. Use the HRIS figure going forward, since the HRIS is the company's official system of record for employee data

221. A plant must staff a new forklift line within two weeks with operators who hold forklift certification and speak both English and Spanish. The plant manager wants to know which current employees might qualify before any outside recruiting begins. What should HR consult FIRST?

A. The replacement chart listing backups for the plant's production supervisor roles

B. The current job description for the forklift operator position

C. The skills inventory showing employees' certifications and languages

D. The O*NET occupational profile for industrial truck operators

222. An employee at a 200-person company has worked 24 hours a week every week for the past 52 weeks and has been employed for three years. He now requests FMLA leave for his own serious health condition. Is he eligible for FMLA leave?

A. Yes, because 1,248 hours rounds up to meet the 1,250-hour requirement.

B. No, because part-time employees are not covered by the FMLA at all.

C. No, because he worked 1,248 hours, just short of the 1,250 required.

D. Yes, because he has more than 12 months of service with the employer.

223. An employer requires employees to sign arbitration agreements that waive the right to bring wage claims as a class or collective action. In Epic Systems Corp. v. Lewis, what did the Supreme Court hold?

A. Such waivers are enforceable under the Federal Arbitration Act

B. Such waivers violate employees' Section 7 rights under the NLRA

C. Such waivers apply only to employees who are union members

D. Such waivers are enforceable only for claims under state law

224. An HR facilitator is opening a series of cross-department problem-solving workshops. Which approach to ground rules is MOST likely to lead participants to follow them and hold each other accountable?

A. Post the rules used in prior workshops and ask for any objections

B. Ask the senior leader present to announce the rules at the start

C. Have the group propose and agree on the rules at the first session

D. Distribute a standard list of rules approved in advance by HR leadership

225. Which clause in an electronic communications policy BEST reduces the risk of privacy claims when the company monitors employee email on its systems?

A. Employees may mark messages as private to exclude them from monitoring reviews.

B. Employees have no expectation of privacy on company systems, which may be monitored.

C. Managers will read employee email only when they have a specific, documented business reason.

D. Personal email sent on company systems will be kept private and will not be read.

226. A firm will need 80 engineers next year. It currently has 70, expects 10% attrition among those 70, and plans to promote 3 engineers into management roles. No new hires have been made. What is the projected shortage of engineers?

A. 17 engineers

B. 10 engineers

C. 20 engineers

D. 21 engineers

227. A union contract at a manufacturing plant expires on June 30. Employees file a decertification petition 45 days before expiration. No earlier petition was filed. What happens to the petition?

A. It is accepted, because the insulated period applies only to rival union petitions

B. It is accepted, because it was filed within the 90-day window before the contract expires

C. It is dismissed as untimely, because it was filed during the 60-day insulated period

D. It is held and processed automatically on the day after the current contract expires

228. A company bids on a federal contract to provide security guard services at a federal facility. Above what contract value does the McNamara-O'Hara Service Contract Act require prevailing wages and fringe benefits?

A. $100,000

B. $10,000

C. $2,500

D. $2,000

229. A pregnant cashier asks to keep a water bottle at her register. Her supervisor says she must first bring in a doctor's note confirming that she needs it. What should HR advise?

A. Allow the water bottle for now, but require a note within 15 days or withdraw the accommodation.

B. Allow the water bottle now; a doctor's note is generally not reasonable to demand for this request.

C. Allow the water bottle only after a note arrives, since documentation supports consistent treatment.

D. Deny the request, since food and drink rules at registers apply equally to all cashiers in the store.

230. Consider this learning objective: 'Using the CRM account history, the service representative will identify the correct billing error within three minutes.' Which part of the objective states the condition?

A. The service representative
B. Using the CRM account history
C. Will identify the correct billing error
D. Within three minutes

231. An engagement survey vendor will not show results for any group with fewer than five respondents. What is the main reason for this rule?

A. To comply with a federal rule that governs how employee survey results are reported
B. To keep small teams from skewing the averages reported for the company
C. To keep individual respondents from being identified through small-group results
D. To reduce the number of separate reports that managers need to review

232. A department head urges HR to close an employee's report of safety shortcuts quickly, saying the employee "always complains" and nothing ever comes of it. What should HR do?

A. Ask the employee to provide written proof before reviewing the report.
B. Refer the report back to the department head to handle within his area.
C. Assess the report on its merits and investigate it as the facts warrant.
D. Close the report, given the employee's long record of unfounded complaints.

233. After a 15% layoff, the remaining HR staff are quiet, missing deadlines and avoiding new projects. Their manager wants to restore engagement. What is the BEST first step?

A. Give the team time to adjust and avoid mentioning the layoff so as not to reopen it
B. Meet with the team to acknowledge the loss, explain the path forward, and hear concerns
C. Assign a high-visibility project to the team to refocus its energy on new and exciting goals
D. Announce a small retention bonus for staff who stay through the transition period

234. A home health agency has drafted four statements for its strategic plan. Which one is a vision statement?

A. To be the region's most trusted name in home health care within the next decade.
B. We provide skilled in-home nursing care to older adults across the tri-county area.
C. We will open three new branch offices and add 40 nurses by the end of next June.
D. We act with integrity, compassion and respect during every patient visit we make.

235. An HR manager at a competing company calls the compensation manager and asks what percentage raises the company plans to give next year. What is the BEST response?

A. Share the planned increase budget if the other company agrees to share its own budget
B. Decline to share planned increases and point to third-party salary surveys instead
C. Share only an approximate range rather than the exact planned increase percentage
D. Share the plans verbally but avoid putting any of the pay details in writing

236. A billing clerk first insisted the new billing system would never really replace the old one. Now that go-live has happened, she complains loudly, blames leadership and calls the system a waste of money. Which stage of the change curve is she most likely in?

A. Acceptance
B. Bargaining
C. Denial
D. Anger

237. An employee who used the company's open-door policy to report concerns about her manager tells HR that, since then, he has left her off team meetings and stopped assigning her client work. What should HR do FIRST?

A. Transfer the employee to a different manager right away to protect her while the matter is examined.
B. Get specific examples and dates from her and begin a prompt review of the manager's actions.
C. Encourage her to raise the issue directly with her manager to give him a chance to explain.
D. Meet with the manager right away and direct him to restore her meetings and client work.

238. A nonunion company is designing a multi-step internal process for resolving employee complaints. Which step is typically the LEAST formal?

A. A peer review panel that hears and decides the complaint
B. Mediation conducted by a trained outside neutral
C. An open-door policy for raising concerns with management
D. Binding arbitration before a professional arbitrator

239. A team member tells HR that a coworker submitted a market analysis that was largely AI-generated without the disclosure required by the company's AI-use policy, and that the coworker was praised for it at a team meeting. What should HR do NEXT?

A. Gather facts on how the report was produced before deciding whether the policy was violated.
B. Remove the coworker's credit for the report and announce the correction to the whole team.
C. Tell the reporting employee to raise it with the coworker directly before HR gets involved.
D. Issue the coworker a written warning right away, since undisclosed AI use is a clear policy violation.

240. In the final Will (Way Forward) step of a GROW coaching conversation, what should the coachee commit to?

A. An honest assessment of the current situation and its obstacles
B. A full list of every possible option for addressing the challenge
C. A clear statement of the goal the coaching sessions should achieve
D. Specific actions, a timeline and how progress will be followed up

241. A manager drafting a layoff list includes an analyst who is currently on FMLA leave. The manager says the analyst's role is being eliminated along with four others in the same function. What should HR advise?

A. The analyst cannot be laid off until she returns and is restored to her job for at least 30 days

B. The analyst may be included because employees on FMLA leave are not counted as active staff in a RIF

C. The analyst may be included only if she agrees in writing to waive her FMLA reinstatement right

D. The analyst may be included if her position would have been eliminated regardless of the leave

242. An intersectional audit of an AI screener finds that Black women advance at an 18% rate, while the highest-rate group advances at 30%. What is the impact ratio for Black women, and how does it compare with the common rule of thumb?

A. 0.60, which falls below the 80% rule of thumb

B. 0.12, which falls below the 80% rule of thumb

C. 0.40, which falls below the 80% rule of thumb

D. 1.67, which exceeds the 80% rule of thumb

243. Before adding an AI assistant to its onboarding process, an HR team maps every current step, handoff and wait time. What is the main purpose of this mapping?

A. To produce the documentation the vendor needs in order to train its model on the company's own data.

B. To identify the onboarding staff whose positions the new AI assistant will be able to fully replace.

C. To satisfy a federal legal requirement that employers document all HR processes before automating any of them.

D. To find bottlenecks and set a baseline, so the team knows where AI will help and can measure the gains.

244. Which set of documents is an acceptable presentation for Form I-9?

A. A state driver's license and a school ID card with a photo

B. A state driver's license and an unrestricted Social Security card

C. A state driver's license and a voter registration card

D. An unrestricted Social Security card and a U.S. birth certificate

245. After an idea session, a team has 30 suggestions for improving onboarding and needs to narrow them to about five to develop further. Members want the process to be fair and quick. Which technique is BEST?

A. Fishbone diagram, sorting the ideas into categories of causes for further study

B. Multivoting, giving each member a set number of votes to spread across the list

C. Delphi technique, with anonymous rounds of feedback over the next several weeks

D. Majority voting on each idea one at a time until five ideas have been approved

246. A new director has met all of the goals in her coaching plan by the sixth session of a 10-session contract. Her manager and the coach agree the progress is real. What should HR do?

A. Hold a closing review with the director, manager and coach to confirm results and decide next steps.

B. End the engagement at once and notify the coach in writing, since all of the agreed goals have been met.

C. Add new development goals for the remaining four sessions so the director keeps moving forward.

D. Have the director use the remaining four sessions as planned, since the company has already paid for them.

247. An employee with an anxiety disorder asks to bring her emotional support dog to the office. A manager says the ADA only covers trained service animals, so the request can be denied. What is the BEST response?

A. Approve it, since any animal supported by a doctor's note must be allowed at work

B. Deny it, since Title I covers only dogs individually trained to perform specific tasks

C. Treat it as an accommodation request and evaluate it through the interactive process

D. Deny it unless the dog is certified and registered with a national service registry

248. An AI screener reviewed 400 applicants. It correctly classified 150 qualified applicants as qualified and 190 unqualified applicants as unqualified. What is the tool's overall accuracy?

A. 15%

B. 37.5%

C. 47.5%

D. 85%

249. A warehouse lets an employee who observes a Friday-evening Sabbath look for coworkers willing to swap shifts. After three weeks no one has volunteered, and the supervisor says the company has done its part. What should HR conclude?

A. The duty is met, as long as the employee may use paid time off on the Fridays in question.

B. The duty is not met unless HR orders coworkers to take the shifts on a rotating basis.

C. The duty is met, because offering a voluntary swap process is a reasonable accommodation.

D. The duty is not yet met, so HR should explore other options, such as a transfer.

250. An HR project team uses a formal process in which proposed changes to scope, schedule or budget are submitted in writing, assessed for impact and approved or rejected by an authorized person before work begins. What is this process called?

A. Change control

B. Risk mitigation

C. Baseline review

D. Scope creep

251. A for-profit retail chain plans a Saturday customer appreciation event and asks its hourly sales associates to 'volunteer' to staff the booths. The store manager says participation is optional and no one will be paid. What should HR advise?

A. Allow it, provided the associates sign a written waiver of pay for the event

B. Pay the associates for the event hours, since the work benefits the business

C. Allow it, provided no associate is pressured or penalized for declining it

D. Pay only the associates whose event hours push them past 40 that week

252. A company gives each manager a grid that sets merit increase percentages based on an employee's performance rating and where the employee's pay falls in the salary range. What is this tool called?

A. A salary survey

B. A pay policy line

C. A compa-ratio report

D. A merit matrix

253. At a 300-employee distribution center, a supervisor reports that unscheduled absences cluster on Mondays and Fridays and wants to issue written warnings to the 12 employees involved. What should the HR manager do FIRST?

A. Hold a group meeting with the 12 employees to tell them the pattern has been noticed and that it must stop at once.

B. Issue the warnings as the supervisor requests, since a Monday and Friday pattern clearly shows attendance abuse.

C. Announce a new rule that requires a doctor's note for any absence on a day next to a weekend.

D. Review each employee's records against the attendance policy to confirm the pattern and spot any protected leave.

254. When an investigator weighs conflicting accounts, which factor is LEAST reliable on its own for judging credibility?

A. The person's demeanor during the interview, such as avoiding eye contact or fidgeting.

B. Whether the person's account stayed consistent across interviews and written statements.

C. Whether documents, messages or other witnesses corroborate the key parts of the account.

D. Whether the account is inherently plausible given the setting, timing and other facts.

255. A remote HR representative tells her manager that she prints employee files at home on a family printer that her teenagers also use, then keeps the printouts in a kitchen drawer. What is the BEST guidance under a remote work data security policy?

A. Buy a separate printer for her own work use, but keep the same printing and storage practices

B. Email the files to her personal account so she can view them on the family computer

C. Keep printing as needed, but move the printouts from the kitchen to a bedroom drawer

D. Avoid printing confidential files and, if she must print, lock up and shred the copies

256. A U.S. company's subsidiary in France uses a vendor's AI system to screen job applicants. The vendor developed the system and sells it under its own name. Under the EU AI Act, what role does the subsidiary play?

A. Deployer

B. Distributor

C. Importer

D. Provider

257. A tornado damages a company's main facility during a shift, and the situation is changing minute by minute. Under the Cynefin framework, how should leaders respond?

A. Sense and categorize the situation, then apply standard best practices

B. Run small safe-to-fail experiments and watch for patterns to emerge

C. Act right away to establish order, then sense what is happening and respond

D. Gather a team of experts to analyze the situation fully before choosing any response

258. A federal recordkeeping change requires a manufacturer to have a new timekeeping process live by a fixed date that cannot move. Midway through the project, the HR project manager learns that the team cannot finish every planned feature, including self-service reports and a manager dashboard, by that date. What is the BEST approach?

A. Work with the sponsor to deliver the required compliance features by the date and defer the rest to a later phase.

B. Ask the regulator for a short extension so the full set of planned features can be delivered together.

C. Keep the full scope and accept that the go-live date may slip slightly while the team finishes the remaining feature work.

D. Add contractors to the team so that every planned feature can still be delivered by the fixed deadline.

259. Which statement BEST describes EBITDA and why executives often use it?

A. Net income minus capital spending, used to show the cash left over for owners and lenders

B. Earnings before interest, taxes, depreciation and amortization, used to compare core operating results

C. Revenue minus cost of goods sold, used to show how efficiently the company produces and delivers its goods and services

D. Earnings before interest and taxes only, used to show profit before financing and tax decisions

260. An OD consultant is diagnosing problems in an eight-person lab team where employees have hinted at conflict with the team lead. Which data collection method is MOST likely to surface these sensitive issues?

A. Direct observation of the team's weekly staff meetings over a one-month period

B. A facilitated focus group with all eight team members and the team lead present

C. Confidential one-on-one interviews with each team member conducted by the consultant

D. An anonymous online survey sent to all eight team members with mostly rating-scale questions

261. An applicant for a claims processor role, who has dyslexia, asks for extra time on a timed written pre-employment test. The test measures accuracy in reviewing claims, not reading speed. What should HR do?

A. Excuse her from the test and evaluate her through interview responses only

B. Require a medical exam to confirm the disability before she takes the test

C. Deny the request, since applicants are not entitled to accommodation before hire

D. Provide the extra time, since the test is not meant to measure reading speed

262. A new HR director notices that a long-tenured payroll clerk, who has no supervisory role, is the person employees across the company consult before deciding whether to support a policy change. Which concept best explains the clerk's influence?

A. The span of control that determines how many employees each manager oversees

B. The informal organization of relationships that exists alongside the formal structure

C. The formal chain of command established by the organization's reporting lines and job titles

D. The legitimate power that comes from holding a designated role in the hierarchy

263. Researcher Gerald Ferris and colleagues developed a widely used model of political skill at work. Which set of dimensions does that model include?

A. Legitimate, reward, coercive, expert and referent sources of power

B. Social astuteness, interpersonal influence, networking and apparent sincerity

C. Self-awareness, self-regulation, motivation, empathy and overall social skill

D. Rational persuasion, consultation, inspirational appeals and coalitions

264. On an engagement survey item using a five-point agree scale, 120 employees responded: 30 chose strongly agree, 45 chose agree, 20 chose neutral, 15 chose disagree, and 10 chose strongly disagree. What is the item's percent favorable?

A. 79.2%

B. 62.5%

C. 37.5%

D. 25.0%

265. A company is extending its 360-degree feedback program to a subsidiary in a high power distance culture. Local HR warns that employees are very uncomfortable rating their managers. What is the BEST adaptation?

A. Keep upward ratings anonymous and aggregated, explain the purpose, and have leaders endorse it.

B. Launch the program exactly as it runs at headquarters so that results are comparable across all sites.

C. Remove the upward ratings from the program and collect feedback only from managers and peers.

D. Require employees to sign their upward ratings so that managers can follow up on concerns.

266. Which statement BEST describes how a replacement chart differs from a succession plan?

A. A replacement chart is required by federal law, while succession planning is a voluntary internal practice.

B. A replacement chart covers all levels of the firm, while succession planning covers only the CEO role.

C. A replacement chart is a long-term development tool, while succession planning is a short-term list.

D. A replacement chart names backups for set jobs, while succession planning builds a broader talent pipeline.

267. A union petitions for a single unit that includes both degreed engineers and engineering technicians. What does Section 9(b)(1) of the NLRA require before the engineers can be placed in the same unit?

A. The employer must agree to the combined unit in a stipulated election agreement with the petitioning union.

B. The technicians must agree in a separate vote to accept the engineers into the unit before the election.

C. A majority of the professional employees must vote, in a separate ballot, to be included in the combined unit.

D. The union must show that at least 30% of the professional employees have signed authorization cards for the combined unit.

268. A company rolled out forklift safety training at one warehouse, and recordable incidents there fell 30% over the next six months. A similar warehouse with the same equipment and work did not receive the training. What is the BEST way to estimate the training's effect?

A. Compare incident trends at the trained site with the untrained site over the same period.

B. Survey trained employees about how much safer they have felt since completing the course.

C. Compare the trained site's incident rate with the industry average for the same year.

D. Credit the full 30% drop to the training, since incidents fell right after it was delivered.

269. An engagement survey promised employees that comments would be reported confidentially and without names. Before results go to the leadership team, a division head asks HR to delete several sharply critical comments about his management. What should HR do?

A. Remove the comments he named, since the division head is accountable for his own division's survey results.

B. Hold back the division's results until the division head has had time to address the concerns.

C. Replace the critical comments with a softer summary written by HR in more neutral language.

D. Keep the comments, removing only details that could identify a respondent, as the survey promised.

270. A salary grade has a midpoint of $90,000 and a range spread of 40%, measured from the minimum. What is the range minimum?

A. $54,000

B. $72,000

C. $64,286

D. $75,000

271. Which Belbin team role describes a sober, strategic member who analyzes all options carefully and judges them objectively?

A. Monitor Evaluator

B. Coordinator

C. Completer Finisher

D. Plant

272. During a union organizing campaign at a warehouse, a supervisor's comments are reported to HR. Which statement is an unlawful promise of benefits under the TIPS rule?

A. "If the union loses the vote, we'll be able to add a second paid holiday this year."

B. "Union dues are a cost you would have to pay, so weigh that when you decide how to vote."

C. "You are free to vote however you choose, and no one will know how you voted."

D. "We believe that working with us directly is better than going through a union."

273. HR invited 425 employees to take a pulse survey, and 340 of them completed it. What is the survey response rate?

A. 25%

B. 85%

C. 20%

D. 80%

274. HR has held three virtual town halls about a new hybrid work policy for a fully remote team. Employees rarely ask questions, but engagement data suggest concern about the policy is high. What is the BEST way for HR to surface employees' concerns?

A. Use anonymous pulse surveys and small-group or one-on-one conversations with managers

B. Treat the silence in the town halls as acceptance and go ahead with the rollout

C. Lengthen the town halls so that more time is set aside for questions from remote employees at the end

D. Require each employee to ask at least one question at the next virtual town hall

275. Which behavior is a symptom of groupthink as described by Irving Janis?

A. Members seek input from outside experts to test the group's main assumptions.

B. Members keep their doubts to themselves because they believe everyone else agrees.

C. Members break into rival subgroups that compete openly to have their own proposals adopted.

D. Members vigorously debate options before the group settles on a final decision.

276. A sales representative paid under a recoverable draw has had a long slump and now has an $8,000 deficit. She asks HR what this means for her pay. The plan document says deficits are recovered from future earnings. What is the BEST explanation?

A. The deficit is forgiven at the end of each quarter, so it will not reduce her future commissions

B. The deficit turns into a loan that she must repay with interest whether or not commissions recover

C. The company will deduct the full $8,000 from her next paycheck to clear the balance right away

D. Future commissions above her draw will go toward the deficit until the $8,000 is recovered

277. Researchers find that as more people are added to a rope-pulling task, the average effort each person exerts declines. What is this phenomenon called?

A. The Ringelmann effect

B. The halo effect

C. The Pygmalion effect

D. The Hawthorne observer effect

278. A month after a flood closed a manufacturing plant, HR leads a meeting with the crisis team to review the response. What is the main purpose of this after-action review?

A. To prepare a public report that defends the company's response against criticism from the media

B. To determine which team members were at fault for delays so that discipline can be applied consistently across the team

C. To identify what worked and what didn't, and to update the plan and training to improve future responses

D. To formally close the crisis file so that no further changes to the plan are needed for a year

279. Under the Kirkpatrick model, which level of evaluation measures whether participants are applying the new behaviors on the job after a training or development intervention?

A. Level 2, learning

B. Level 1, reaction

C. Level 3, behavior

D. Level 4, results

280. An office employee slips on ice in the company-owned parking lot while walking from her car to the building 15 minutes before her shift. She breaks her wrist and needs a cast. For OSHA recordkeeping, how should HR treat the injury?

A. As work-related only if the employer failed to clear the ice from the lot before she arrived

B. As not work-related, because a slip on ice is a weather event outside the employer's control

C. As work-related, because the lot is part of the work environment and the exception is for car crashes

D. As not work-related, because she was still commuting from home and had not yet clocked in for her scheduled shift

281. An HR manager is preparing documents for a new learning management system. Leadership must first decide whether the investment is worth making, and later a project team will need formal authority to begin work. Which document is used to make the first of these decisions?

A. A project charter that names the sponsor and grants the project manager authority to use resources

B. A statement of work that defines vendor deliverables, timelines and acceptance

C. A business case that weighs expected benefits, costs and risks against alternatives

D. A work breakdown structure that divides the deliverables into manageable tasks

282. A company obtains background check reports on finalists through a consumer reporting agency. Who should have access to the results?

A. Any manager in the department where the job is located

B. The candidate's future coworkers who helped with interviews

C. All HR staff, so that anyone can answer candidate questions

D. Only those directly involved in making the hiring decision

283. An employer is reviewing which employees may be designated as key employees under the FMLA. Which employee could qualify?

A. A salaried manager paid in the top 25% of employees within 75 miles

B. A salaried engineer paid in the top 10% of employees in the industry

C. A salaried director paid in the top 10% of employees within 75 miles

D. An hourly supervisor paid in the top 10% of employees within 75 miles

284. A female engineer believes she is paid less than men doing equal work. Which statement correctly describes how she may bring her claims?

A. She may sue under the EPA without first filing an EEOC charge but must file one for Title VII.

B. She must file an EEOC charge before suing under either the EPA or Title VII for her pay claims.

C. She may sue directly under Title VII but must exhaust EEOC procedures before an EPA lawsuit.

D. She may sue directly under either law, since pay claims are exempt from the charge-filing rules.

285. Employees using a new AI forecasting tool have begun quietly correcting its wrong outputs on their own rather than reporting the errors. Which practice would MOST encourage them to report the errors instead?

A. Requiring a manager's sign-off before any AI tool error can be submitted.

B. Leaders thank people who flag errors and share how their reports led to fixes.

C. Tracking which employees' work most often contains uncaught AI tool errors.

D. Reminding staff that the vendor contractually guarantees a high accuracy rate for the tool.

286. Employees at a company believed that strong performance would lead to promotion. After leadership filled several openings with outside hires, engagement scores dropped and comments described feeling "let down." Which concept BEST explains this reaction?

A. A breach of an implied contract of employment

B. A decline in employees' organizational commitment

C. A perceived breach of the psychological contract

D. An imbalance described by equity theory

287. A company has current assets of $900,000 and current liabilities of $650,000. What is its working capital?

A. $250,000

B. $650,000

C. A ratio of 1.38

D. $1,550,000

288. An HR manager at a 300-employee company is asked whether to buy an AI chatbot for employee questions. HR receives about 60 routine inquiries a month, and the vendor quotes a significant annual fee. What is the BEST way to make the decision?

A. Compare the tool's total cost with the staff time it would save at current volume and any other benefits.

B. Decline the chatbot, since firms with fewer than 500 employees rarely gain measurable value from HR chatbots.

C. Buy the chatbot, since such tools are becoming standard and employees will expect HR to offer one.

D. Survey employees on whether they would like a chatbot and buy it if most of them say they would.

289. A union was certified, but the employer canceled or stalled most bargaining sessions for the first eight months. As the certification year nears its end, the employer plans to question the union's majority status. What remedy is the Board MOST likely to apply?

A. Order a new election, since the certification year has ended without a contract.

B. Impose a contract on the parties based on the union's latest bargaining proposals.

C. Extend the certification year so the union gets a full year of good-faith bargaining.

D. Allow the challenge, since the certification year runs from certification regardless.

290. A faith-based ERG wants to host a lunchtime celebration of a religious holiday in the office cafeteria. A manager asks HR whether this is appropriate. What is the BEST guidance?

A. Decline the request because religious events in the workplace create a risk of a hostile work environment claim.

B. Allow it, but require every member of the hosting team's department to attend the event.

C. Allow it only if the event is described as a cultural festival rather than a religious one.

D. Allow it as a voluntary event open to all, and give other groups the same chance to host theirs.

291. Research on multisource feedback has found that a large share of the variance in a set of ratings reflects the raters' own rating tendencies rather than the performance of the people being rated. What is this phenomenon called?

A. Similar-to-me bias

B. Idiosyncratic rater effect

C. Central tendency error

D. Leniency or severity error

292. An employee with alcoholism arrives at work intoxicated, violating a policy that applies to all employees. What does the ADA allow the employer to do?

A. Terminate at once, since alcoholism is excluded from the ADA's coverage

B. Nothing, since alcoholism is a disability and the conduct is a result of it

C. Discipline only after first offering paid leave to attend an approved rehab program

D. Discipline under the same standard applied to other employees for this conduct

293. When analyzing stakeholder needs for a new HR service model, in which situation are one-on-one interviews generally preferable to a survey?

A. When HR needs in-depth, nuanced views from a small number of key stakeholders

B. When HR needs anonymous input on topics that employees may be reluctant to discuss

C. When HR needs statistically reliable results that can be tracked from year to year

D. When HR needs to collect comparable ratings from a large and dispersed workforce

294. Skip-level feedback shows that employees believe a sales supervisor gives the most lucrative client accounts to the four representatives who golf with him on weekends. Performance data show the other representatives have similar results when given comparable accounts. What should HR advise?

A. Work with the supervisor to set clear account-assignment criteria, share them, and track assignments.

B. Open a formal investigation of the supervisor for discrimination based solely on the skip-level feedback.

C. Require that accounts be assigned by strict rotation regardless of client needs or rep skills.

D. Tell the supervisor to stop socializing with team members outside of work to avoid the perception.

295. HR has been asked to facilitate a session in which managers will choose among several scheduling options, one of which HR designed and strongly prefers. What is the BEST practice?

A. Facilitate and explain the strengths of each option in equal detail and depth

B. Facilitate but avoid stating any opinion on the HR-designed option

C. Facilitate and present the HR option last so it is freshest in mind

D. Disclose the interest and have a neutral facilitator lead the session

296. The midpoint of Grade 6 is $50,000, and the midpoint of Grade 7 is $57,500. What is the midpoint progression from Grade 6 to Grade 7?

A. 15%

B. 115%

C. 13%

D. 7.5%

297. A Reservist returned to work after a 9-month deployment and was properly reemployed. Eight months later his manager wants to let him go, saying only that "it's not working out." There is no documented performance or conduct problem. What should HR advise?

A. He can be discharged only for cause until a year after reemployment, so the termination should not proceed.

B. He may be terminated if the manager writes up a reason before the termination meeting.

C. He has no special protection once he is reinstated, so normal at-will rules apply to him.

D. He was protected only for the first 180 days after his return, so the company may now terminate him at will without stating any cause.

298. In an investigatory interview about a fight on the loading dock, the union steward repeatedly answers HR's questions for the employee and tells him not to describe what he saw. What should HR do?

A. Remove the steward right away and continue questioning the employee without any representative

B. Accept the steward's answers as the employee's own, since a representative may speak for the employee

C. Explain that the steward may advise and clarify, but the employee must answer the questions himself

D. End the interview and discipline the employee for failing to cooperate with the investigation

299. Which characteristic MOST clearly distinguishes strategic HR from traditional HR?

A. Consistent enforcement of HR policies across all units

B. Prompt response to requests from line managers

C. A proactive, long-term focus on business outcomes

D. Accurate and efficient processing of HR transactions

300. After an acquisition, the acquired company's leaders take most senior roles, and its practices and culture come to dominate the combined organization. In Marks and Mirvis's framework, this end state is:

A. Preservation

B. Best of both worlds

C. Reverse merger

D. Absorption

301. Division A lists all 40 of its employees in order from best to worst. Division B places 20% of its employees in "exceeds," 70% in "meets" and 10% in "below." Which statement correctly describes these approaches?

A. Division A uses forced distribution and Division B uses forced ranking

B. Division A uses forced ranking and Division B uses forced distribution

C. Both divisions use forced distribution with different category counts

D. Division A uses paired comparison and Division B uses a rating scale

302. A global HR team with members in New York, London and Singapore always meets at 9:00 a.m. New York time, which is late evening in Singapore. Singapore members have started skipping meetings. What is the BEST fix?

A. Keep the current time, since headquarters staff make most of the decisions and need to attend every meeting live.

B. Rotate meeting times so that the inconvenience is shared and use recorded updates for some agenda items.

C. Move all meetings to a time convenient for Singapore so that the team members abroad feel valued.

D. Excuse Singapore members from meetings and send them the minutes afterward for their review.

303. After a quality training program, a unit's annual scrap costs fell by $100,000. Participants estimate that 50% of the improvement came from the training and report 80% confidence in that estimate. Using the Phillips approach, how much benefit should be credited to the training?

A. $62,500
B. $80,000
C. $40,000
D. $50,000

304. At the end of a phlebotomy course, each participant draws blood from a training arm while an instructor scores the steps on a checklist. In Kirkpatrick's model, this is which level of evaluation?

A. Level 4, Results
B. Level 3, Behavior
C. Level 1, Reaction
D. Level 2, Learning

305. During a task analysis for a claims adjuster role, an HR analyst asks experienced supervisors to describe specific situations in which an adjuster handled a claim especially well or especially poorly, including what the adjuster did and what resulted. Which data-collection method is the analyst using?

A. Behavioral observation scale
B. Critical incident technique
C. Structured job-knowledge test
D. Position analysis questionnaire

306. During a grievance meeting, a union steward becomes angry and calls the HR manager incompetent and a "company puppet." The grievance concerns overtime distribution. What is the BEST response?

A. Stay calm, acknowledge the frustration, and redirect the discussion to the overtime facts in the grievance.
B. End the meeting and file a complaint with the union that the steward violated the code of conduct.
C. Tell the steward that the insults will be reported to his own supervisor for possible disciplinary action under company rules.
D. Respond firmly by pointing out mistakes the steward has made in handling earlier grievances.

307. Team members disagree about which software vendor to select, while two coworkers on another team are in ongoing personal friction because they dislike each other. How are these conflicts BEST classified?

A. Both are relationship conflict because both involve disagreement
B. The vendor dispute is relationship conflict; the friction is process conflict
C. The vendor dispute is process conflict; the friction is task conflict
D. The vendor dispute is task conflict; the friction is relationship conflict

308. In July, a manager asks HR to give a high-performing engineer an immediate 12% raise because she may leave for a competitor. There is no off-cycle budget, and her pay is already near the midpoint of her range. What is the BEST response from the HR manager?

A. Review market data and internal equity, then present funded options to the manager

B. Decline the request and tell the manager that raises happen only in the annual cycle

C. Approve the raise right away, since losing a high performer would cost even more

D. Offer the engineer a one-time bonus without checking market or internal pay data

309. A store manager plans to text a part-time associate that she is fired for repeatedly missing scheduled shifts, because the manager finds the conversation awkward. What should HR advise?

A. Send the text, then mail her a formal termination letter later that week.

B. Tell her privately in person or by phone, with a witness present.

C. Send the text, but add a request that she confirm she received the message.

D. Wait until her next scheduled shift and tell her at the start of the shift.

310. A sales VP wants to create a hiring profile by studying the traits of the company's current top-performing sales reps. HR notes that many reps with similar traits were hired and left or were terminated. How should HR improve the analysis?

A. Compare current top reps with current average reps to isolate the traits that most clearly separate them.

B. Study only the top reps, but add interviews with their managers to confirm the traits.

C. Study only the top reps, but expand the group to include those from competitor firms.

D. Compare the traits of all reps hired over a period, including those who left or failed.

311. A director being coached keeps returning to criticism from last year's review and arguing about whether it was fair. Her coach suggests she instead ask several colleagues for two ideas each on how she could run better meetings going forward, and simply thank them. Which technique is the coach applying?

A. Reflective practice, which asks the leader to journal on past events to draw lessons from them

B. Appreciative inquiry, which builds change by studying what the team does best when it works well

C. Feedforward, which collects future-focused suggestions rather than critiques of past behavior

D. A stakeholder-centered 360 debrief, which revisits past ratings to locate where they went wrong

312. Before running a turnover analysis, an HR analyst finds that managers have used 22 different termination reason codes over three years, with similar reasons coded in different ways. What should the analyst do FIRST?

A. Ask each manager to recode their own past terminations so the reasons reflect what actually happened in each case

B. Run the analysis on the existing codes and add a note that the data may contain some inconsistencies in coding

C. Use only the voluntary or involuntary flag in the records and drop the reason codes from the turnover analysis

D. Define a standard set of codes, map the old codes to it and check unclear records before running the analysis

313. An HR manager is launching a mentoring program for new hires at a 600-employee company. The goal is to reduce first-year turnover, which has been high. Which approach to measurement is BEST from the first day of the program?

A. Record baseline first-year turnover and track participants' retention and performance

B. Wait one year and then decide which metrics best show the program's value

C. Count the number of mentoring sessions held each month and report the total to leaders

D. Survey participants at the end of the program to learn how satisfied they were with it

314. A company wants a policy allowing searches of desks, lockers and vehicles on its property. Which element makes the policy MOST defensible?

A. A statement that employees must sign a new search consent form before each individual search

B. A rule that searches may target any employee whom a manager personally views as untrustworthy

C. Clear advance notice that these areas may be searched, which reduces privacy expectations

D. A rule that searches happen only after an employee has first been arrested by law enforcement

315. Ten sales coordinators left a company last year. Each earned a $60,000 salary, and HR estimates the cost to replace one coordinator at 40% of annual salary. What is the estimated total turnover cost?

A. $360,000

B. $24,000

C. $600,000

D. $240,000

316. A COBRA beneficiary has paid her premiums on time for six months. This month's payment, due on the first, arrives on the 20th. The plan follows the standard COBRA rules. What should the plan do?

A. Accept the payment but add a late fee of 2% of the premium to her next monthly bill.

B. Accept the payment and continue coverage, since it arrived inside the 30-day grace period.

C. End coverage, since only the first premium payment has a grace period under COBRA.

D. End coverage as of the due date, since the payment was not received on the first of the month.

317. A manager asks HR to schedule time-management training because his team keeps missing deadlines. HR learns that the team lost three of its eight positions last year while its project volume roughly doubled, and that deadlines were met consistently before those changes. What should HR do?

A. Recommend a prioritization workshop for the manager so he can decide which deadlines the team can safely miss

B. Schedule the training as requested, since better time management will help the team cope with its heavier workload this year

C. Explain that the root cause is workload and staffing, and help the manager address capacity rather than schedule training

D. Survey team members about their time-management skills to see whether some of them need individual coaching

318. Which set of items is typically included in a project charter for an HRIS implementation?

A. User training materials, job aids and quick-reference guides for each role

B. Final vendor contract terms, pricing schedules and renewal options

C. Detailed configuration settings and test scripts for each system module and integration

D. Objectives, scope, sponsor, roles, high-level timeline and success measures

319. A company is moving from top-down budgeting to a bottom-up process in which department managers prepare their own budget requests. What is the main advantage of this change?

A. Departments no longer need to justify their requests, which reduces the time finance spends on budget reviews

B. Managers with direct knowledge give input, which tends to increase their commitment to the budget

C. Total requested spending tends to fall, since managers know where savings can come from

D. Senior leaders can set budgets more quickly and align them more closely with strategic targets

320. Under federal immigration law, an employer can be liable for knowingly employing an unauthorized worker based on constructive knowledge. Which fact would MOST likely give an employer constructive knowledge?

A. The employee's work authorization document will expire in six months and must then be reverified

B. The employee presented an I-9 document that obviously did not relate to him

C. The employee speaks with a foreign accent and was born outside the U.S.

D. The employee presented a List B and List C combination instead of List A

321. A U.S. company opened a facility in Mexico and had its employee handbook translated word for word into Spanish. Local employees say several sections are confusing, use phrases that are not natural there, and describe benefits that don't match local practice. What is the BEST corrective step?

A. Have a second translator check the literal translation for accuracy

B. Localize the handbook with local reviewers for language, culture and law

C. Hold meetings where supervisors explain each confusing section

D. Provide the original English handbook alongside the current Spanish translation

322. A clinic employs 30 full-time staff who work the standard 40-hour week and 12 part-time staff who each work 20 hours a week. How many full-time equivalents (FTEs) does the clinic have?

A. 6 FTEs
B. 33 FTEs
C. 42 FTEs
D. 36 FTEs

323. What is the MAIN goal of calibration sessions in a performance management process?

A. Applying rating standards consistently so similar results get similar ratings
B. Forcing every department's ratings into a preset bell curve with fixed percentages
C. Setting the merit budget for each department before managers complete their ratings
D. Replacing managers' ratings with peer ratings so that individual judgment is removed

324. What is the main purpose of a phased retirement program?

A. To delay pension payments until workers have fully left the organization
B. To let workers cut hours gradually so their skills are kept and passed on
C. To require workers to retire in stages once they reach a set age
D. To offer financial incentives that encourage workers to retire sooner than they had planned

325. On a selection test, 30 of 120 female applicants and 60 of 150 male applicants pass. Applying the 80% rule of thumb, what does the impact ratio show?

A. A ratio of 0.625, below 80%, which signals possible adverse impact against women
B. A ratio of 0.50, below 80%, which signals possible adverse impact against women
C. A ratio of 0.83, above the 80% threshold, which shows no sign of adverse impact against women
D. A ratio of 1.60, above 80%, which shows no sign of adverse impact against women

326. During a criterion-related validation study of a sales aptitude test, HR learns that supervisors could see each employee's test score before completing the performance ratings used as the criterion. The study is two weeks from completion. What should HR do?

A. Drop the employees with the highest test scores, since their ratings are most likely to be inflated.
B. Treat the ratings as contaminated and collect new ratings from raters who have not seen the scores.
C. Statistically adjust the validity coefficient downward to offset the supervisors' likely bias.
D. Finish the study as planned and note in the report that supervisors had access to the scores.

327. What is the most commonly cited advantage of outsourcing transactional HR functions?

A. Greater direct control over day-to-day service quality, vendor staffing and the overall employee experience
B. Access to specialized expertise and technology while internal HR focuses on core work
C. Stronger alignment between the outsourced function and the company's culture
D. Elimination of the employer's legal liability for the outsourced HR function

328. An HR manager was worried that a peer HR manager's handling of a layoff list created legal risk, so he raised it directly with the HR director, who was the peer's boss, without speaking to the peer first. The peer is now upset and says he went behind her back. What is the BEST way for him to repair the relationship?

A. Talk with her directly, acknowledge he should have raised it with her first, and agree on how they will raise concerns

B. Give her time to cool off and let the relationship recover by working well together on their upcoming projects

C. Ask the HR director to meet with both of them so the director can explain why the concern was valid and why it was raised that way

D. Explain that the legal risk was serious enough that going to the director first was the only responsible option

329. HR finds a correlation of r = -0.62 between team engagement scores and team absenteeism rates. What is the BEST interpretation?

A. Higher engagement causes lower absence across the organization's teams.

B. The relationship is weak, because the correlation value is negative.

C. Engagement explains 62% of the variation in team absenteeism rates.

D. Higher engagement is moderately to strongly linked with lower absence.

330. In a 9-box talent review, a senior accountant is placed in the high-performance, low-potential box. She is highly skilled in her current role and has said she does not want to manage people. What is the BEST approach for this employee?

A. Recognize and reward her contributions and keep her engaged in her current role

B. Place her in an accelerated leadership program to build her potential for a people-management role

C. Move her into a new role so a higher-potential employee can take her job

D. Name her as the ready-now successor for the accounting manager position

331. A compensation analyst is assigned to a market-pricing project that will recommend new pay ranges. While building the job list, she discovers that her own job family is in scope. What should she do?

A. Price her own job family using the same survey sources as all other jobs.

B. Price her job family, then let the vendor's survey data speak for itself.

C. Leave her own job family out of the project until all the others are completed.

D. Tell her manager and have another analyst price and review her job family.

332. HR plans to analyze badge-swipe and scheduling data to understand what drives employee attrition. The data are already collected by building security and timekeeping systems. What is the BEST approach to communicating with employees about the study?

A. Explain what data will be used, why, how it is protected, and that results are reported in aggregate.

B. Ask for opt-in consent and limit the analysis to the employees who choose to take part in it.

C. Say nothing, because employees already consented to badge tracking and timekeeping as a condition of employment.

D. Announce the study only after it ends, so that awareness of it does not change employee behavior.

333. After a hurricane, a company with 600 employees across a three-state coastal region needs to confirm that everyone is safe. Cell service is spotty and some offices are closed. What is the BEST approach for HR?

A. Use a mass notification system across text, call and email, track replies centrally, and follow up on non-responders.

B. Ask each office manager to call their staff once phone service returns and report the results to HR at the end of the week.

C. Send one email to all employees asking them to reply, and assume that those who don't reply are safe.

D. Post a request on the company's social media page asking employees to comment that they are safe.

334. An HR team is leading a scenario planning exercise on the company's workforce needs over the next ten years. What should the team do FIRST?

A. Identify the key driving forces and the most critical uncertainties.

B. Set hiring targets for each business unit for the next ten years.

C. Write detailed narratives for a best-case and a worst-case future.

D. Assign probabilities to each scenario so it can choose the likeliest.

335. During a session, a coach asks a leader, "What would your team say you are protecting when you rewrite their reports?" The leader pauses and realizes his habit signals distrust. Which International Coaching Federation (ICF) core competency is the coach demonstrating MOST directly?

A. Evokes Awareness

B. Facilitates Client Growth

C. Listens Actively

D. Maintains Presence

336. In a point factor job evaluation committee, HR's facilitator notices that one member consistently rates her own department's jobs well above the scores other members give. What is the BEST next step for the facilitator?

A. Let the scores stand, since the committee's total will offset any single rater's bias

B. Average her scores with the others' scores so the outliers balance out over time

C. Remove her from the committee and have the others redo all of her past ratings

D. Discuss the scoring gaps and recalibrate ratings against the factor definitions

337. Under the GDPR, what right do employees in the EU have regarding decisions about them that are based solely on automated processing and that significantly affect them?

A. A right to receive a full copy of the algorithm's source code and all of the training data that was behind the decision

B. A right to monetary compensation whenever an automated system is used to make an employment decision

C. A right to have the decision reviewed by a national data protection authority before it takes effect

D. A right not to be subject to such a decision, with exceptions that require safeguards such as human review

338. An employee is injured on the job, and the clinic gives him a prescription-strength pain reliever but no other treatment. His supervisor asks HR to keep the injury off the OSHA 300 log because it seems minor. What should HR do?

A. Leave it off the log, since a pain reliever counts as first aid under OSHA's rules

B. Leave it off the log unless the employee later files for workers' compensation

C. Record it only if the employee misses at least one full day of work after the day of the injury

D. Record the injury, since prescription-strength medication counts as medical treatment

339. An HR team is setting accessibility requirements for its careers site and employee portal. Which Web Content Accessibility Guidelines (WCAG) conformance level do most organizations and accessibility rules target?

A. Level AA

B. Level A

C. Level B

D. Level AAA

340. A benefits specialist receives a $25 gift card from a vendor as a holiday thank-you. The company's policy allows employees to accept gifts of nominal value but prohibits cash and cash equivalents of any amount. What should the specialist do?

A. Keep the gift card but record it in the gift log so the compliance team is aware of it.

B. Return the gift card, since gift cards are cash equivalents regardless of their dollar value.

C. Keep the gift card and use it for a team lunch so that the whole department shares in it.

D. Keep the gift card, since its $25 value falls within what the policy treats as an acceptable nominal gift.

341. A clinic employs 40 full-time employees and 20 employees who each work half of a full-time schedule. How many full-time equivalents (FTEs) does the clinic have?

A. 30

B. 50

C. 40

D. 60

342. A competitor across town has just raised its starting pay for warehouse workers. Warehouse supervisors are urging the HR manager to respond right away. What should the HR manager do FIRST?

A. Match the competitor's new starting rate right away to prevent turnover

B. Ask current warehouse staff whether they plan to apply at the competitor

C. Gather current pay survey data for the local warehouse labor market

D. Wait to see whether turnover rises before taking any action on pay

343. Two weeks after a harassment complaint against a peer, an employee tells HR that her teammates now leave her out of meetings, ignore her messages and have stopped sharing work she needs. What is the BEST response?

A. Remind the whole team of the anti-retaliation policy and close the matter at that point.

B. Offer to transfer her to another team so she can make a fresh start with new coworkers.

C. Treat it as possible retaliation, investigate promptly, and take corrective action if confirmed.

D. Explain that coworkers' social choices are personal matters that fall outside the company's control.

344. To settle a discharge grievance, the employer, the union and the employee sign an agreement reinstating the employee on the condition that any further violation of the attendance policy in the next 12 months will result in discharge. What is this agreement called?

A. A memorandum of understanding

B. A side letter of agreement

C. A consent decree

D. A last chance agreement

345. A distribution company's outbound shipping is often late, and customer complaints are rising. Operations data show the delays happen at the packing and loading stage, where turnover is high and new hires take weeks to reach full speed. What is the BEST contribution from HR?

A. Address turnover and onboarding for packing and loading roles to speed up that stage

B. Recommend outsourcing all outbound shipping operations to a third-party logistics provider

C. Launch a company-wide engagement survey to learn why employees are dissatisfied

D. Train customer service staff to handle shipping complaints more effectively

346. In a severance negotiation, the employee's attorney opens with a demand of 12 months' pay. Even after extended discussion, the final settlement lands close to that figure, well above what the company had planned. Which negotiation effect does this BEST illustrate?

A. Anchoring

B. Halo effect

C. Recency bias

D. Escalation of commitment

347. An HR manager trains supervisors to use the ask-tell-ask method in feedback discussions. Which sequence reflects this method?

A. Ask about the employee's goals, give the final rating, then ask for a signature

B. Ask for the employee's view, share your own view, then ask how to move forward

C. Tell the employee your assessment, ask for questions, then tell the next steps

D. Share positive points first, raise the concern, then close with more praise

348. A fully remote customer-success manager tells HR she has moved from the state where the company is based to a state where it has no other employees. She will keep working remotely in the same role. What should HR do FIRST?

A. Keep withholding home-state taxes, since that is where the employer is headquartered

B. Register with the new state for payroll taxes and review that state's employment laws

C. Have her sign an agreement that home-state law will govern all terms of her employment

D. Reclassify her as an independent contractor to avoid taking on new state obligations

349. A supervisor investigating leaks of internal sales figures wants HR to require an employee to hand over her personal social media password so he can review her private messages. What is the BEST response?

A. Allow it if the employee signs a consent form stating she provides the password voluntarily

B. Decline, since many states bar demanding personal account passwords, and use other investigative steps

C. Have IT obtain the password from the employee's company laptop if it was saved in her web browser's password manager

D. Allow it, since an investigation into leaks gives the employer the right to see private accounts

350. A safety committee investigates repeated forklift collisions by asking why each event happened, then asking why that cause occurred, and continuing until it reaches a process failure it can fix. What technique is the committee using?

A. Pareto analysis

B. Failure mode and effects analysis

C. Five whys analysis

D. Fishbone diagram

351. A director asks HR to help reduce turnover in her department and wants HR to guarantee in writing that turnover will drop by 20% within a year. Several drivers of turnover, such as pay budgets and the director's own management practices, are outside HR's control. What is the BEST response?

A. Promise a smaller reduction, such as 10%, that HR feels more confident it can deliver alone.

B. Decline the project unless the director agrees to drop any numeric turnover target entirely.

C. Commit to the actions HR controls and agree on shared targets and how progress is measured.

D. Agree to the 20% target so the director feels confident committing resources to the project.

352. Leaders propose using the results of a survey given only to headquarters office staff to set new attendance and break policies for the company's manufacturing plants. What should HR advise?

A. Collect input from plant employees, since the results apply only to the group surveyed.

B. Apply the results, but phase the policies in gradually so plant managers can adjust them.

C. Apply the results, since headquarters staff are a large share of the total workforce.

D. Apply the results after weighting them by each plant's headcount to fit the plant mix.

353. A company uses progressive discipline for most policy violations. When is it MOST appropriate to skip the progressive steps and terminate for a first code-of-conduct violation?

A. When the employee has less than one year of service and is still within the company's probationary period

B. When the employee's manager prefers termination and HR has documented the manager's recommendation

C. When the violation is serious, such as fraud, theft or violence, and policy reserves the right to skip steps

D. When the violation is the first one and the employee admits it, since an admission removes the need for progressive steps

354. An employee who normally commutes 30 minutes each way is sent for one day to a client site two hours away. He drives from home to the client, works the day and drives home the same evening. At minimum, how much of the travel time must be counted as hours worked?

A. Only the travel time that falls within his normal scheduled working hours that day

B. None of it, because travel that starts from home before the workday is commuting

C. All four hours of round-trip travel, with no deduction for his usual commute time

D. All of the travel time except the 30 minutes each way of his normal commute

355. An employee about to begin a two-year assignment learns that her husband cannot obtain a work permit in the host country, and the couple is reconsidering the move. The business considers her the best candidate. What is the BEST response from HR?

A. Raise her base pay so the household offsets the loss of the husband's current income.

B. Offer partner support such as career coaching, education funding and networking.

C. Replace her with another candidate since the couple has expressed doubts.

D. Advise the husband to look for informal local work until a permit is approved.

356. Which risk is MOST closely associated with moving from traditional grades to broadbanding?

A. Slower reaction to market shifts because each band has a tighter range of allowed pay

B. Weaker control over pay costs because managers have more discretion within each band

C. Fewer opportunities for lateral moves because each band covers a narrower set of jobs

D. More frequent reclassification requests because employees sit near more grade limits

357. A hiring manager wants to reject any candidate whose cover letter seems to have been written with generative AI. The role requires strong client-facing writing, and the company has no policy on applicants' use of AI. What should the recruiter advise?

A. Run every cover letter through an AI-detection tool and reject those that score above its threshold.

B. Support the rejections, since using AI on a cover letter shows dishonesty about the person's actual writing ability.

C. Ignore cover letters entirely and decide using résumés and the manager's phone screen alone.

D. Assess writing skill directly, such as with a timed work sample, instead of rejecting on suspected AI use.

358. Before an investigation interview, a witness tells HR she will only talk if her manager, who is the subject of the complaint, never learns she took part. What is the BEST response?

A. Tell her that participation is mandatory and that refusing to answer could result in discipline under policy.

B. Explain that details will be shared only on a need-to-know basis, that retaliation is prohibited, and how to report it.

C. Excuse her from the interview, since a reluctant witness is unlikely to provide useful or reliable information.

D. Promise that her identity will never be revealed to anyone, including the manager, so that she feels safe enough to share what she knows.

359. An HR analytics team notices that turnover reports from two divisions cannot be compared because one division counts employees on unpaid leave as active and the other does not. What tool is designed to prevent this problem?

A. An audit trail that records which users created or changed each of the reports and on what date

B. A dashboard that displays turnover rates from both divisions together on the same screen

C. A data warehouse that stores the reports from both divisions in a single shared location

D. A data dictionary with standard definitions for fields such as active employee and hire date

360. An employee violated a safety rule that did not result in an injury. HR recommends a written warning, consistent with how three similar cases were handled, but the employee's manager wants to terminate him. What should the HR business partner do?

A. Propose a final written warning as a compromise between the manager's view and HR's recommendation

B. Walk through the prior cases and the policy with the manager and explain the risk of inconsistent treatment

C. Escalate the decision to the manager's director so the director can decide which of the two outcomes should be applied here

D. Defer to the manager, since he is accountable for his team and knows the employee's history better than HR

361. An employee in a U.S. company's Irish office emails HR asking for a copy of all the personal data the company holds about him. The request came from a personal email address that HR has not seen before. How should HR handle the request?

A. Send only his personnel file, since emails mentioning him are not personal data

B. Ask him to state a reason for the request before HR decides whether to release the data

C. Verify his identity, then provide the data free of charge within one month of the request

D. Provide the data within 90 days of the request and charge him a standard fee to cover the cost of copying the records

362. An HR analyst studies past hires, determines which application items best predicted job success, and assigns more points to the items with stronger links. What is this selection tool called?

A. A structured interview guide

B. A situational judgment test

C. A weighted application blank

D. A behaviorally anchored rating scale

363. An HR business partner deliberately pauses for several seconds after an employee finishes speaking instead of responding right away. Why can this purposeful silence be effective?

A. It gives the listener time to plan a rebuttal while the speaker reflects

B. It signals mild disapproval so the speaker reconsiders what was said

C. It shows that the listener has heard enough and wants to move on

D. It gives the speaker time to think and often prompts more information

364. In a break room, a supervisor overhears an employee tell a coworker that her mother was recently diagnosed with a hereditary form of breast cancer. How does GINA treat the supervisor's acquisition of this information?

A. It is a violation unless the supervisor reports it to HR in writing within the same week.

B. It is not a violation, and the employer may then freely use it in staffing and benefits decisions.

C. It is a violation, because the employer has acquired an employee's family medical history.

D. It is an inadvertent acquisition and not a violation, but it must stay confidential and unused.

365. An internal audit finds that 12 employees who left the company over the past year still have active logins to email and the payroll system. HR's offboarding checklist tells managers to email IT when someone leaves, but several managers did not. What is the BEST response?

A. Disable the accounts now and remind managers in writing to email IT about departures.

B. Disable the accounts now and link HRIS terminations to automatic access removal by IT.

C. Ask managers to confirm which former employees might still need access as contractors.

D. Review the logs for each account and disable only accounts that show recent activity.

366. A company's 8 open sales positions each take about 90 days to fill. Each fully productive sales rep generates about $600,000 in annual revenue ($50,000 a month). If HR cut time to fill to 60 days, about how much revenue would the company gain across these 8 openings, assuming new reps produce at full rate?

A. $600,000

B. $1,200,000

C. $400,000

D. $150,000

367. An HR analyst flags a sharp rise in July turnover and asks managers to explain it. On review, almost all of the July separations were summer interns whose 10-week programs ended as scheduled. What is the error in the analysis?

A. The interns' departures should have been coded as involuntary terminations

B. July should have been compared with August rather than with earlier months

C. Planned end-of-internship separations were counted as regular turnover

D. July turnover should have been annualized before it was flagged as high

368. During an appreciative inquiry summit, employees spend an afternoon creating images and stories of what their organization could become if its best moments were the norm. Which phase of the 4-D cycle is this?

A. Discovery

B. Design

C. Destiny

D. Dream

369. An HR manager finds a published survey showing that peer companies average 12% annual turnover, compared with 18% at her firm. Before presenting this comparison to leadership, what should she confirm FIRST?

A. That leadership will accept the external figure as the company's official turnover target

B. That the survey was conducted by a firm the company has used for prior compensation studies

C. That the firm's turnover has been above the survey average for at least three straight years

D. That the survey defines turnover the same way and covers firms of similar size and industry

370. A company's finance division expects a surplus of eight financial analysts after automating its reporting. At the same time, its strategy division has six open analyst roles with similar skill requirements that it has struggled to fill. What should HR do FIRST?

A. Engage a staffing agency to fill the strategy roles quickly with contract analysts.

B. Freeze hiring in the strategy division until the finance surplus resolves itself.

C. Assess the surplus analysts for redeployment into the strategy division's open roles.

D. Offer voluntary severance to the finance analysts and keep recruiting externally for strategy.

371. HR is investigating a complaint that one member of a fully remote team has been sending demeaning messages to another on the company's chat platform. Team members live in four states. What is the BEST way to conduct the investigation?

A. Send each team member a written questionnaire and decide the case from their written answers.

B. Collect the chat records under policy and hold one-on-one video interviews with a set structure.

C. Hold a group video call with the whole team so everyone can share their view of the conflict at once.

D. Delay interviews until the next in-person team meeting so that HR can observe body language.

372. A company places a potential successor in an acting role for three months while the incumbent is on extended leave. What is the main development benefit of this approach?

A. It tests the successor's readiness in real conditions while giving experience the company can review.

B. It removes the need for coaching or feedback, since the successor learns by doing the job.

C. It lets the company delay building a formal succession plan, because the acting role already covers the need.

D. It gives the successor a formal guarantee of the permanent role if the incumbent does not return.

373. A manufacturer with a unionized workforce plans to issue wearable devices that track workers' location and safety incidents. The collective bargaining agreement does not address monitoring technology. What should HR do FIRST?

A. Announce the rollout to employees directly and ask stewards to promote it

B. Ask supervisors to collect each worker's individual consent before rollout

C. Notify the union early and offer to meet and bargain with it before rollout

D. Roll out the devices and resolve any objections through the grievance process

374. During an inspection, OSHA finds that a site supervisor was told about a damaged scaffold weeks earlier, knew it violated the standard, and chose not to fix it because repairs would delay the project. How is this violation MOST likely to be classified?

A. Other-than-serious
B. Repeated
C. Serious
D. Willful

375. A global company is creating a network of ethics ambassadors in its local offices. What is the PRIMARY role of these ambassadors?

A. Decide on the discipline for code violations in their own locations based on local practices.
B. Promote the code locally, answer questions, and direct colleagues to the right reporting channels.
C. Investigate misconduct reports in their own offices so that cases can be closed more quickly.
D. Monitor coworkers' email and workplace conduct and report anyone they believe is breaking the code to compliance.

376. During selection of a new learning management system, HR requires finalist vendors to run demonstrations using the company's own scenarios, such as its approval workflows and a sample of its course data. What is the MAIN reason?

A. To see how each system handles the company's real processes instead of a scripted demo
B. To meet a legal requirement that buyers test software before signing a contract
C. To get vendors to start data migration early and shorten the implementation timeline
D. To create competition among the finalists that will push vendors to offer a lower subscription price

377. A sourcer notices that the company's AI sourcing tool is surfacing profiles of people who previously asked not to be contacted by the company. What should the sourcer do?

A. Delete those profiles from the tool so they do not show up in the sourcer's future searches.
B. Stop contacting those people, report the issue, and work with the vendor to apply the opt-out list.
C. Contact them anyway, since the profiles came from public sources that the tool is legally allowed to use.
D. Reach out once to each person to confirm whether they still want to be excluded from contact.

378. Employees say they like the idea of the new online expense system, but many still email paper receipts because they do not know how to submit claims in the system. Under ADKAR, which element is the barrier, and what is the BEST intervention?

A. Awareness; share the business reasons for replacing paper receipts
B. Desire; explain the benefits of the system to win their support
C. Knowledge; provide training and job aids on how to submit claims
D. Reinforcement; recognize employees who are already using the system

379. A company is considering replacing last-day exit interviews with an online survey sent 30 to 90 days after an employee leaves. What is the main reason this timing can produce more candid information?

A. Delayed surveys allow HR to compare each answer with the leaver's final performance review

B. Former employees no longer worry about references or final pay, so they speak more freely

C. Departing employees are legally barred from criticizing managers until employment ends

D. Surveys sent after departure typically get higher response rates than last-day meetings

380. Which of the following HR activities is BEST classified as a project rather than ongoing operations?

A. Answering employee benefits questions through the HR service center

B. Implementing a new applicant tracking system by the third quarter

C. Conducting new-hire orientation for each incoming group of employees

D. Processing biweekly payroll for all hourly and salaried employees

381. Which practice is MOST effective for keeping participants engaged in a virtual instructor-led training session?

A. Muting participants and holding questions to the end to keep the session on schedule

B. Sending slides beforehand so participants can follow along on their own without the facilitator

C. Extending the session so the facilitator can cover all of the material in one sitting

D. Building in an interaction every few minutes, such as polls, chat questions or breakouts

382. For years, a company has placed its benefits analyst and payroll analyst jobs in the same grade because its job evaluation rated them as equal. New survey data put the benefits analyst median 12% below the payroll analyst median. HR is updating the structure. What should HR do?

A. Keep the grade but cut the benefits analysts' pay to match the lower survey median

B. Move the benefits analyst job down one grade so the structure follows the new survey data

C. Verify the survey matches, then weigh market and internal value per the philosophy

D. Keep both jobs in the same grade, because internal equity always takes priority over market

383. A manufacturer uses hoshin kanri. Which tool puts breakthrough objectives, annual objectives, improvement priorities and metrics on a single page so leaders can see how they connect?

A. SWOT grid

B. Gantt chart

C. X-matrix

D. Fishbone diagram

384. An employee was not selected for a promotion. HR and the hiring manager meet with him to walk through the posted criteria, the structured interview process, and how each candidate was scored. Why does this approach help preserve his trust even though the outcome disappointed him?

A. People accept unfavorable outcomes more readily when the process used to reach them seems fair.

B. Sharing the scores shows him that the selected candidate's pay will be fair relative to his.

C. Explaining the process gives him the information needed to file an appeal of the decision.

D. A detailed explanation shifts accountability for the outcome from the organization to the panel.

385. An HR coordinator who approves invoices from a temporary staffing agency tells the HR manager she has started dating the agency's account representative. There is no sign of improper billing. What should the HR manager do?

A. Allow her to keep approving the invoices but have internal audit review a sample of them once every quarter.

B. Allow her to keep approving the invoices, since she disclosed the relationship voluntarily.

C. Thank her for disclosing it and reassign invoice approval for that agency to another employee.

D. Ask the agency to replace its account representative so the coordinator can keep her duties.

386. An HR team is defining success measures for a redesigned onboarding program in its business case. Which measure is written in SMART form?

A. Reduce first-year turnover among new hires as much as possible over the next several years

B. Have every new hire finish onboarding and rate the program favorably on the exit survey

C. Cut first-year voluntary turnover of new hires from 25% to 18% by December 31 next year

D. Improve the new-hire experience so that employees feel more welcome during their first year

387. Six months after a new safety-reporting procedure launched, managers notice employees drifting back to their old informal reporting habits. Which ADKAR element is designed to prevent this?

A. Reinforcement to sustain the change

B. Knowledge of how to report hazards

C. Ability to perform the new behavior

D. Desire to support the change

388. A company's code of conduct is written in dense legal language, and employees say they rarely consult it. Which change would MOST improve its usefulness?

A. Add more detailed legal citations so employees can see the laws behind each requirement in the code.

B. Rewrite it in plain language with practical examples and questions and answers employees commonly face.

C. Require employees to read it twice a year and pass a test on its exact wording to show they understood it.

D. Shorten it to a one-page list of values and remove the specific guidance on individual topics.

389. A former employee calls HR, upset that his COBRA premium is about four times what he paid as an active employee. He says the company is overcharging him. What is the BEST explanation?

A. The plan may charge up to 150% of the full cost during the first 18 months of continuation.

B. COBRA can cost up to 102% of the full plan cost, including the share the company used to pay.

C. COBRA premiums are set by the federal government based on age and the region where he lives.

D. His rate rose because COBRA enrollees are rated separately based on their own claims history.

390. A new supervisor asks HR to explain the difference between diversity and inclusion. Which statement BEST captures the distinction?

A. Inclusion follows automatically once a workforce reaches a sufficiently diverse representation.

B. Inclusion is the mix of people in a workforce, while diversity is how valued those people feel at work.

C. Diversity covers only legally protected traits, while inclusion covers every other personal trait or background.

D. Diversity is the mix of people in a workforce; inclusion is whether they feel valued and able to contribute.

391. A company's AI people-analytics dashboard predicts each employee's flight risk. Why should each manager see the predictions for only his or her own team?

A. Federal law prohibits sharing flight-risk scores with anyone outside the employee's direct reporting line.

B. Limiting access to a need-to-know basis protects privacy and reduces the risk that the data is misused.

C. Managers who see other teams' scores tend to become discouraged about their own team's retention numbers.

D. Showing all teams' predictions would reveal the proprietary model that the vendor uses to score risk.

392. Which statement BEST reflects the current view of employee resistance to change?

A. Resistance mostly reflects personality traits that HR should screen for in hiring

B. Resistance often signals real flaws in the plan or unmet needs that deserve attention

C. Resistance is a sign that the change was poorly chosen and should be reconsidered

D. Resistance is best kept to a minimum by sharing change details with employees only after implementation

393. An employer is drafting a severance agreement with a general release of claims. Which right remains protected even after the employee signs the release?

A. The right to sue for breach of a contract that ended before signing.

B. The right to file a charge with the EEOC or take part in its investigation.

C. The right to sue for age discrimination that occurred before signing.

D. The right to sue for race discrimination under Title VII that occurred before signing.

394. A software training course covers many screens and steps, and learners say they feel overwhelmed. Which design change would BEST reduce extraneous cognitive load?

A. Add background music and animated transitions to keep learners alert during long sections

B. Present the full procedure and all of its exceptions at once so that learners can see the complete picture

C. Remove decorative graphics and unrelated detail, and place labels next to the screen parts they describe

D. Have the narrator read aloud all the text that is shown on screen, word for word, for each step

395. An HR analyst suspects the HRIS is overstating annual turnover. Which data practice would MOST likely inflate the turnover rate?

A. Terminations are entered in the system a few weeks after the last day.

B. Voluntary resignations are sometimes coded as involuntary terminations.

C. Independent contractors are left out of the headcount denominator.

D. Internal transfers are processed as a termination followed by a rehire.

396. The vice president sponsoring a new HRIS implementation has stopped attending steering committee meetings and sends a junior analyst instead. Key design decisions are now stalling. What should HR do?

A. Ask the CEO to name a new sponsor right away, given that the vice president has stopped taking part in meetings

B. Meet with the vice president to discuss the stalled decisions and the active sponsor role required

C. Pause the steering committee until the vice president has time to attend meetings again

D. Ask the junior analyst to make the design decisions so that the project schedule stays on track

397. A benefits coordinator is promoted to HR supervisor and now manages four people who were her friends and peers on the same team. Some have already begun asking her for favors. What is the BEST first step for the new supervisor?

A. Meet with each team member to discuss how the relationship will change and what she expects

B. Keep things as they were for the first few months so the transition feels as smooth as possible for everyone

C. Ask her own manager to handle any performance problems on the team for the first year

D. Pull back from social contact with the team so that no one sees signs of favoritism

398. While writing up findings from confidential interviews about a department's morale, an HR consultant is approached by the department manager, who asks her to leave out several negative comments about his leadership. What should she do?

A. Soften the comments into general wording that no longer refers to leadership

B. Leave out the comments, since they could harm his working relationships

C. Decline, and report the themes accurately while protecting who said what

D. Include the comments word for word along with the names of those who made them

399. An employer uses AI monitoring software that has flagged several union-represented employees for discipline. The union steward asks for the data and criteria the AI used to flag the employees, saying the union needs them to evaluate grievances. What is the employer's duty?

A. Provide the information only if the union first agrees to drop the pending grievances.

B. Refuse the request, because the AI's criteria are the vendor's proprietary trade secrets.

C. Provide the relevant information, and bargain over protections for any confidential parts.

D. Provide only the final discipline decisions, since the AI's data is not part of the record.

400. A VP tells the HR manager he wants to hire a longtime friend as a regional director immediately, without posting the position or interviewing anyone else. Company policy requires internal posting and a structured interview process for director roles. What is the BEST response?

A. Explain the policy and its purpose, and offer to run an expedited search in which the friend can compete.

B. Process the hire as requested because the VP has authority to fill positions within his own organization.

C. Approve the hire but require the friend to sit for one structured interview before an offer is extended.

D. Refuse the request and report the VP to the CEO for attempting to violate the company's hiring policy.