SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 4

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

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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 4

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. HR discovers that employees who left and were later rehired appear in the HRIS under two separate employee records, which inflates headcount reports. What should HR do?

A. Merge the duplicates under one ID and set a rehire procedure that reactivates the original record

B. Delete the older record for each rehired employee so that only the current record remains

C. Subtract an estimated number of rehires from headcount totals in each future monthly report

D. Add a rehire flag to the newer records so analysts can filter the duplicates out of their monthly reports

2. A team member who joined three months ago has learned some of the basic tasks, but after several early mistakes she has become discouraged and less confident. Under situational leadership, which style should her manager use?

A. Coaching: high direction combined with high support

B. Delegating: low direction combined with low support

C. Supporting: low direction combined with high support

D. Directing: high direction combined with low support

3. An employee tells her supervisor she cannot work Friday evenings because of her faith's Sabbath, but she never uses the word "accommodation." What is the employer's obligation?

A. Wait for a written request submitted on the official accommodation form

B. Treat it as a request; no specific words are needed to give notice

C. Refer her to the union, because it handles scheduling conflicts

D. Act only after she explicitly asks for a religious accommodation

4. A sales engineer who has access to detailed pricing data tells HR that his spouse has just joined a direct competitor in a marketing role. He has no reported performance or conduct issues. What should HR do?

A. Thank him for telling HR and take no further action, since the spouse is not in a pricing role.

B. Ask him to have his spouse sign a nondisclosure agreement with the company before he returns.

C. Begin termination proceedings, because a spouse employed at a direct competitor creates an unmanageable risk.

D. Document the disclosure and put safeguards in place, such as reaffirming confidentiality duties.

5. Under the standard set by the Supreme Court in Vaca v. Sipes, when does a union breach its duty of fair representation?

A. When its conduct toward a unit employee is arbitrary, discriminatory or in bad faith

B. When it declines to take any grievance the employee files to final arbitration

C. When it loses an arbitration case that the employee believes had strong merit

D. When it negotiates a contract term that disadvantages some unit employees relative to others in the unit

6. A unionized warehouse assigns weekend shifts by seniority under the collective bargaining agreement. A junior employee asks for Sundays off for religious reasons, but under the CBA she is assigned Sunday shifts. What is the BEST next step for HR?

A. Ask the union to amend the CBA at the next negotiation before considering the request again

B. Seek a voluntary swap or other option that fits within the seniority system

C. Deny the request, since the CBA removes any duty to accommodate her

D. Give her Sundays off by overriding the seniority rules for her request

7. At a growing company, several new hires have arrived on their first day to find no laptop, badge or system access, and they spend days waiting. What is the BEST process fix?

A. Ask hiring managers to remind IT about new hires a few days before start

B. Fill first-week schedules with training videos while access is set up

C. Push start dates back until IT confirms that equipment is ready for use

D. Trigger a provisioning checklist with owners and deadlines at acceptance

8. An HR team is selecting a new learning management system for 3,500 employees in 12 countries. It wants to learn, quickly and at low cost, how often employees use mobile devices for training and which features they rank highest. Which requirements-gathering technique is the BEST fit?

A. An online survey sent to a broad sample of employees

B. One-on-one interviews with selected learners in each country

C. Facilitated focus groups held in each country's main office

D. Job shadowing of employees as they complete current courses

9. Over three years, the share of a company's leadership openings filled by internal candidates rose from 35% to 60%, while leadership turnover held steady. What is the MOST reasonable interpretation?

A. Internal promotions are now being made without any competitive review.

B. Leadership turnover must have fallen sharply over the three-year period.

C. The company is failing to attract strong external candidates for leadership.

D. The succession pipeline is likely producing more ready internal candidates.

10. On a 5-point scale, the operations department's average rating is 4.6 while finance averages 3.1, even though both departments met similar goals and had similar business results. Merit pay is tied to ratings. What is the BEST action for HR?

A. Accept the ratings, since each department head understands the work of their own staff best

B. Lower all operations ratings by about 1.5 points so the two averages match

C. Require both departments to use a forced distribution with fixed rating quotas

D. Hold a cross-department calibration session to align ratings to shared standards

11. An anonymous hotline report alleges that a 20-year employee leaves two hours early every day while recording a full shift. The employee has a clean record, and the report gives no other details. What should HR do FIRST?

A. Quietly review badge, timekeeping and schedule records to see whether the alleged pattern exists.

B. Meet with the employee to present the allegation and ask him to explain his recent attendance.

C. Close the report, since it is anonymous and the employee's long, clean record makes it unlikely.

D. Hire an outside investigator to observe the employee's arrival and departure times for the next full month.

12. HR tells employees that a new engagement survey is confidential rather than anonymous. What does this mean for participants?

A. Answers are linked to names and given to managers when they ask for them.

B. Results are reported only for the whole company and never for any team.

C. No one, including the survey team, can link any answer to a specific respondent.

D. The survey team can link answers to names but will not reveal who said what.

13. A high-performing bargaining-unit employee asks her manager to negotiate a personal raise above the contract rate for her classification. Under the NLRA, how should the employer respond?

A. Decline, because the union is the exclusive representative and the employer may not bargain with her individually.

B. Decline, unless she first gets a majority of coworkers in her classification to support the requested raise.

C. Agree, if the employee first resigns her union membership and accepts responsibility for her own bargaining.

D. Agree, because the NLRA allows individual merit raises for top performers as long as they are documented in writing.

14. Under the federal Fair Chance to Compete for Jobs Act, when may federal agencies and covered federal contractors generally ask applicants about criminal history?

A. After the applicant signs a background check authorization form

B. After a conditional offer of employment, with limited exceptions

C. At the application stage, if the question applies to every applicant

D. After the first interview but before a conditional offer is made

15. A benefits vendor's account representative has ignored a recurring deduction error affecting employees' paychecks for three weeks. What is the BEST next step for the HR manager?

A. Use the contract's escalation path and document the error and its impact

B. Start an RFP to replace the vendor at the next contract renewal date

C. Correct the deductions manually and keep waiting for the account representative

D. Withhold payment on all vendor invoices until the error is corrected

16. A remote project coordinator regularly misses afternoon client meetings because she is caring for her toddler, and colleagues are covering for her. Her manager wants to tell her that remote work is not suitable for parents of young children. What should HR advise?

A. Support the manager's plan, since childcare during work hours makes remote work unsuitable

B. Let the team keep covering the meetings, since raising childcare could create legal risk

C. Treat the missed meetings as an availability issue and explore schedule options

D. Ask her to provide proof of childcare arrangements before she continues working remotely

17. An employee complains that a coworker has been sending her harassing text messages after hours. She says the texts are on her personal phone and offers to email HR screenshots. What is the BEST way for HR to handle this evidence?

A. Accept the screenshots and ask to view the original messages with her so the dates and sender's number can be confirmed.

B. Decline the screenshots because messages on a personal device are outside the scope of a workplace investigation.

C. Accept the screenshots as conclusive proof and move directly to a disciplinary meeting with the coworker.

D. Require her to turn over the phone to IT so the full device can be forensically copied before the investigation into the texts begins.

18. Two months after the company signs a three-year contract with an employee assistance program (EAP) vendor, the vendor reassigns the account manager who led the sales process and promised custom on-site services. HR is concerned the promised services will be lost. What should HR do FIRST?

A. Accept the change, since the contract binds the vendor firm and not any individual employee.

B. Notify the vendor that the reassignment breaches the contract and start the termination process.

C. Check the contract for key-personnel and service terms, then confirm them with the new manager.

D. Insist that the vendor return the original account manager to the account for the full term.

19. A 40-employee company signs an agreement under which an outside firm co-employs its workforce and handles payroll, benefits administration and HR compliance, while the company directs daily work. What type of arrangement is this?

A. A temporary staffing agency

B. A professional employer organization

C. A managed service provider

D. A recruitment process outsourcing firm

20. An HR manager is preparing U.S. managers for an assignment in another country and warns them that the comfortable distance for a business conversation there may be closer than they are used to. Which aspect of nonverbal communication is she addressing?

A. Kinesics
B. Proxemics
C. Chronemics
D. Paralanguage

21. Which remote-work policy provision BEST protects confidential company data handled at employees' homes?

A. Requiring employees to tell household members that work documents are confidential and private
B. Allowing personal devices if employees agree in writing to keep all company files in a separate, labeled folder
C. Requiring company-managed devices with encryption, multifactor login and a secure network connection
D. Asking employees to print sensitive files at home so that less data is stored on their laptops

22. Several employees tell HR that their manager keeps asking them to follow her personal social media accounts and mentions in team meetings who has not done so yet. What should HR advise the manager?

A. Continue the requests but stop naming people in meetings so that no one feels embarrassed
B. Ask employees to follow a separate professional account she creates for team updates instead
C. Require the whole team to follow her accounts so that everyone is treated in the same way
D. Stop the requests and make clear that connecting is voluntary and will not affect anyone

23. Halfway through a two-week sprint to build HR self-service features, the team's burndown chart shows the actual remaining-work line sitting well above the ideal line. What does this most likely indicate?

A. The team is completing work faster than planned and could take on additional stories
B. The team has finished more stories than it committed to at the start of the sprint
C. The team is completing work more slowly than planned and may not finish the sprint scope
D. The team has spent more of its sprint budget than planned for the amount of work it has completed so far

24. A company needs a project specialist for 1,500 hours this year. A contractor would charge $95 per hour. Alternatively, it could hire an employee at a $110,000 annual salary, with benefits and payroll taxes adding 30% of salary. What is the cost difference between the two options?

A. The contractor costs about $54,600 more than the employee
B. The employee costs about $33,000 more than the contractor
C. The employee costs about $500 more than the contractor
D. The contractor costs about $32,500 more than the employee

25. A temporary worker placed by a staffing agency reports to the client company's HR that her client-company supervisor has been sending her sexually explicit messages. What should the client company do?

A. Promptly investigate and take corrective action, coordinating with the agency as needed

B. Refer the complaint to the agency, since the temp is the agency's employee and not the client's

C. Ask the agency to reassign the temp to another client while the agency looks into the matter

D. Wait for the agency's own investigation to finish before taking any action on the supervisor

26. An HR manager is reviewing offer-letter templates for an at-will employer. Which wording creates the GREATEST risk of implying a one-year term of employment?

A. "Your starting pay is $3,000 biweekly; this letter is not a contract for any term."

B. "Your salary for your first year of employment will be $78,000, payable in 26 installments."

C. "You will be paid $3,000 biweekly, and your employment remains at will at all times."

D. "Your pay rate will be $3,000 per biweekly pay period, subject to periodic review by your manager."

27. After a job redesign, an AI tool drafts benefit summaries for new hires, and benefits specialists review, correct and finalize each one. Which term best describes this design?

A. Augmentation, because AI supports the work while people keep judgment and final control

B. Job enlargement, because the specialists now perform a greater number of different tasks

C. Outsourcing, because part of the benefits work has moved to an outside technology provider

D. Automation, because the AI tool completes the benefit summaries without any human input

28. A company and union are negotiating a contract in a state without a right-to-work law. Which membership requirement may the contract lawfully include?

A. A clause requiring applicants to join the union before they may be hired

B. A clause requiring employees to remain full members in good standing for life

C. A clause requiring the union to approve every new hire before the first shift

D. A clause requiring employees to pay dues or fees after 30 days of employment

29. A company's candidate Net Promoter Score after interviews is -15. Most comments say candidates heard nothing for weeks after interviewing and received no feedback. What is the BEST action?

A. Set response-time standards for updates and post-interview feedback.

B. Train interviewers on effective behavioral and situational questioning techniques.

C. Survey candidates only after final hiring decisions are made.

D. Shorten the process by removing one of the interview rounds.

30. A company began the year with 200 employees and ended it with 260. Using these two figures, what average headcount should HR use as the denominator for the annual turnover rate?

A. 60

B. 230

C. 260

D. 460

31. A hospital's AI scheduling tool pulls staff availability from an HRIS table that is refreshed only once a week. Nurses complain that the tool keeps scheduling people who have already had leave approved or changed units. What is the BEST fix for HR to pursue?

A. Retrain the scheduling model on a full year of past schedules so it can better predict each nurse's availability changes.

B. Ask nurses to email their schedulers each week to confirm availability before the next schedule is released.

C. Work with IT and the vendor to sync availability data far more often, and check schedules manually until then.

D. Replace the tool with a different AI scheduling product that the vendor describes as more accurate overall.

32. A selection committee must choose among three applicant tracking systems. It assigns importance weights to cost, ease of use and integration, rates each system on every factor, and compares the totals. Which tool is the committee using?

A. Decision matrix

B. Nominal group technique

C. Affinity diagram

D. Force field analysis

33. A manufacturer's manual workers' compensation premium is $200,000, and its experience modification rate is 1.25. What is the adjusted premium after the EMR is applied?

A. $250,000

B. $150,000

C. $225,000

D. $160,000

34. A new union contract gives bargaining-unit employees a 6% across-the-board raise, which shrinks the pay gap between them and their nonunion first-line supervisors to under 5%. What should HR do?

A. Wait for the next annual merit cycle and treat the supervisors' pay like other staff

B. Run a compression analysis and recommend supervisor adjustments that restore the gap

C. Add the first-line supervisors to the bargaining unit so they receive the same raise

D. Ask the union to reopen the contract and reduce the raise to protect supervisor pay

35. In a skills survey, most accounting staff rated themselves as expert Excel users. However, their managers report frequent formula errors and broken spreadsheets in month-end reports. What should the HR specialist do to get accurate needs data?

A. Rely on the managers' reports, since supervisors are better placed than employees to judge skill levels

B. Rerun the survey anonymously so that employees feel safe giving lower and more honest self-ratings

C. Average the employees' self-ratings with the managers' ratings to produce a single combined score

D. Validate the self-ratings with a short practical skills test and a review of actual work samples

36. A newly promoted high-potential manager has a strong record of personal results. Which behavior is a common leadership derailer for managers like her?

A. Continuing to do the work herself instead of delegating and building her team

B. Setting stretch goals for her team that are tied to the business strategy

C. Asking her peers for feedback on her decisions and priorities during her first six months

D. Spending time learning about functions that work alongside her department

37. After an acquisition, many employees of the acquired company no longer value their old culture, but they also do not identify with or feel attracted to the acquirer's culture, leaving them confused and alienated. In Nahavandi and Malekzadeh's acculturation model, this mode is:

A. Cultural assimilation

B. Separation

C. Deculturation

D. Integration

38. In a harassment investigation with no eyewitnesses, the complainant and the accused give conflicting accounts of what happened during a meeting in his office. Which evidence would most strengthen the complainant's account?

A. The investigator's observation that the accused appeared nervous throughout his interview.

B. Statements from several coworkers that she is an honest person who does not exaggerate.

C. A text she sent a friend minutes after the meeting describing what he had said and done.

D. A detailed written statement she prepared for HR three weeks after the meeting took place.

39. A warehouse job requires lifting 50-pound boxes. Which question may an interviewer lawfully ask before making a conditional offer?

A. Are you taking any prescription medication that might affect your work?

B. Have you ever filed a workers' compensation claim for a back injury before?

C. Can you do the job's essential functions with or without accommodation?

D. Do you have any medical condition that would affect your lifting ability?

40. A recruiter believes a candidate the AI tool ranked in the bottom quarter is actually a strong match based on her portfolio. What process should HR have in place?

A. A documented override path with job-related reasons, reviewed for trends

B. A requirement that the vendor review and approve each recruiter override before it happens

C. A rule that recruiters follow AI rankings so selections stay consistent

D. An informal practice of advancing anyone a recruiter personally likes

41. An HR team used action research to address low collaboration between two departments. It has implemented a joint planning process and evaluated the results. According to the action research model, what happens next?

A. The consultant formally ends the engagement because the planned intervention has been completed.

B. New data is gathered on the evaluated results, and another cycle of diagnosis and action begins.

C. The results are reported to senior leaders, who decide whether the problem should be revisited.

D. The change is frozen into policy so that no further adjustments disrupt the new process.

42. An analyst tells HR she will not use the company's generative AI tool for client reports because she believes presenting AI-assisted work to clients is unethical. Using the tool is encouraged but not required, and her work meets all quality and deadline standards. What is HR's BEST response?

- **A.** Tell her that refusing to use a company-provided tool is insubordination and document the conversation.
- **B.** Reassign her client accounts to colleagues who are willing to use the generative AI tool.
- **C.** Ask her manager to require her to use the AI tool for at least one client report each month.
- **D.** Hear out her concerns, clarify the disclosure rules, and respect her choice while use is optional.

43. An analytics tool flags a high-performing engineer as a "high flight risk." Her manager tells HR he plans to pass her over for an open promotion because "she'll probably leave anyway." What should the HR manager advise?

- **A.** Promote her only if the analytics tool's score shows a lower flight risk when it is rerun next quarter.
- **B.** Support the manager's decision, since promoting an employee likely to leave soon would waste the company's development resources.
- **C.** Ask the engineer directly whether she plans to leave before deciding whether to consider her for the promotion.
- **D.** Base the promotion decision on the job-related criteria, not on the tool's prediction about whether she will leave.

44. A benefits-enrollment project was delivered on time, and the project team will return to their regular jobs next week. What should the HR project lead do before the team disbands?

- **A.** Hold the lessons-learned review at next year's enrollment, when the issues will recur
- **B.** Schedule a celebration lunch for the team and ask each member to send feedback on the project later
- **C.** Send a closing email to stakeholders and archive all files to the shared project folder
- **D.** Get sponsor sign-off, record lessons learned, hand off support duties and recognize the team

45. After a bias workshop, a sales director proposes that only hiring managers with "low bias" scores on the Implicit Association Test be allowed to interview candidates. He asks HR to collect everyone's scores. What is the BEST response from HR?

- **A.** Decline for now, and suggest that managers retake the test until most of them reach an acceptable passing score.
- **B.** Decline, explaining the test isn't valid for individual decisions, and suggest structured interviews instead.
- **C.** Agree, but only if managers consent to sharing their scores and results are kept confidential.
- **D.** Agree to a trial period and compare the hiring outcomes of high-scoring and low-scoring managers.

46. An employee files a harassment complaint and asks HR to promise that everything she says will stay confidential. What can HR truthfully promise?

A. Her identity will be kept from the accused unless she gives her written consent first.
B. Details will be shared only with the accused, not with witnesses or managers.
C. Information will be shared only as needed to investigate and address the concern.
D. Nothing she says will be shared with anyone, including the accused employee.

47. An HR trainer is teaching supervisors the DESC script for assertive conversations. A supervisor practices: "You've arrived 20 minutes late three times this week. I'm frustrated because the team has to cover your calls. I need you here by 8:00 each morning." Which element of the DESC script has the supervisor left out?

A. Consequences: what will follow if the behavior does or does not change
B. Express: how the speaker feels about the effect of the behavior
C. Describe: an objective account of the behavior without judgment
D. Specify: the concrete change in behavior the speaker is requesting from the listener

48. An organization is adding peer-to-peer recognition to a program in which only managers have given recognition. What is the MAIN benefit of this change?

A. It ensures that awards are spread equally across every team and job level
B. It removes the need for managers to give feedback and recognition to their staff
C. It captures contributions managers may not see and makes recognition more frequent
D. It lowers program costs by replacing monetary awards with public praise from peers

49. What is the minimum number of employees a private employer must have to be covered by Title II of the Genetic Information Nondiscrimination Act (GINA)?

A. 1 employee
B. 15 employees
C. 50 employees
D. 20 employees

50. A recruiter notes that a company's skills test passes Black applicants at 85% of the rate it passes white applicants and concludes the test is legally safe. Why is that conclusion unreliable?

A. The rule of thumb applies only to promotions, not initial hiring decisions
B. A validated test must reach a 90% ratio, not 80%, to be considered safe
C. A ratio above 0.80 automatically shifts the burden of proof to the employer
D. A gap can still be statistically significant, and small samples can mislead

51. A company's headcount grew from 500 to 630 over the past three years, an increase of about 8% compounded each year. If the same rate continues, about how many employees should HR project for next year?

A. About 760
B. About 670
C. About 680
D. About 794

52. An HR team is selecting a new benefits administration vendor. What distinguishes a request for proposal (RFP) from a request for information (RFI)?

A. An RFP gathers general information about the market and vendor capabilities

B. An RFP gives detailed requirements and terms and asks for formal, priced bids

C. An RFP is a nonbinding letter stating the buyer's intent to sign a contract with a chosen vendor

D. An RFP asks vendors only for a price on a fully defined set of services

53. An employee leaving after one year asks HR whether she will lose the money she contributed to the 401(k) plan from her own paychecks. The plan's employer match vests on a three-year cliff schedule. What should HR tell her?

A. Her own deferrals are 33% vested after one year, the same rate that applies to the employer match.

B. Her own deferrals are always 100% vested, though the unvested employer match will be forfeited.

C. Her own deferrals and the employer match are both forfeited, because she has not reached three years.

D. Her own deferrals and the employer match are both fully vested, because she is leaving voluntarily.

54. HR is deciding which positions to include in a succession plan. Which combination of factors BEST marks a role as critical?

A. A high pay grade, a large number of direct reports, and a senior place on the organization chart

B. High impact on strategy, a scarce talent market, and serious harm to the business if it stays vacant

C. Long-serving incumbents, frequent requests from managers, and a history of hard-to-fill openings

D. A visible title, regular contact with the executive team, and responsibility for a large operating budget

55. Under the NLRA, how are wages, hours and other terms and conditions of employment classified for collective bargaining purposes?

A. Reserved subjects that management may decide alone under its management rights

B. Illegal subjects that cannot be included in a collective bargaining agreement

C. Mandatory subjects that both parties must bargain over if either side raises them

D. Permissive subjects that either party may refuse to discuss at the bargaining table

56. Where should workplace investigation files be kept, and who should have access to them?

A. In a shared department folder, open to all managers and team leads in the affected work area

B. In the accused employee's personnel file, open to that employee's managers

C. In a separate secure file, open only to HR and legal staff with a need to know

D. In the complainant's personnel file, open to both parties upon their request

57. A company's leave policy says employees must use all accrued paid time off before starting unpaid military leave. A Reservist being called up for 60 days objects and wants to save his vacation for when he returns. What should HR do?

A. Apply the policy, since it treats military leave the same way as all other unpaid leave

B. Ask him to use half his PTO now and keep the other half for after his return

C. Apply the policy only for the first two weeks of leave and make the rest of the leave unpaid

D. Let him decide whether to use PTO and make PTO use optional for military leave

58. An HR team tracks two measures: the percentage of managers who complete quarterly stay interviews and the annual voluntary turnover rate. How are these measures BEST classified?

A. Stay-interview completion is a lagging indicator; annual turnover is a leading indicator

B. Both measures are leading indicators because each one helps predict future retention

C. Both measures are lagging indicators because each one is reported after the fact

D. Stay-interview completion is a leading indicator; annual turnover is a lagging indicator

59. Under the Equal Pay Act, a male warehouse associate is paid more than female associates in the same job because he sometimes moves a heavy pallet that the others rarely handle. How is the "effort" factor evaluated?

A. By the employee's own self-reported exertion, as recorded on an annual job-analysis questionnaire completed for each role.

B. By any additional task the higher-paid employee performs, no matter how often or how briefly.

C. By the total hours each employee works, so anyone who works longer shifts performs greater effort.

D. By the physical or mental exertion the job requires; occasional extra tasks do not make jobs unequal.

60. A company plans to provide shuttle vans that carry employees between a transit station and a remote campus. The HR manager is helping operations compare leasing the vans with buying them. Which consideration is MOST relevant to that comparison?

A. How long the service is needed and how often the vans will need replacing

B. How many employees currently drive to the campus instead of using transit

C. Whether the shuttle can be listed as a perk in job postings for the campus

D. Whether employees prefer riding in a leased van or in a company-owned van

61. After open enrollment, HR's emails showed a 75% open rate, but claims data reveal that many employees chose plans that cost them more than needed for their usage. HR wants to improve next year's campaign. Which measure should HR add?

A. Tracking how quickly employees open each email after it has been sent to them

B. Comparing this year's open rate with industry benchmarks

C. A short survey or quiz testing whether employees understood their options

D. Counting the number of emails and reminders sent in the campaign

62. A restaurant group's labor cost runs 38% of sales on Monday through Wednesday but 26% on weekends. Managers schedule the same number of servers and cooks every day. What should HR recommend?

A. Close the restaurants on Mondays and Tuesdays, since those days show the highest labor cost as a percentage of sales

B. Build schedules from sales and customer traffic by day and hour so staffing levels follow expected demand

C. Lower the starting wage for weekday shifts so the cost of staffing the slower days falls in line with the weekend

D. Cut every employee's weekly hours by the same percentage so the weekday labor cost moves closer to the weekend level

63. A plant's entire management group spends one day together identifying the organization's problems in mixed small groups, setting priorities, assigning action steps with deadlines and scheduling a follow-up session. Which intervention is this?

A. Confrontation meeting

B. Survey feedback session

C. Third-party peacemaking

D. Future search conference

64. On a belonging item, 64% of a subgroup of 14 respondents answered favorably (9 of 14), compared with 79% of all respondents, a 15-point gap. What caution BEST applies when HR reports this result?

A. One person's answer shifts the subgroup score about 7 points, so treat the gap as a signal to explore.

B. The subgroup ratio is 81% of the overall rate, so under the 80% rule there is no meaningful gap.

C. The 15-point gap exceeds 10 points, so it is statistically significant and needs no further review or follow-up.

D. The subgroup is under 30 people, so the gap should be ignored and left out of all reporting.

65. A sales supervisor asks HR to help him quietly test an AI tool that tracks his team's keystrokes and screen activity for a month before deciding whether to tell them about it. What is the BEST response?

A. Allow the trial as long as the results are used only to coach employees and not to discipline them.

B. Allow the trial if the supervisor limits it to employees who have had recent performance problems.

C. Allow the trial and tell the team afterward, since the tool runs only on company-owned computers and company networks.

D. Decline the covert trial and explain that any monitoring pilot needs policy review and notice to employees.

66. An HR director plans to use the Organizational Culture Assessment Instrument (OCAI) before a merger. What does the OCAI measure?

A. The fit between the two firms' structures and reporting relationships
B. Leaders' personal values compared with the company's stated values
C. Current and preferred culture across the four Competing Values types
D. Employee engagement drivers ranked against an industry benchmark

67. Several employees will be fasting from dawn to sunset for a month. Which practice BEST supports them?

A. Ask fasting employees to skip any meetings where food will be served
B. Move all team lunches off-site so fasting employees will not see food
C. Shorten the workday for the month only for the employees who disclose their fasting
D. Avoid scheduling key events around meals and allow flexible break times

68. A company creates a new internal role that combines vendor management and data reporting. HR finds no salary survey job that matches it. The structure is built from evaluated benchmark jobs. How should HR place the new role?

A. Price it from the survey job whose title is closest and grade it from that rate
B. Leave it ungraded until a future salary survey adds a job description that matches it
C. Compare it with evaluated benchmark jobs and slot it into a grade of similar value
D. Set its pay at the hiring manager's requested amount and grade it from that rate

69. Using Peter Block's consulting phases, an HR consultant has finished interviews and data analysis. She now meets the department head to present what she found and to agree on what action, if any, to take. Which phase is this?

A. Extension, recycle or termination
B. Discovery and data analysis
C. Engagement and implementation
D. Feedback and decision to act

70. An inclusion manager wants to show leaders the value of ERGs beyond counting event attendance. Which metric would BEST demonstrate that value?

A. Growth in total ERG membership from one fiscal year to the next fiscal year
B. Number of internal social media posts and reactions on each ERG's channel page
C. Number of events held by each ERG and the average post-event satisfaction score
D. Retention and promotion rates of members compared with similar non-members

71. A company lets a team of its accountants spend work hours helping a local food bank redesign its financial controls and bookkeeping process. What type of employee volunteering is this?

A. Hands-on group volunteering
B. Nonprofit board volunteering
C. Dollars-for-doers volunteering
D. Skills-based volunteering

72. In negotiation, what does BATNA stand for and describe?

- **A.** Best available target in negotiation analysis: the most ambitious outcome a party hopes to achieve at the table.
- **B.** Bargaining agreement for terms not addressed: a reopener clause that covers issues left unresolved.
- **C.** Bottom acceptable terms for a negotiated agreement: the lowest price a party will agree to accept.
- **D.** Best alternative to a negotiated agreement: the most favorable course a party can take if talks fail.

73. HR must mediate a dispute between two project managers, one in Denver and one in Atlanta, using the company's video platform. What is the BEST practice for running the virtual mediation?

- **A.** Meet each party separately on different days and relay messages between them by email rather than meeting jointly in one session.
- **B.** Hold the whole mediation in a shared group chat so that every statement is captured in writing for the file.
- **C.** Agree on ground rules such as cameras on and no recording, and set up private breakout rooms for separate caucuses.
- **D.** Record the full session, including private caucuses, so that HR has an accurate record if the dispute escalates.

74. An HR director is applying Lewin's three-stage model to a planned move from paper timecards to mobile clock-ins. What is the main role of communication during the unfreeze stage?

- **A.** Announce the go-live date and the new approval steps for supervisors
- **B.** Build a felt need for change by showing why the status quo can't continue
- **C.** Reinforce new behaviors through rewards and updated written procedures
- **D.** Train employees on the new process so they gain the skills they will need

75. Only 3% of employees used the company's employee assistance program last year, and the finance director wants to cancel it to save $24,000. What is HR's BEST response?

- **A.** Compare the EAP's cost with the cost of the issues it addresses, and raise awareness before judging it on low usage
- **B.** Agree to cancel the EAP, since low use shows employees do not value it and the money can fund other benefits
- **C.** Recommend switching to a cheaper EAP vendor so the company keeps the benefit while still cutting the program's cost
- **D.** Point out that federal law requires employers with a group health plan to offer an EAP, so it cannot be canceled

76. A new hire asks HR when his medical coverage will begin. The company's handbook says employees become eligible after a 120-day waiting period. What should the HR manager do?

A. Tell him coverage starts after 120 days, since the ACA's waiting period limit applies only to part-time and seasonal staff.

B. Tell him coverage must start on his first day, since the ACA bans waiting periods for full-time employees.

C. Tell him coverage must start within 90 days and revise the policy to comply with the ACA's waiting period limit.

D. Tell him coverage starts after 120 days, since the ACA lets employers set any waiting period in the handbook.

77. A retail chain will close a store with 25 employees at the end of the month. The district HR manager is planning how to tell them, and the chain has open jobs at two nearby stores. What is the BEST sequence of conversations?

A. Tell full-time employees first and part-time employees a few days later, after transfers to nearby stores have been offered.

B. Mail letters to employees' homes first, then hold a store meeting the following week to answer questions.

C. Tell employees one at a time over the week so each person gets private attention before the others know.

D. Brief the store manager first, tell all employees together in person, then hold individual meetings on options.

78. A team scores low on satisfaction with benefits, but the benefits plan is set by corporate and cannot be changed by local managers. How should the team's manager handle this item?

A. Leave it out of the team discussion, since he cannot change the benefits plan

B. Acknowledge it, pass the feedback to corporate, and focus on items he controls

C. Ask the team to rank which benefits to drop to fund the ones they would like

D. Promise the team that he will personally get corporate to improve the benefits plan next year

79. During a layoff notification meeting, an employee becomes upset and demands to know why she was selected when coworkers with less experience were kept. The selection was based on documented criteria applied across the department. What is the BEST response for the HR manager?

A. Walk through how each coworker scored to show she ranked lowest

B. Briefly restate the criteria used and move on to her next steps

C. Say the decision came from senior leadership and HR had no part in it

D. Offer to reconsider her case if she submits a written objection

80. A recruiter is assigned to fill an operations analyst opening. One of the applicants is her college roommate, with whom she remains close friends. What should the recruiter do FIRST?

A. Screen the applicant normally, since she is confident she can remain objective about her friend.

B. Disclose the friendship to her manager and ask that another recruiter handle that applicant.

C. Screen the applicant, but let the hiring manager know about the friendship after interviews.

D. Remove the applicant from consideration to avoid any appearance of favoritism in the search.

81. Two maintenance crews were combined after a merger. Each crew blames the other for missed work orders, and supervisors report open hostility. Which OD intervention is BEST suited?

A. Separate team-building for each crew to strengthen its own internal cohesion

B. An intergroup session where the crews share views and agree on fixes

C. A new tracking system showing which crew missed each work order

D. Individual coaching for the most vocal members of each crew

82. A company wants to judge whether its engineering workforce draws from a broad talent pool. Which comparison data is MOST relevant?

A. Representation of qualified workers in the relevant labor market for those engineering jobs

B. Demographic makeup of the total U.S. population as reported in the most recent census

C. Workforce composition that competitors report in their annual sustainability or ESG disclosures

D. Demographic makeup of the company's own applicant pool for engineering roles last year

83. Last quarter a company received 400 applications for entry-level analyst roles. It interviewed 80 candidates, extended 20 offers and had 16 offers accepted. What was the offer-acceptance rate?

A. 80%

B. 4%

C. 25%

D. 20%

84. A manager is sending an engineer for six months to a country with a high rate of kidnappings of foreign workers. He asks HR what must be arranged before departure. What should HR say is MOST important?

A. A hardship premium to compensate for the dangers of the location

B. Extra life insurance coverage paid for by the company for the term

C. A risk assessment, security briefing and emergency evacuation plan

D. A signed waiver accepting the security risks of the assignment

85. An employee facing discipline under a revised attendance policy says she never received the updated handbook. What should HR check FIRST?

A. Whether her coworkers recall talking about the policy change in the break room.

B. Whether her supervisor feels sure that she knew about the new policy.

C. Whether she gave a signed or electronic acknowledgment of the revised policy.

D. Whether she has received any prior discipline under the original version.

86. What is the federal rule for excluding sleep time from hours worked when an employee is on duty for 24 hours or more?

- **A.** Up to 12 hours may be excluded if the employer supplies a bed and the employee is off duty during that time
- **B.** By agreement, up to 8 hours if adequate facilities and usually uninterrupted sleep are provided
- **C.** Sleep time may be excluded only when the employee is on duty for a shift of less than 24 hours
- **D.** Up to 8 hours may be excluded without any agreement, provided the employee sleeps at least 2 hours

87. A high-potential sales manager, rated "ready in 1-2 years" for a director role, resigns to join a competitor. In her exit interview she says she saw no future at the company and had no idea leaders viewed her as a successor. What process gap should HR address FIRST?

- **A.** The pay for high potentials falls below the market rate for similar roles
- **B.** The succession plan contains too few candidates for each director role
- **C.** The ratings of potential lack calibration across the company's managers
- **D.** No career conversations tell high potentials about their development path

88. A company trains a résumé-screening model on ten years of its own hiring decisions. Why might the model reproduce bias even though protected characteristics were removed from the data?

- **A.** Models trained on more than five years of data become biased automatically, because older records steadily lose their accuracy.
- **B.** Models trained on internal data cannot recognize job-related skills, so they default to random selections.
- **C.** Removing protected characteristics makes the training data too small for the model to produce valid results.
- **D.** The model learns patterns from past decisions, so any bias in those decisions is reflected in what it treats as success.

89. A finance manager asks his HR business partner to spend the afternoon reformatting his team's slides for a quarterly review. The HRBP is in the middle of a time-sensitive investigation, and the company has an administrative pool for such requests. What is the BEST response?

- **A.** Agree to format the slides, since helping with small favors builds goodwill for later partnership work
- **B.** Format the slides after hours so that the investigation is not delayed and the manager's request does not have to be refused
- **C.** Decline the request and tell him that formatting slides is not part of the HR business partner role
- **D.** Explain her current priority, point him to the administrative pool, and offer HR help where it adds value

90. HR learns that five members of a warehouse team have been coordinating to exclude one coworker from breaks, mocking her accent in a group chat and hiding her equipment. The coworker is now asking to transfer. What is the BEST response?

A. Bring the whole team together for a facilitated meeting so everyone can air their concerns openly

B. Approve her transfer request right away, since moving her is the quickest way to end the conduct

C. Investigate each person's role, act on each finding and protect the coworker from retaliation

D. Issue identical written warnings to all five team members to show the group is accountable together

91. A plant running two 8-hour shifts five days a week will move to continuous 24/7 operations. The plant manager asks HR to estimate the added labor cost for the budget. Which approach will produce the MOST accurate estimate?

A. Add the cost of hiring one more shift at the current average base wage

B. Model the new schedule's headcount, differentials, overtime and benefits

C. Apply the industry average labor cost for continuous operations to the plant

D. Multiply the current labor cost by the increase in operating hours per week

92. A manager tells HR that she pasted notes about her employees' performance into a free public chatbot to draft their annual reviews. The company's AI-use policy lists approved tools. What is the BEST guidance?

A. Stop using AI for performance reviews entirely, since reviews must be written personally

B. Have HR rewrite the drafts so the final reviews reflect consistent company language

C. Use approved tools only, keep confidential data out of public ones, and own each review

D. Use the chatbot freely as long as she removes employee names before pasting in any notes

93. A manager reviewed 12 exit interviews from the past year, and 4 of the departing employees mentioned problems with onboarding. She wants HR to redesign the onboarding program immediately. What is the BEST advice?

A. Proceed with the redesign, since one-third of departing employees cited onboarding problems

B. Treat the finding as a signal and corroborate it with new-hire surveys and early turnover data

C. Interview the four former employees again to learn exactly which onboarding steps need to change

D. Disregard the finding, since exit interviews tend to reflect the views of unhappy employees

94. A high performer meets all eligibility rules in the company's internal transfer policy and has been offered a lateral role in another department. Her manager refuses to release her, saying the team cannot lose her right now. What should HR do?

A. Approve the move right away and tell the manager the employee will start in her new role this week.

B. Apply the transfer policy and work with the manager on a reasonable release date and backfill plan.

C. Defer to the manager's decision, since managers control the staffing of their own departments.

D. Advise the employee to reapply after her manager's busy season is over at the end of the year.

95. An employee who signed an arbitration agreement files a disability discrimination charge, and the EEOC later sues the employer. Under EEOC v. Waffle House, Inc., what effect does the employee's arbitration agreement have on the EEOC's lawsuit?

A. The EEOC must stay its suit until the employee's individual arbitration concludes

B. None; the EEOC may pursue victim-specific relief such as back pay in court

C. The EEOC may sue but is limited to injunctive relief only

D. The EEOC must also arbitrate because it stands in the employee's shoes

96. A recruiting manager reports that a role took 30 days to fill, but the hiring manager says the seat was empty for 45 days. Both are measuring from the date the requisition was approved. Which statement BEST explains the difference?

A. Time-to-fill often ends at offer acceptance, while time-to-start ends on the first day of work

B. Time-to-fill starts when the job is posted, while time-to-start starts at requisition approval

C. Time-to-fill ends on the first day of work, while time-to-start ends at offer acceptance

D. Time-to-fill counts only business days, while time-to-start counts every calendar day

97. A warehouse worker dies after falling from a loading dock at 2 p.m. on a Tuesday. Under OSHA's reporting rules, by when must the employer report the fatality to OSHA?

A. Within 8 hours after the employer learns of the death

B. Within 7 calendar days after the employer learns of the death

C. Within 24 hours after the employer learns of the death

D. Within 30 days after the employer learns of the death

98. A plant manager tells the HR business partner that turnover on the night shift is hurting output and insists that HR buy a specific employee engagement app he saw at a conference. HR has not yet reviewed exit data or talked with night-shift staff. What is the BEST response?

A. Run a short pilot of the app on the night shift right away so the results can show whether it helps.

B. Decline the request, explaining that HR selects all engagement tools and line managers should not choose them.

C. Agree turnover is a priority, then review exit data and talk with staff to find causes before picking a fix.

D. Buy the app the manager requested, since he owns the plant's results and understands his workforce best.

99. A hospital staffs its medical-surgical units at a ratio of 1 nurse per 4 beds on each shift. It is opening a new wing with 60 beds. How many additional nurses will it need on EACH shift?

A. 12 nurses
B. 20 nurses
C. 15 nurses
D. 45 nurses

100. Two supervisors independently rate the same group of employees and give nearly identical ratings. However, the ratings show little relationship to the employees' actual job performance. How should this rating system be described?

A. Both reliable and valid
B. Valid but not reliable
C. Neither reliable nor valid
D. Reliable but not valid

101. A pay review finds that a female director of finance earns substantially less than a male director of operations whose job requires equal skill, effort and responsibility. The vice president argues that the Equal Pay Act does not apply because both directors are exempt from overtime. What should the HR manager tell him?

A. The Equal Pay Act covers exempt employees only if the employer is also a federal government contractor.
B. The Equal Pay Act covers exempt executive, administrative and professional employees, so the gap must be examined.
C. The Equal Pay Act covers exempt employees only when they are paid hourly instead of on a salary basis.
D. The Equal Pay Act applies only to nonexempt employees, so the gap can be addressed under internal company policy alone.

102. During the annual merit cycle, a production manager rates all 14 of his employees as "exceeds expectations." Applying the merit matrix to those ratings would cost 40% more than his allocated budget. What should HR do FIRST?

A. Apply a forced distribution to his ratings so they match the spread found in other departments
B. Hold a calibration session in which he explains the ratings against the evidence and peer standards
C. Scale down every increase evenly so the department's total merit spending fits within his allocated merit budget
D. Ask finance for added budget so his employees receive the full increases their ratings call for

103. Over the past year, several employees with consistently low performance ratings resigned on their own. Their replacements are performing well, and the team's output has improved. What term BEST describes these departures?

A. Involuntary turnover
B. Dysfunctional turnover
C. Functional turnover
D. Unavoidable turnover

104. A company has 1,000 budgeted positions, and 940 of them are currently filled. What is its vacancy rate?

A. 0.6%
B. 94.0%
C. 6.0%
D. 6.4%

105. An employee is on approved FMLA leave for her own serious health condition. Her supervisor insists that HR tell him the diagnosis so he can plan coverage and understand when she will be back. What is the BEST response?

A. Give the supervisor the medical certification to read, but not to copy or keep
B. Share the diagnosis, since a supervisor needs it to plan work during the leave
C. Share the expected return date and any work restrictions, but not the diagnosis
D. Tell the supervisor to ask the employee directly about her diagnosis and recovery

106. A company is comparing a professional employer organization (PEO) with an administrative services only (ASO) provider. What is the key difference?

A. An ASO becomes the employer of record and files payroll taxes for clients under its own tax ID
B. An ASO assumes legal liability for the client's hiring and termination decisions
C. An ASO pools the employees of all its clients into one large-group health plan
D. An ASO administers HR services but does not become a co-employer or employer of record

107. While an employee is on FMLA leave, the company eliminates her position and nine others in a documented, business-driven layoff. She would have been laid off if she had been working. She asks HR for her job back when her leave ends. What should HR tell her?

A. She must be restored to her old job, which must be held during leave
B. She need not be restored, since she would have lost the job anyway
C. She must be restored to an equivalent job, since FMLA guarantees it
D. She must be placed first in line ahead of every other laid-off worker

108. An employee learns informally from a coworker that she is in the company's high-potential pool. She asks HR when she will be promoted. What is the BEST response?

A. Explain the pool is for development, not a set promotion date
B. Give her an estimated promotion date to keep her engaged and committed
C. Deny that a high-potential pool exists in order to protect confidentiality
D. Remove her from the pool, since her status has now been disclosed

109. A new employee with four months of service, not yet eligible for FMLA, needs three weeks of unpaid leave for surgery related to a disability. Company policy provides no leave during the first year. What should HR conclude?

A. The request can be denied, since she is not yet eligible for FMLA leave
B. The leave must be paid, since accommodations cannot reduce an employee's pay
C. Unpaid leave may be a reasonable accommodation, absent undue hardship
D. The request can be denied, since it would require departing from policy

110. A company wants to pay its salaried exempt engineers an extra hourly amount for every hour they work during a weekend system launch. Leaders fear this will destroy the engineers' exempt status. What should HR advise?

A. Proceed, because extra pay on top of the guaranteed salary does not defeat exempt status.

B. Do not proceed unless the extra pay is folded into next year's base salary amount.

C. Do not proceed, because hourly pay of any kind converts exempt employees to nonexempt.

D. Proceed only if the extra pay is set at time and a half, matching federal overtime rules.

111. During a SWOT analysis, the HR team notes that the company's well-known employer brand draws far more qualified applicants per opening than local competitors receive. How should this be classified?

A. A strength

B. A threat

C. A weakness

D. An opportunity

112. After a team-building simulation, a facilitator asks participants to discuss what happened and how they felt during the exercise. In Kolb's experiential learning cycle, which stage is this?

A. Reflective observation

B. Concrete experience

C. Abstract conceptualization

D. Active experimentation

113. In a RACI matrix, why should only one person be designated as Accountable for each task or deliverable?

A. So the people with expertise are consulted before the work is completed

B. So the work is completed by one person rather than being split among many

C. So all stakeholders receive the same status updates from one consistent and reliable source

D. So a single person owns the outcome and has final approval authority for it

114. A company wants an international standard to guide its social responsibility program across areas such as human rights, labor practices and community involvement. It does not need certification. Which ISO standard provides this guidance?

A. ISO 30414

B. ISO 14001

C. ISO 31000

D. ISO 26000

115. A retailer has a highly skilled, hard-to-copy merchandising team, but its buying process ignores the team's input and gives it no way to act on its ideas. In VRIO terms, which condition is the firm failing to meet?

A. Organization

B. Value

C. Inimitability

D. Rarity

116. An employer hires an outside investigator to look into a harassment complaint against a manager. Under the FCRA, when is the investigator's report excluded from the definition of a consumer report?

- **A.** When the investigator is a licensed attorney rather than a consumer reporting agency employee
- **B.** When it is used to decide discipline instead of a hiring decision for a job applicant
- **C.** When it concerns suspected misconduct and is shared only with the employer and certain others
- **D.** When the employee under investigation gives written consent before the investigation begins

117. A hospital pairs each newly hired nurse with an experienced nurse at a similar level on the same unit for the first 90 days to answer questions and explain how things work. What is this practice called?

- **A.** Executive coaching
- **B.** Peer mentoring
- **C.** Group mentoring
- **D.** Reverse mentoring

118. An HR manager at a 600-employee distributor calculates that a new two-week onboarding program cost $240,000 last year and produced only $180,000 in measurable savings from reduced early turnover. The COO suggests canceling the program before next year's budget is set. What should the HR manager do FIRST?

- **A.** Recommend canceling the program, since a negative ROI shows that the investment did not pay for itself
- **B.** Review benefits not yet counted, such as faster ramp-up, and check whether design flaws drove the result
- **C.** Cut the program to one week to bring costs below the measured savings and keep the program running
- **D.** Recalculate the ROI using a three-year horizon so the program shows a positive return before the meeting

119. An employee in a bargaining unit who works fully remote is asked to join a video call with two HR investigators about complaints that could lead to discipline. She asks whether she can have a union representative present. What is the correct answer?

- **A.** Yes, but only if the employer agrees that the call will be recorded for the representative
- **B.** No, because remote employees are not covered by the National Labor Relations Act's protections
- **C.** Yes, because the Weingarten right applies to investigatory interviews held by video or phone
- **D.** No, because the Weingarten right applies only to interviews held in person at the worksite

120. A 40-employee company's controller has been holding employees' 401(k) deferrals in the corporate operating account for about six weeks before depositing them into the plan, to smooth out cash flow. He says this is allowed as long as the money eventually reaches the plan. What should HR do?

A. Accept the practice, as long as the company adds interest when it finally makes the late deposits.

B. Accept the practice, since deposits are not due until the 15th business day of the second month after the payroll date.

C. Escalate it as a fiduciary problem, since deferrals must be deposited as soon as they can reasonably be segregated.

D. Ask the controller to document that the company is short of cash, which makes the delay permitted.

121. A hiring manager calls a finalist and verbally offers her the job, and she accepts on the phone. Why does HR insist on promptly following up with a written offer letter?

A. It allows the employer to change the salary once she has accepted

B. It documents the agreed terms so both sides share one clear record

C. It is the only way an offer becomes legally binding on the employer

D. It is required by federal law before Form I-9 can be completed

122. Engagement scores on a company's sales team dropped 12 points this year. The sales director says engagement is an HR issue and not a business concern. What is the BEST way for the HR manager to show the business impact?

A. Explain research showing that engaged employees are generally more productive

B. Show how the engagement drop tracks with sales results and turnover on the team

C. Present the survey results in more detail, including team scores for every question on the survey

D. Compare the team's engagement scores with those of other teams in the company

123. Before an investigation interview ends, what should every interviewee be told about retaliation?

A. Retaliation protections cover only the complainant, so witnesses should keep their roles private.

B. Retaliation is prohibited only if the investigation ends up substantiating the original complaint.

C. Retaliation concerns should wait until the investigation is closed so the findings are not delayed.

D. Retaliation for taking part is prohibited, and any retaliation should be reported to HR right away.

124. A midsize employer wants to stop offering a group medical plan and instead give employees a set amount each month, tax-free, to pay for individual health insurance they buy on their own. Which arrangement fits this goal?

A. A qualified small employer health reimbursement arrangement (QSEHRA)

B. An excepted benefit health reimbursement arrangement (EBHRA)

C. An individual coverage health reimbursement arrangement (ICHRA)

D. A limited-purpose health flexible spending account

125. In Donald Super's life-span model of career development, which description BEST fits the maintenance stage?

A. Trying out roles and narrowing career choices through early work and education

B. Holding one's position, updating skills, and sustaining midcareer achievement

C. Reducing work involvement and preparing to leave the workforce for retirement

D. Securing a place in a chosen field and actively pursuing advancement

126. Many companies pay expatriates a foreign service or mobility premium equal to a percentage of base pay. What is this premium MAINLY intended to do?

A. Cover the extra income tax that the assignment may create

B. Compensate for physical danger such as war or civil unrest

C. Offset higher prices for goods and services in the host location

D. Encourage acceptance and reward the disruption of moving abroad

127. An AI tool now drafts about 70% of a paralegal team's documents. The paralegals spend more of their time reviewing drafts, checking citations and coordinating with attorneys. How should HR update the paralegal job description?

A. Leave it unchanged, since the paralegals remain responsible for producing the same documents.

B. Revise the duties and requirements to reflect the review and quality-control work now performed.

C. Remove the drafting duties and lower the role's pay grade to reflect the reduced drafting workload.

D. Add a line stating that duties may change, and keep the rest of the description the same.

128. A company already requires employees to disclose conflicts of interest when they arise. What does adding an annual conflict-of-interest certification MOST add to the program?

A. A legal shield that makes the company immune from any claims tied to conflicts that employees never disclosed

B. A periodic prompt that surfaces missed conflicts and documents each employee's attestation

C. A formal waiver approving any outside interests that employees list on the annual form

D. A replacement for event-driven disclosure, so employees report conflicts only once a year

129. HR is diagnosing a drop in quality scores at a 70-person customer-service unit that runs three shifts. The unit manager suggests HR interview him and his two day-shift supervisors. Who should HR include to get the most accurate picture?

A. A few top-performing agents, whose habits show what high quality should look like

B. Agents the manager recommends as engaged and willing to speak openly with HR

C. Frontline agents, supervisors and internal partners across shifts and tenure levels

D. The unit manager and supervisors, who have the best overall view of service quality

130. A plant's direct and indirect labor costs for the quarter totaled $900,000, and the plant produced 300,000 units in the same quarter. What was the labor cost per unit?

A. $0.33
B. $3.00
C. $0.30
D. $30.00

131. Wildfires have destroyed the homes of several employees, and some have already used all their paid leave. Coworkers want to help. What is the BEST HR program?

A. A leave-sharing program under a written policy that lets coworkers donate PTO to affected colleagues
B. A cash collection run by managers, with the money handed directly to the affected employees
C. Unpaid leave of up to 12 weeks under the FMLA for each affected employee who requests time off
D. An informal arrangement in which coworkers volunteer to cover the affected employees' shifts without any records

132. A hospital CFO wants to classify the hospital's licensed practical nurses as exempt learned professionals, as it already does for its salaried registered nurses. The CFO notes that both groups are state-licensed and could be put on the same salary basis. What is the BEST response?

A. Advise against it, because registered nurses cannot qualify for the learned professional exemption either.
B. Approve it, because any state-licensed health care worker qualifies as a learned professional.
C. Approve it, provided the LPNs are paid on a salary basis at the same level as the registered nurses.
D. Advise against it, because LPN work generally lacks the prolonged advanced study required.

133. An HR generalist is preparing for an employee relations interview. At what point are closed questions MOST useful?

A. When exploring how the employee felt about a coworker's conduct
B. When opening the interview to build rapport with a nervous or reluctant employee
C. When confirming specific facts such as dates, times or who was present
D. When inviting the employee to describe events in his own words

134. An HR leader notices that employees whose benefits enrollment errors were fixed quickly and generously now rate HR higher than employees who never had a problem. Which concept describes this pattern?

A. Fundamental attribution error
B. Hawthorne effect
C. Halo effect
D. Service recovery paradox

135. A company's dispute resolution policy offers several steps for employee complaints. In which process does a neutral third party hear evidence from both sides and issue a decision that the parties have agreed in advance to accept as final?

A. Facilitation
B. Conciliation
C. Mediation
D. Arbitration

136. An HR manager presents a proposed shift change to a union committee, emphasizing that it will prevent the loss of 40 jobs rather than that it will save 40 jobs. Based on research on framing and loss aversion, how is this framing MOST likely to affect the committee?

A. It has no meaningful effect, because the committee will focus only on the objective number of jobs involved.
B. It tends to make the proposal less persuasive, because talking about losses signals that management is weak and desperate.
C. It tends to make the proposal more persuasive, because people weigh potential losses more heavily than equal gains.
D. It tends to make the committee more cautious, because loss framing always leads people to avoid any risk.

137. A trainer adds short, ungraded quizzes throughout a product-knowledge course. Why does this improve long-term retention?

A. Quizzes let the trainer identify and remove the lowest-performing learners before the course is over
B. Ungraded quizzes motivate learners mainly by making them compete with each other for scores
C. Quizzes reduce the amount of content the trainer must cover, which lowers cognitive load
D. Recalling information from memory strengthens it more than rereading or reviewing the same material

138. A construction firm proposes putting its highly paid journeyman electricians on salary and treating them as exempt to control overtime costs. The electricians spend their days wiring buildings on job sites. What should HR advise?

A. Treat them as exempt learned professionals, since their state licenses reflect specialized training.
B. Treat them as exempt under the HCE test, since their annual pay is above the HCE compensation level.
C. Keep them nonexempt, because manual trades work does not qualify at any pay level.
D. Treat them as exempt only if the new salary also meets the standard weekly salary level required.

139. A department head resists scheduling required harassment-prevention training for his team. The HR manager points to the company policy and the training requirement in the CEO-approved handbook. Which of Yukl's influence tactics is the HR manager using?

A. Pressure
B. Inspirational appeals
C. Legitimating tactics
D. Rational persuasion

140. An HR specialist is planning a speed-mentoring event so that a cohort of 25 new hires can quickly build relationships across the company. Which design BEST fits the purpose of speed mentoring?

A. A panel of executives presenting the strategy, followed by a group Q&A session
B. An online forum where new hires post questions for mentors to answer over time
C. Short timed rounds with many senior employees, each round focused on one question
D. One long session in which each new hire is paired with a single mentor for the full program year

141. An apparel company wants to hire only models of one race for an ad campaign aimed at that community and asks whether a bona fide occupational qualification (BFOQ) applies. Under Title VII, which characteristics can never be a BFOQ?

A. Race and color
B. Race, color and religion
C. Sex and national origin
D. Race and national origin

142. After training employees on a new AI drafting tool, L&D wants evidence at Kirkpatrick Level 3. Which measure would BEST provide it?

A. Manager observations and usage logs showing on-the-job use 60 days later
B. Quiz scores showing employees understand the tool's main features at the end of class
C. Post-training survey scores showing employees found the session engaging and useful
D. Reduction in document turnaround time and its effect on client revenue for the year

143. What is the main purpose of conducting a change readiness assessment before launching an organizational change?

A. To gauge how ready people and the organization are so the plan can close gaps
B. To identify which specific jobs and processes the change will alter and to what degree
C. To measure whether the change achieved its intended business results after rollout
D. To secure formal budget approval for the change from the executive team

144. A warehouse manager asks HR to "fix" an ongoing feud between two of her direct reports, who argue over task assignments. There are no allegations of harassment or policy violations. What is the BEST response from HR?

A. Transfer one of the employees to a different shift to separate the two of them
B. Open a formal investigation into both employees' conduct
C. Meet with the two employees without the manager to resolve the feud
D. Coach the manager to meet with both employees and address the dispute

145. An HR project team has finished building and testing a new leave-tracking process. Day-to-day administration will move to the HR service center, whose staff were not involved in the project. What is the BEST way to transition the process to the service center?

- **A.** Have the service center learn the process as requests come in and escalate questions to the project sponsor.
- **B.** Keep the project team running the leave process indefinitely, since its members understand the process best.
- **C.** Send the service center the final process documentation and close the project as soon as the leave process goes live.
- **D.** Agree on handoff criteria, train the staff, transfer documentation, and provide a short period of joint support.

146. A rejected candidate emails HR asking how artificial intelligence was used in the decision about his application. What is the BEST response?

- **A.** Send him the tool's full scoring algorithm, model weights and his raw output data
- **B.** Tell him no AI was used, since a recruiter made the final decision
- **C.** Tell him the process is proprietary and decline to share any details
- **D.** Explain plainly what the tool assessed and how people made the final call

147. During a project debrief, a manager tells her team that a scheduling decision she made was wrong, admits she lacks deep expertise in one area of the work, and asks team members to tell her where her reasoning is weak. In Deloitte's six signature traits of inclusive leadership, which trait is she MOST clearly demonstrating?

- **A.** Collaboration
- **B.** Courage
- **C.** Cultural intelligence
- **D.** Commitment

148. A manager asks HR whether the agency temps on her team can attend company all-hands meetings and the team's monthly lunches. She worries this could create co-employment problems. What is the BEST guidance?

- **A.** Include them only after they sign the employee handbook acknowledgment
- **B.** Include them only if the agency first waives any co-employment claims in writing
- **C.** Including them is fine if pay, discipline, and benefits stay with the agency
- **D.** Exclude them from all company events to avoid any co-employment risk

149. A warehouse supervisor rates 22 of his 24 employees "meets expectations" on every dimension. He tells HR that high or low ratings only lead to arguments with employees. Which rating error is he committing?

- **A.** Central tendency error
- **B.** First-impression error
- **C.** Leniency error
- **D.** Similar-to-me bias

150. An employee files a discrimination charge with her state's fair employment practices agency, which has a work-sharing agreement with the EEOC. What is the effect on her federal rights?

A. The charge is also treated as filed with the EEOC, so no separate federal filing is needed.

B. The state filing waives her federal claim, because she chose state law instead of Title VII.

C. She must still file with the EEOC within 30 days of the state filing to keep her federal claim.

D. The charge counts as filed with the EEOC only if the state agency finds reasonable cause first.

151. An expatriate who was excited during her first weeks abroad is now, in month four, irritable, homesick and openly critical of local customs. Which stage of culture shock is she MOST likely experiencing?

A. Mastery stage

B. Adjustment stage

C. Honeymoon stage

D. Crisis stage

152. An HR generalist has just joined a mid-sized manufacturing company. She wants to understand the company's main cost drivers so her advice to managers is grounded in the business. What is the BEST way to start?

A. Ask employees in an all-staff survey what they think drives the company's costs

B. Read published articles about cost trends in the manufacturing industry overall

C. Review financial reports with finance and walk the production floor with supervisors

D. Review the HR department's own budget to see how much is spent on each HR program and service

153. During first-contract negotiations, a union negotiator accuses the employer of bad faith because the employer has rejected the union's wage proposal at every session while explaining its cost concerns. Which statement about the duty to bargain in good faith is accurate?

A. The duty requires the employer to accept a union proposal once the union has offered a concession of equal value in exchange.

B. The duty applies only to the employer, because the union is presumed to bargain in good faith on behalf of the unit.

C. The duty requires each party to make at least one counterproposal that moves toward the other side's position on every open issue at the table.

D. The duty requires a sincere effort to reach agreement but does not compel either party to accept a proposal or make a concession.

154. Last year a company made 80 hires. External recruiting costs (agency fees, advertising and job fairs) totaled $150,000, and internal costs (recruiter salaries and referral bonuses) totaled $50,000. Using the standard cost-per-hire formula, what was its cost per hire?

A. $1,250

B. $2,500

C. $625

D. $1,875

155. An HR analytics team is evaluating several projects. Which project is an example of prescriptive analytics?

A. A model that recommends which retention action to take for each at-risk employee group

B. A model that estimates the probability that each employee group will leave during the next fiscal year

C. An analysis that explains why turnover rose in certain employee groups last year

D. A dashboard that shows the turnover rate for each employee group over the last year

156. What is the main purpose of having participants write an action plan at the end of a training program?

A. To test whether participants can recall the key content covered during the course

B. To document attendance for compliance and continuing education record keeping

C. To give the trainer a measure of how satisfied participants were with the session

D. To commit to specific ways of using the skills on the job that can be followed up

157. HR is completing an industry turnover benchmark survey. The company normally calculates turnover including seasonal workers and excluding transfers between its subsidiaries. What should HR do to make its submitted figures comparable?

A. Submit the usual figure with a note describing how the company calculates turnover

B. Submit the company's usual figure, since that matches the turnover rate used internally and in board reports

C. Recalculate turnover using the survey's definitions and counting rules before submitting

D. Submit only the voluntary turnover figure, since that measure is the most consistent

158. A supervisor gets along well with her team. She avoids telling a struggling analyst that his reports are full of errors because she does not want to hurt his feelings, and the errors continue. Under Kim Scott's Radical Candor framework, which quadrant describes her behavior?

A. Obnoxious aggression

B. Manipulative insincerity

C. Radical candor

D. Ruinous empathy

159. An HR analyst is building an unscheduled absenteeism rate to track attendance problems at a call center. Which absence should be counted in this rate?

A. A week of vacation that was requested and approved two months earlier

B. A pre-approved block of FMLA leave for a planned surgery next month

C. A same-day call-off for car trouble that was not requested in advance

D. A jury-duty day that the employee reported to the supervisor last week

160. A remote employee reports that a coworker has been sending her sexual comments through the company's messaging app and making suggestive remarks on recorded team video calls. Both report to different managers. What should HR do FIRST?

A. Have the coworker's manager warn him informally, as the conduct happened only online.

B. Preserve the message logs and call recordings, then plan separate interviews with the parties.

C. Meet with both employees together on a video call so that each can hear the other's account.

D. Ask the employee to screenshot the messages she thinks are worst and then close the complaint.

161. Which arrangement does a typical nepotism policy prohibit?

A. Relatives attending the same company training session or all-hands meeting together

B. Two relatives working anywhere within the same company, even in separate divisions

C. A relative being hired into a different department through the normal selection process

D. A relative working in the employee's direct reporting line or under his pay approval

162. An employee asks HR about borrowing from his 401(k) to pay off credit card debt. The plan allows loans. What is the BEST response?

A. Explain that 401(k) loans are taxed as ordinary income in the year that the money is borrowed from the plan account.

B. Approve the loan request, since HR administers the plan and loans are allowed by the terms.

C. Advise him not to borrow, since 401(k) loans are a poor choice for paying off consumer debt.

D. Explain the plan's loan limits and repayment terms, and that leaving can make the balance due.

163. A privately held company wants to reward key managers with a cash payment equal to the increase in the company's share value over five years without issuing any actual shares. Which plan fits this goal?

A. Cash-settled stock appreciation rights or phantom stock

B. Restricted stock awards that vest after five years

C. Incentive stock options granted under a qualified plan

D. An employee stock purchase plan with a 15% purchase price discount

164. Employees are pushing back on a new hybrid-work scheduling tool. In pulse surveys, most say they do not understand why the company is changing from the old process. Using the ADKAR model, where is the gap?

A. Ability

B. Awareness

C. Knowledge

D. Desire

165. A recruiter is about to approve an offer for a staff accountant that would pay the new hire more than three experienced staff accountants already in the same job. The hiring manager says the candidate is strong. What should the recruiter do FIRST?

A. Compare the candidate's qualifications with the incumbents' and document any job-related reason

B. Raise the three incumbents to the offer amount before the new hire's start date is confirmed

C. Approve the offer as written, since starting pay is set by the external market rather than by current peers

D. Reduce the offer to below the lowest incumbent's pay so the existing hierarchy is preserved

166. An HR team is calculating company-wide turnover for the year. Which event should NOT be counted as a separation?

A. An employee retiring after twenty years of service

B. An employee resigning to join a direct competitor

C. An employee laid off in a restructuring of one business unit

D. An employee transferring to a role in another division

167. Hourly employees at a plant lost 1,200 workdays to unplanned absence last year. The average daily wage is $200, and benefits add 30% on top of wages. Using wages plus benefits, what was the direct cost of these absences?

A. $312,000

B. $342,857

C. $72,000

D. $240,000

168. Two finalists score 78 and 80 on a structured knowledge test that has a standard error of measurement (SEM) of 3 points. How should HR interpret the 2-point difference?

A. It means the higher scorer is about 67% more likely to succeed, since 2 divided by 3 is 0.67.

B. It falls within measurement error, so the scores should be treated as essentially equivalent.

C. It is meaningful only if the test's reliability coefficient is below 0.70 for this applicant pool.

D. It shows a real ability difference, because the higher score exceeds the lower one by 2 points.

169. A company approves a 4% merit budget, but the increases take effect on the first day of the seventh month of its fiscal year. What will the increases cost in the current fiscal year as a percentage of eligible payroll?

A. 2% of payroll

B. 1% of payroll

C. 4% of payroll

D. 3% of payroll

170. Three months after a retail chain moved store staffing requests to a digital system, several district managers are still submitting paper forms, which HR must then key in by hand. What is HR's BEST next step?

A. Report the district managers to their regional director as being out of compliance with the policy.

B. Stop accepting paper forms at once and return them to the managers without processing the requests.

C. Continue keying in the paper forms for now, since the managers will switch over once they have more time to learn it.

D. Talk with the district managers to learn what is keeping them on paper, then address those barriers.

171. Two department managers each want the remaining $40,000 in this year's training budget. One wants leadership training for new supervisors; the other wants certification training required for a contract the company starts next quarter. How should HR decide?

A. Fund the leadership training, since developing new supervisors has the broadest long-term benefit for the company

B. Rank each request by business alignment, urgency and expected impact, using the same criteria for both

C. Fund the request submitted first, since it has been waiting longer and the other manager can apply next fiscal year

D. Split the budget evenly between the two departments so that each manager receives part of the training they requested

172. A call center employee raised a complaint about unfair shift assignments with her supervisor under the company's open-door policy, but the supervisor did not resolve it. The company uses a typical multistep internal dispute resolution program. What is the most appropriate NEXT step?

A. Close the complaint because the open-door step already gave the employee a fair hearing.

B. Escalate the complaint to the next level of management or to HR for review under the program.

C. Advise the employee to file a charge with the EEOC because her internal complaint options are now exhausted.

D. Submit the complaint directly to binding arbitration with an outside neutral arbitrator.

173. To quiet a vocal critic of a new compensation structure, an HR director gives the critic a seat on the design committee mainly for appearance, with no real intention of acting on the critic's input. In Kotter and Schlesinger's framework, what is this approach, and what is its main risk?

A. Co-optation, which can backfire badly if the person realizes they are being used

B. Negotiation, which can grow costly if other groups demand similar deals

C. Coercion, which can leave people angry and resentful toward those leading the change

D. Participation, which can take too long when the change must move very quickly

174. A stranger with no connection to the business robs a convenience store and threatens the clerk with a knife. Under the commonly used typology of workplace violence, how is this incident classified?

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

175. In Our Lady of Guadalupe School v. Morrissey-Berru (2020), a Catholic school teacher who taught religion as part of her duties sued under the ADEA. Why did the Supreme Court bar her claim?

A. Her duty of teaching the faith brought her within the First Amendment ministerial exception.
B. Her formal ministerial title and years of religious training brought her within the ministerial exception.
C. Section 702 lets religious schools make any employment decision about their teachers.
D. Her school had fewer than 20 employees, so it was not an employer covered by the ADEA.

176. A customer service representative has just been promoted to supervise the team she worked on for five years. Several team members are close friends, and she worries both about losing those friendships and about being seen as playing favorites. What should HR's coaching focus on FIRST?

A. Suggesting she hold off on giving critical feedback to friends until her credibility grows
B. Advising her to stop socializing with former peers so her authority is clear
C. Encouraging a quick, visible change to team processes to show she is in charge
D. Helping her plan one-on-one talks with each former peer about the new relationship

177. The company has announced a company-wide cost-reduction push to protect margins this year. A warehouse manager submits a team goal to host monthly social events to build camaraderie, with a budget for catering and venues. What is the BEST response from the HR business partner?

A. Help the manager reframe the goal toward low-cost team-building that supports the cost-reduction priority
B. Approve the goal but cut the budget in half so that it fits within the cost-reduction targets
C. Reject the goal and tell the manager that all team-building activities are suspended until next fiscal year
D. Approve the goal, since team camaraderie is a valid objective that managers may set on their own

178. How does outsourcing differ from offshoring?

A. Outsourcing hires a third party, while offshoring moves work abroad, possibly in-house
B. Both terms mean contracting work to a vendor located in a lower-cost country
C. Offshoring applies only to manufacturing work, while outsourcing applies to services
D. Outsourcing moves work to another country, while offshoring uses a domestic contractor

179. A hiring manager asks HR to let his preferred candidate retake a skills assessment because she was nervous and scored just below the cutoff. No other candidate was offered a retake, and the candidate has not asked for an accommodation. What should HR do?

A. Allow the retake, but have HR rather than the manager administer and score it to keep it objective.

B. Lower the cutoff score slightly for this requisition so that she passes without needing a retake.

C. Explain that any retake must be offered to all candidates on the same terms or to none of them.

D. Allow the retake, since a single test score is a weak measure and she is otherwise well qualified.

180. A union insists that the company agree to a retail price for the products the unit makes before it will sign a new contract. How is this proposal BEST classified?

A. A mandatory subject, because the union may bargain over any topic tied to unit work.

B. A nonmandatory subject, because product pricing lies at the core of managerial control.

C. An illegal subject, because the NLRA forbids unions from proposing any terms about products.

D. A mandatory subject, because product pricing directly affects job security and wages.

181. Employees at a 900-person company say they will not answer the engagement survey honestly because they doubt it is truly anonymous. In past years, HR administered the survey internally and reported results for every team, including teams of two or three people. What is the BEST action?

A. Remove all demographic questions from the survey to prevent identification.

B. Use an outside vendor and set a minimum group size for any reported results.

C. Have the CEO email all employees personally promising that the survey is fully anonymous.

D. Make the survey optional so only comfortable employees choose to respond.

182. During a remote assessment, an AI proctoring tool flags an applicant for possible cheating because her religious head covering blocks part of her face from the camera. Under the company's process, flagged applicants are disqualified. What should the recruiter do?

A. Uphold the disqualification, since the flag rule is applied the same way to every applicant.

B. Let the applicant retake the assessment under the same AI proctoring, with closer settings.

C. Have a person review and clear the flag, and offer the applicant another proctoring method.

D. Ask the applicant to remove her head covering for a retest, so the tool can track her face.

183. An employee becomes a participant in her employer's ERISA-covered 401(k) plan on April 1. Under ERISA's disclosure rules, by when must the plan administrator give her the summary plan description?

A. Within 210 days after the end of the plan year

B. Within 30 days after she becomes covered by the plan

C. Within 90 days after she becomes covered by the plan

D. Within 120 days after she becomes covered by the plan

184. A company has 200 employees and 22 scheduled workdays in March. During March, employees lost a combined 176 workdays to unscheduled absences. What is the absence rate for March?

A. 4.0%
B. 12.5%
C. 8.0%
D. 0.88%

185. Employees say they trust the HR director because she consistently follows the company's stated ethics and fairness principles, even when doing so is inconvenient for senior leaders. In Mayer, Davis, and Schoorman's model, which factor of trustworthiness is this?

A. Integrity
B. Ability
C. Benevolence
D. Credibility

186. At a nonunion food-processing plant, workers must put on company-required sanitary smocks, hairnets, cut-resistant gloves and boots before they clock in at their stations. What should HR recommend?

A. Start paid time when workers begin putting on the gear, since it is integral to the job.
B. Pay for the gear time only if it routinely takes more than 10 minutes per worker each shift.
C. Keep the current practice, since changing clothes is always excluded by the Portal-to-Portal Act.
D. Have each worker sign a written agreement that excludes the gear time from paid hours worked.

187. An employee asks HR to stop the learning platform from using her viewing history to recommend courses, saying she dislikes being tracked. The recommendations are optional, and her required training is assigned separately. What is HR's BEST response?

A. Ask her manager to explain to her why personalized recommendations will benefit her career.
B. Tell her that the tracking is a required condition of using the company's online learning platform at all.
C. Explain what data is used and help her turn off personalization while keeping required training.
D. Remove her from the learning platform and assign all of her courses to her by email instead.

188. A manager rates an employee "outstanding" on teamwork, attention to detail and time management mainly because the employee is an exceptionally persuasive presenter. Which rater error is this?

A. Recency error
B. Central tendency
C. Leniency error
D. Halo effect

189. A draft engagement survey for hourly retail employees asks how satisfied they are with "the company's TR philosophy and LTI vehicles." What should HR do?

A. Move the item to the end of the survey so confusion does not affect any earlier items.

B. Rewrite the item in plain language and drop the parts that do not apply to hourly staff.

C. Keep the item and add a glossary at the end of the survey that defines the HR terms used.

D. Keep the item, since hourly employees can choose a neutral answer if they are unsure.

190. A hiring manager has rejected several qualified candidates as "not a culture fit" without explaining further. HR notices that the rejected candidates differ from the current team in age and background. What should HR recommend?

A. Accept the manager's judgment, since cultural fit is a legitimate and important hiring factor.

B. Drop culture from hiring decisions entirely and select only on technical skills and experience.

C. Have a second manager meet each rejected candidate informally to give a separate impression.

D. Define job-related values, assess them with structured questions, and review the rejections.

191. An employee asks for two days off next month to observe a religious holiday that is not on the company's holiday calendar. The employee has accrued PTO, and the work can be covered. What should HR advise the manager?

A. Approve only if the employee can show the holiday is required by the faith

B. Approve one day now and ask the employee to request the second day later

C. Deny the request because only company-recognized holidays may be taken off

D. Approve the time off, letting the employee use PTO or unpaid leave

192. A supervisor has belittled one employee for months. HR is assessing whether the conduct is merely bullying, which no federal law prohibits by itself, or unlawful harassment. What would MOST likely make it unlawful harassment under federal law?

A. It is based on a protected trait and is severe or pervasive enough to alter work conditions

B. The mistreatment has continued for more than six months and was reported to HR at least twice

C. The mistreatment is carried out by someone with supervisory authority rather than by a peer

D. The mistreatment causes the employee enough stress to seek medical care or use sick leave

193. A compensation study shows that a nonunion warehouse pays hourly workers about 12% below the local market for similar jobs. Turnover is high, and HR has heard employees mention organizing. HR proposes a pay adjustment. What is the BEST approach?

A. Promise a raise to employees if they agree not to support a union organizing campaign

B. Raise pay only for employees who have voiced concerns, to address the unrest quickly

C. Delay any adjustment until the union talk dies down, so it does not look like a reaction

D. Adjust pay toward market as part of a planned review, not as a reaction to union talk

194. A department head asks HR to add on-site pet care because a major competitor just announced that perk. What should HR do FIRST?

A. Survey employees to measure how much interest there is in an on-site pet care perk at each location

B. Ask what problem the perk is meant to solve and what evidence suggests the problem exists

C. Benchmark how many other employers in the industry currently offer on-site pet care

D. Get pricing from pet care vendors so the cost can be compared against the budget

195. An HR manager is asked to sit on an interview panel for a candidate she supervised at a former employer, where she gave him a poor performance review. The other panelists do not know about this history. What should the HR manager do?

A. Stay on the panel but make a point of rating the candidate generously.

B. Stay on the panel and share her past review so others are informed.

C. Stay on the panel and keep the history private to avoid biasing others.

D. Disclose the prior relationship and ask to be replaced on the panel.

196. A manager's training session on workplace violence prevention covers warning signs that employees should report. Which pattern of behavior is a recognized warning sign?

A. A quiet personality and a strong preference for working alone

B. A recent request for medical leave for a chronic health condition

C. Escalating threats, fixation on a grievance and talk of weapons

D. Frequent disagreement with management decisions in meetings

197. An analysis shows that employees who graduated from one state university have higher average performance ratings than other employees. The recruiting manager wants to recruit only from that university. What is HR's BEST response?

A. Agree, since the higher ratings show that the university's graduates consistently perform better on the job.

B. Point out that the link may reflect other factors, and test it further before narrowing recruiting.

C. Agree, but add a second university so that recruiting is not limited to a single school.

D. Disagree, since performance ratings should not be used to evaluate recruiting sources.

198. An applicant tells a recruiter that she is blind and cannot see the screen elements in the AI-scored game assessment required for an analyst role. The game is designed to measure problem solving. What is the BEST response?

A. Exempt her from assessment and move her to the interview stage with all the applicants who passed the game.

B. Ask her to submit medical documentation of her blindness before the recruiter discusses any accommodation.

C. Discuss accessible options with her and provide an alternative that measures the same problem-solving skills.

D. Let her retake the game later, using a larger monitor and extra time to complete each of the game's timed problem levels.

199. An HR manager has used a generative AI tool to draft an announcement about upcoming benefits changes and a separate one about layoffs. Why should HR carefully review these drafts before release?

A. AI drafts can miss the tone, context, and accuracy that sensitive messages require.

B. AI tools tend to produce messages that are too long for employees to read fully.

C. Employees can usually detect AI writing and will dismiss the message's content.

D. AI-drafted text is prohibited by federal law for any legally required notices to employees.

200. During a harassment investigation at a nonunion company, rumors about the complainant and the accused are spreading through the team. The HR manager is considering how to address confidentiality. What is the BEST response?

A. Ask participants to keep the open case confidential for stated reasons and restate the retaliation ban

B. Tell the whole team who is involved and what is alleged so that accurate facts replace rumors

C. Discipline all employees who mention the investigation, whether or not they took part in it

D. Issue a permanent rule that no employee may ever discuss any workplace investigation with anyone, on or off duty

201. According to media richness theory, which channel is MOST appropriate for reminding employees that the office will close early on the day before a holiday?

A. A face-to-face meeting with each team

B. An email or an intranet bulletin

C. A video conference hosted by the CEO

D. A phone call from each team's manager

202. After rumors of layoffs begin to circulate, an employee attends a required safety training session but later cannot recall any of the procedures covered because she spent the session thinking about whether her job is at risk. What does this example BEST illustrate?

A. Physiological noise

B. Physical noise

C. Semantic noise

D. Psychological noise

203. An HR analytics team wants to predict whether each employee will stay or leave in the next year, based on several predictors. Which technique is designed for this type of outcome?

A. Simple linear regression

B. Logistic regression

C. Multiple linear regression

D. Time-series trend analysis

204. At a parts plant, small groups of production workers meet every week on company time to identify quality problems in their area, analyze causes and recommend solutions to management. Which employee involvement intervention is this?

A. Process consultation

B. Self-managed work teams

C. Quality circles

D. Gainsharing committees

205. A warehouse worker on workers' compensation leave for a back injury has been released for light duty with a 20-pound lifting limit for six weeks. Her supervisor tells HR there is no light work in the warehouse and asks that she stay home until she can return to full duty. What should HR do?

A. Ask her doctor to remove the lifting restriction so she can return to her regular job.

B. Place her in any open position at the company, regardless of department or pay rate.

C. Work with the supervisor to build a temporary assignment of tasks within her restrictions.

D. Agree to keep her on leave at home until her doctor releases her for full duty in six weeks.

206. A candidate scored 85 on Test A, which has a mean of 75 and a standard deviation of 5. She scored 90 on Test B, which has a mean of 85 and a standard deviation of 10. On which test did she perform better relative to other test takers?

A. Neither, because she beat each test's mean by some points

B. Test A, because her z-score of 2.0 beats her 0.5 on Test B

C. Test B, because her raw score of 90 is higher than her 85

D. Test B, because Test B has the larger standard deviation of the two

207. A company signs a two-year written employment contract with a plant manager that does not allow early termination without cause. After eight months, the company ends the contract because it wants a different leadership style. What is the MOST likely legal result?

A. The company owes nothing, because employment in most states is presumed at will unless a CBA applies.

B. The company owes nothing, provided it pays the manager for any accrued and unused vacation at separation.

C. The company owes two weeks' notice pay, which is the standard remedy for ending a fixed-term contract early.

D. The company has likely breached the contract and may owe the remaining compensation, reduced by mitigation.

208. HR is adding features to its employee chatbot. Which feature BEST lets employees signal that a specific chatbot answer was wrong?

A. A rating on each answer with an option to flag errors for HR to review

B. A disclaimer stating that answers may be inaccurate and should be verified

C. An annual survey asking employees how satisfied they are with HR overall

D. A usage dashboard showing how many questions the chatbot answered weekly

209. HR asked 300 managers how likely they were to recommend HR's services to a colleague on a 0-10 scale. There were 120 promoters (9-10), 105 passives (7-8) and 75 detractors (0-6). What is HR's Net Promoter Score?

A. +15
B. +50
C. +45
D. +40

210. Under Trompenaars' specific versus diffuse dimension, how do work and personal life MOST commonly relate in a diffuse culture?

A. They overlap, and relationships and a manager's status extend beyond work.
B. They are kept separate by law, which bars after-hours contact with staff.
C. They are kept separate, and a manager's authority ends at the office door.
D. They overlap only for senior leaders, while staff keep the two apart.

211. During litigation over a discriminatory firing, the employer discovers that the plaintiff falsified a degree on her application, which would have led to termination had it been known. Under McKennon v. Nashville Banner Publishing, what is the effect?

A. Liability stands, but reinstatement, front pay and later back pay are barred
B. The claim is dismissed, since the fraud would have justified firing her anyway
C. Only punitive damages are barred, and every other remedy stays available
D. The remedies are unchanged, since facts found after the decision are irrelevant

212. A hospital system had 50 separations last year, 20 of which were involuntary terminations. Average headcount was 500. What was the voluntary turnover rate?

A. 10%
B. 60%
C. 4%
D. 6%

213. A new team member uses a wheelchair, and the team's daily huddle area is on a raised platform reached only by a short flight of stairs. What is the BEST approach for the manager?

A. Move the huddle to an accessible area so the whole team meets in the same place.
B. Ask the employee whether she would prefer to skip the huddle and get notes instead.
C. Have the employee join the huddle by phone from her desk on the main floor.
D. Keep the huddle where it is and brief the employee on key points after it ends.

214. Which description BEST defines management by objectives (MBO)?

A. Employees are rated on personal traits that leaders have linked to strategic objectives
B. Manager and employee jointly set specific objectives and review progress against them periodically
C. Employees are ranked against one another based on the results each of them achieved
D. Senior leaders set fixed targets that cascade down each level and that employees are expected to accept

215. An employee at a 10-person company believes she was fired because of her race. How does a claim under 42 U.S.C. Section 1981 differ from a Title VII claim?

A. It applies only to employers with 15 or more employees and caps damages

B. It covers both race and sex claims but requires filing an EEOC charge before suing

C. It has no employee minimum, no damages cap, and no EEOC charge requirement

D. It allows back pay and reinstatement but bars punitive damages

216. An HR manager is leading a leadership-training project with a total budget of $80,000. At the midpoint, the work is 50% complete and $50,000 has been spent. The executive sponsor asks how the project is doing on cost. What is the MOST accurate response?

A. It is on budget, because half of the project is complete.

B. It is under budget, with a cost performance index of 1.25.

C. It is over budget, with a cost performance index of 0.8.

D. It is over budget, with a cost performance index of 0.625.

217. A maintenance technician wants to reach into an idling conveyor to clear a jammed carton, saying it will take only a few seconds and shutting down the line takes too long. What should the supervisor require?

A. Clear the jam with the conveyor idling, as long as the technician wears cut-resistant gloves and sleeves

B. Shut down the conveyor, isolate and lock out its energy sources, and verify it is de-energized

C. Switch the conveyor off at the control panel and hang a warning sign before reaching in

D. Clear the jam with the conveyor idling, as long as a coworker stands by at the stop button

218. A nonunion employer forms an employee committee whose members are chosen by management. The committee meets monthly to propose and negotiate wage rates and attendance rules with management. Which unfair labor practice does this arrangement most likely create?

A. Refusal to bargain with a certified union in violation of Section 8(a)(5)

B. Restraint or coercion of employees by a union in violation of Section 8(b)(1)

C. Employer domination of a labor organization in violation of Section 8(a)(2)

D. Retaliation for filing NLRB charges in violation of Section 8(a)(4)

219. In Kotter's later work, what is meant by a dual operating system?

A. Two separate project teams that each develop competing designs for the change

B. A parallel set of HR policies applied separately to union and nonunion employees

C. A matrix structure in which employees report to both functional and project leaders

D. A volunteer network working alongside the traditional hierarchy to drive strategy

220. A plant manager asks HR to run communication skills training for a production team with frequent conflicts. HR's interviews and observations show the conflicts come from unclear responsibilities between shifts. What should HR do?

A. Deliver the requested training, since the manager sets the scope

B. Escalate the findings to the plant manager's supervisor before doing anything

C. Share the findings and propose a role clarification process instead

D. Deliver the training and add a short module on role clarity

221. When building a salary structure, an analyst regresses each benchmark job's market pay on its job evaluation points, then raises the resulting line by 5% to reflect the company's lead policy. What is the adjusted line called?

A. The compa-ratio line, which compares each employee's pay with the midpoint

B. The red-circle line, which flags employees paid above their range maximum

C. The pay policy line, which sets range midpoints relative to job worth

D. The market pay line, which shows unadjusted market rates for the benchmark jobs

222. A manager who is connected with an employee on a social networking site sees her post that her mother was just diagnosed with breast cancer. The manager did not search for the information. A week later, the manager is choosing who will lead a long-term project. What should HR advise?

A. Seeing the post was not a violation, so the manager may consider her likely caregiving absences.

B. The manager should ask the employee whether she has been tested so the decision is fully informed.

C. Seeing the post violated GINA, so the manager should be removed from making the project decision.

D. Seeing the post was not a violation, but the manager must not let it affect the project decision.

223. An employee earns $25.00 per hour, and benefits and payroll taxes add 30% to that rate. A staffing agency would supply a temp for the same job at a bill rate of $35.00 per hour. Which option costs less per hour, and by how much?

A. The employee, by $2.50 per hour

B. The employee, by $7.50 per hour

C. The employee, by $10.00 per hour

D. The temp, by $2.50 per hour

224. An HR contact center is setting service level agreement (SLA) metrics. Which measure BEST reflects the quality of service employees receive?

A. Total volume of calls received each quarter

B. Percentage of inquiries resolved on the first contact

C. Number of knowledge articles published to the HR portal each month

D. Number of representatives staffing the phones

225. A job requires employees to be at least 18 years old. Which application question is the BEST way to confirm that applicants meet this requirement?

A. What year did you graduate from high school?

B. What is your date of birth?

C. Are you at least 18 years old?

D. How many years until you plan to retire?

226. Three employees in a job family earn $55,000, $60,000 and $65,000. Their grade midpoints are $60,000, $60,000 and $62,000. What is the group's average compa-ratio, rounded to two decimal places?

A. 0.97
B. 1.01
C. 0.99
D. 1.00

227. A piece-rate production worker earns $260 for a 40-hour workweek. Under the federal minimum wage of $7.25 per hour, how much make-up pay does the employer owe for that week?

A. $290
B. $20
C. $30
D. $0

228. After months of good-faith bargaining, the parties reached a lawful impasse. The employer's last, best and final offer included a 2% raise. The plant manager now wants to implement a 3% raise to show employees that management is more generous than the union. What should the HR director advise?

A. Implement the 3% raise, because a lawful impasse frees the employer to set any terms that improve on its final offer to the union.
B. Implement the 3% raise only after posting a notice explaining that the increase exceeds what the union had been able to obtain.
C. Implement only terms reasonably comprehended within the final offer, and offer the larger raise to the union at the table first.
D. Implement the 2% raise now and then add the extra 1% a month later, because a gradual approach avoids any appearance of bypassing.

229. An FMLA-eligible employee is four weeks into an eight-week performance improvement plan when she requests six weeks of FMLA leave for her own surgery. Her manager asks how to handle the plan. What should HR advise?

A. Keep the plan running, since it began before she asked for any leave.
B. Cancel the plan for good, since starting one again after leave would be retaliatory.
C. Pause the plan during the leave and resume it on her return with four weeks left.
D. End the plan now and judge her on the results she achieved in the first four weeks.

230. A supervisor has given her team specific, difficult goals, but performance has not improved. According to Locke and Latham, what should she add so that the goals actually raise performance?

A. Easier interim goals that replace the difficult ones until morale improves
B. Regular feedback on progress and steps that build commitment to the goals
C. Detailed written procedures that tell employees how to do each task step
D. A forced ranking that compares each employee's results with their peers

231. Last year, Operations had 18 separations with an average headcount of 150. Sales had 12 separations with an average headcount of 80. IT had 9 separations with an average headcount of 50. Which department had the highest turnover rate?

A. Operations, with the most separations

B. Sales, with a 15% turnover rate

C. IT, with an 18% turnover rate

D. Operations, with a 12% turnover rate

232. An employee requests FMLA leave to care for his healthy 24-year-old daughter for a few days after minor outpatient knee surgery. She has no disability and is expected to recover fully within a week. What should HR conclude?

A. The leave does not qualify, since FMLA care leave ends when a child turns 18

B. The leave qualifies, since adult children are covered under FMLA until they reach age 26

C. The leave does not qualify, since no disability leaves her unable to self-care

D. The leave qualifies, since any surgery for a son or daughter is FMLA-covered

233. An employer is investigating misconduct by an employee covered by a collective bargaining agreement. Why must HR follow the investigation and discipline procedures in the agreement?

A. Discipline imposed outside the agreement's procedures can be overturned in arbitration even if misconduct occurred.

B. Union employees can be disciplined only after a vote of the union's membership approves the action.

C. The agreement's procedures replace the employer's duty to investigate before taking any discipline at all.

D. Only the union can investigate misconduct by its members, so HR's role is limited to receiving and acting on its findings.

234. While building an HR onboarding portal, the development team adds animated welcome videos and a gamified badge system that no stakeholder requested and that are not in the requirements. What is this practice called?

A. Fast tracking

B. Gold plating

C. Value engineering

D. Scope creep

235. Ninety-eight percent of customer service staff completed a new de-escalation course, and test scores at the end were high. Six months later, customer complaint rates are unchanged. What is the BEST next step?

A. Redesign the course content, since it clearly failed to change on-the-job behavior.

B. Conclude the course had no value and remove it from next year's budget.

C. Require all staff to repeat the course and pass a harder final test.

D. Assess whether workplace barriers keep staff from applying the new skills.

236. A company is renaming its employee resource groups as business resource groups (BRGs). What MOST distinguishes a BRG from a traditional ERG?

A. Its membership is limited to employees in client-facing, sales, or other revenue-generating roles.

B. It focuses on social networking and community events rather than development.

C. It is funded from the sales budget rather than from the HR or inclusion budget.

D. Its goals are explicitly tied to business objectives such as talent, markets, or innovation.

237. Country managers want to rank their units by comparing raw engagement scores from a global survey. HR knows respondents in some countries tend to avoid the extreme ends of rating scales, while those in others use them freely. What should HR advise?

A. Exclude countries whose respondents avoid extremes, since their scores are less reliable.

B. Rank only on percent favorable, since grouping response options removes cultural effects.

C. Rank the raw scores, since every country answered the same professionally translated items on one scale.

D. Compare each country to its own trend or norms rather than ranking raw scores across them.

238. After terminating a sales manager for falsifying expense reports, HR needs to tell certain internal staff why he left. What BEST preserves the employer's qualified privilege against a defamation claim?

A. Sharing the reason freely, since statements made inside the company can never be defamatory

B. Sharing the reason with the whole department so that every employee hears one consistent account

C. Sharing accurate facts in good faith only with those who have a legitimate business need to know

D. Describing the conduct as criminal theft, since stronger wording discourages similar behavior

239. A company's workforce includes 510 employees and 90 independent contractors. What percentage of the total workforce is contingent?

A. 82.4%

B. 17.6%

C. 85.0%

D. 15.0%

240. An HR business partner uses an ADKAR assessment for an employee who is struggling with a new process. Each element is scored on a 5-point scale, and a score of 3 or below marks a barrier. The scores are Awareness 4, Desire 4, Knowledge 2, Ability 3 and Reinforcement 3. Where should the business partner focus FIRST?

A. Ability, because it is the midpoint of the model and scores at the cutoff

B. Knowledge, because it is the first element in sequence scoring 3 or below

C. Reinforcement, because the change will not last unless it is reinforced

D. Desire, because motivation should be rebuilt before any other element

241. During a job analysis survey that employees know will feed into an upcoming pay review, many incumbents describe their duties as far more complex than their supervisors believe them to be. What should the analyst do?

A. Postpone the pay review until employees submit revised and lower responses.

B. Accept the incumbents' responses, since they know the details of the work best.

C. Verify responses through supervisors, observation, or work samples before finalizing.

D. Discard the incumbent surveys and rely only on the managers' existing written job descriptions.

242. After receiving a pre-adverse action notice, a finalist tells HR that the felony conviction in her background report belongs to another woman with the same name and that the birth date on the record does not match hers. What should HR do next?

A. Hold the decision, have the screening firm check the record against her identifiers, and then reassess.

B. Withdraw the offer for now and invite the finalist to reapply once she has corrected the record herself.

C. Finalize the decision, since the report came from an accredited screening firm and is presumed accurate.

D. Ask the finalist to bring a court document proving the conviction is not hers before HR will reconsider.

243. An engagement survey shows overall scores up 8 points from last year, and the CEO wants to announce a major improvement. Only 30% of employees responded this year, compared with 75% last year. What is the BEST way for HR to advise the CEO?

A. Report the gain only for the departments where at least half of employees responded.

B. Confirm the gain, since a 30% response rate is high enough for all results to be valid.

C. Discard this year's results and rerun the survey with participation made mandatory.

D. Caution that responders may differ from nonresponders, so the gain may be overstated.

244. An employee undergoing IVF treatment asks her manager for flexibility to attend early-morning monitoring appointments several times a month. The manager says the company only accommodates employees who are already pregnant and plans to deny the request. What should HR do?

A. Approve the request only if she provides her full fertility treatment records to her manager.

B. Tell her to use FMLA leave, because that is the only federal law that covers her appointments.

C. Support the denial, because no federal law reaches medical care that comes before a pregnancy.

D. Step in to review the request under the PWFA, ADA and leave policies before any denial.

245. A valued analyst asks to work fully remote, but the role requires on-site lab work three days a week. When the manager explains the request cannot be approved, the analyst says, "If this isn't approved, I'll quit." What is the BEST response for the manager?

A. Acknowledge his frustration, explain why, and explore options within the limits

B. Approve the request to keep him, since replacing an analyst would cost far more

C. State that the decision is final and that a resignation would be accepted

D. End the meeting and ask HR to start succession planning for his role

246. In a sample of 12 sales reps, the correlation between product training hours and quarterly sales is r = 0.10. When one rep with very high training hours and record sales is added back into the data, r jumps to 0.55. What is the main problem with reporting r = 0.55?

A. A single influential case is inflating r, so the link may not be real

B. The result is strong and the new figure should be reported as found

C. The sample is too small for any correlation to be calculated at all

D. The outlier proves the relationship is curved rather than a straight line

247. An employee tells HR, "I've been covering two open positions for three months, and I'm worried we'll miss the audit deadline." Which listener response is a paraphrase?

A. It sounds like you're feeling overwhelmed and anxious about all of this extra work.

B. So you've been doing two other jobs for months and the audit date may slip?

C. I had the same problem last year, so I know just how hard that can be.

D. What do you think would help most to get the audit finished on time?

248. Why does an effective ethics and compliance program include monitoring and auditing in addition to training?

A. Auditing replaces the need for a reporting hotline, since auditors will detect any misconduct during their reviews.

B. Auditing provides the evidence needed to discipline employees who did not finish training.

C. Auditing is needed only for public companies, since only they must have compliance programs.

D. Auditing tests whether policies are followed in practice and detects problems training cannot reveal.

249. A retailer with 20 similar-format stores will pilot a new scheduling app at 4 stores and compare results with stores that do not get it. How should HR select the pilot stores to support a fair comparison?

A. Choose the four stores with the worst scheduling problems, so the app's impact is easiest to see in the data.

B. Match stores on size, sales, and staffing, then randomly assign one store in each pair to the pilot.

C. Choose the four highest-performing stores, so the pilot shows results under the best conditions.

D. Choose the four stores whose managers most want the app, so the pilot has strong adoption.

250. An HR consultant is interviewing hourly warehouse employees to diagnose high turnover. Several say they are afraid supervisors will retaliate if they speak candidly. How should the consultant set ground rules to get honest information?

A. Promise that nothing employees say will ever be shared with anyone at all

B. Explain how the data will be used and that only unattributed themes are reported

C. Ask the supervisors to sit in on interviews so that they can respond to concerns right away

D. Record each interview on video so that every answer is captured accurately

251. A manager took over a 10-person team in October after the prior manager moved to another division. Year-end reviews cover January through December. How should the new manager produce fair year-end reviews?

A. Base each rating on the period from October to December that she observed herself

B. Have the prior manager write and deliver the reviews since he supervised most of the year

C. Rate everyone "meets expectations" since she lacks a full year of direct observation

D. Get input and records from the prior manager and combine them with her own observations

252. An HRBP is starting a retention project for a regional sales director. In their first meeting, they agree on the director's goals, what HR will deliver, what the director will provide, how they will communicate and how success will be measured. In Peter Block's consulting model, which phase is this?

A. Engagement and implementation

B. Discovery and dialogue

C. Feedback and decision to act

D. Entry and contracting

253. An HR analyst is preparing a turnover study and is considering four data sources: payroll cost analysis, a five-year headcount trend, time-to-fill metrics and a series of employee focus groups. Which of these is a qualitative research method?

A. Time-to-fill metrics

B. Employee focus groups

C. Headcount trend analysis

D. Payroll cost analysis

254. The named successor for a plant manager is strong in operations and people leadership but has never managed a budget. The incumbent plans to retire in 18 months. What is the BEST development action?

A. Enroll the successor in an evening finance course for non-financial managers offered at a local college.

B. Ask the finance team to handle all budget matters once the successor takes over the role.

C. Replace the successor with a candidate who already has budget experience but less leadership skill.

D. Give the successor responsibility for preparing and managing part of the plant budget with coaching.

255. A manager uses the COIN model to prepare feedback for an employee who missed a vendor deadline. Which sequence reflects the model?

A. State the concern, give the observation, invite input, name consequences

B. Set the context, state the observation, explain the impact, agree on next steps

C. Set the context, offer your opinion of the employee, invite a reaction, negotiate terms

D. Clarify the issue, offer options, identify a solution, note the outcome

256. During a team meeting, an employee makes a joke that relies on an ethnic stereotype. Several colleagues look uncomfortable, and afterward the employee tells his manager he meant no harm. This is the first such incident. What is the BEST response by the manager?

A. Enroll the whole team in respect training instead of singling out the individual employee.

B. Meet privately with him soon, explain the joke's impact, and restate expectations for conduct.

C. Correct him in front of the team at the next meeting so others see the conduct is unacceptable.

D. Accept that he meant no harm and take no action unless someone files a formal complaint.

257. An employer uses an AI screening tool that applies the same criteria to every applicant, but the tool selects Black applicants at a much lower rate than white applicants. No one intended this result. Which Title VII theory BEST fits a claim based on these facts?

A. Disparate impact

B. Disparate treatment

C. Hostile work environment

D. Pattern or practice

258. A manufacturer worried about future health claims wants all new hires to take a genetic test for inherited heart conditions as a condition of employment. Under GINA, is this permitted?

A. No, unless the test is limited to conditions related to the job's duties.

B. Yes, as long as the test is given after a conditional job offer is made.

C. No, GINA bars requiring a genetic test as a condition of employment.

D. Yes, as long as results are kept in a separate confidential medical file.

259. A support team's standard is to resolve 90% of tickets within 24 hours, but it currently resolves 70%. Before looking for causes, HR defines the problem as the 20-point difference between the two. Which approach is HR using?

A. Root cause analysis

B. Trend analysis

C. Benchmarking

D. Gap analysis

260. A jury finds that an employer willfully violated the ADEA when it fired a 58-year-old employee and awards $60,000 in back pay. What is the total of back pay plus liquidated damages?

A. $120,000

B. $180,000

C. $60,000

D. $90,000

261. Operations wants to track the GPS location of field technicians' company-issued phones 24 hours a day to improve dispatching. Technicians often carry the phones home and on weekends. What should the HR manager recommend?

A. Limit tracking to working hours for dispatch purposes and tell technicians in writing how the data will be used.

B. Approve 24-hour tracking, because the company owns the phones and may monitor its own company property at all times.

C. Approve 24-hour tracking but limit access to the location data to the operations director and to HR.

D. Reject any tracking, because collecting location data from employees is generally prohibited by federal law.

262. In talent strategy, what does "borrowing" talent refer to?

A. Hiring experienced people from outside the organization permanently

B. Training current employees to take on new and larger roles

C. Moving current employees into open roles in other departments

D. Using consultants, contractors or temporary staff to meet a need

263. In Rogers' diffusion of innovations model, approximately what percentage of a population falls into the early adopter category?

A. 16%, or roughly one in every six

B. 13.5%, or about one in seven

C. 2.5%, or about one in forty

D. 34%, or about one in three

264. Which is the MOST common cause of pay compression?

A. Managers giving larger merit increases to long-tenured staff than to new hires

B. Market hiring rates rising faster than the merit increases given to current staff

C. Employees being promoted into new grades before they have reached their current range midpoint

D. Salary ranges being widened so that employees have more room to grow in a grade

265. A company establishes an organizational ombuds office and says it follows International Ombuds Association (IOA) standards. Which practice would violate those standards?

A. Reporting to a senior leader outside the usual chain of command

B. Formally recording complaints and reporting them to the employer as notice

C. Helping visitors identify options without deciding the outcome

D. Holding conversations off the record without keeping case files that identify visitors

266. An HR specialist is building a technical training program and needs a senior engineer to serve as the subject-matter expert. The engineer says the work is a distraction from his projects and keeps missing meetings. What is the BEST approach?

A. Ask the engineer's manager to formally require his attendance at all of the design meetings for the training program.

B. Meet with him to link the program to problems he cares about and limit his role to focused, scheduled tasks.

C. Replace him with a junior engineer who has more open time to help design the training program.

D. Build the program without his input and ask him to review only the final materials before launch.

267. An airline argues that it may hire only women as flight attendants because passengers find women better at providing reassurance and comfort. Under the essence-of-the-business test from Diaz v. Pan American World Airways, how is this argument judged?

A. It fails only if men could be trained to provide the same comfort as women

B. It succeeds if passenger surveys show a clear preference for female attendants

C. It succeeds, since passenger comfort is part of the service the airline sells

D. It fails, since the essence of the business is safe transport, not reassurance

268. A compensation report shows that the engineering department's average compa-ratio is 1.12, far above the company average of 0.98. What should the compensation analyst do FIRST?

A. Conclude that managers in the department are rating performance too leniently.

B. Freeze pay increases in the department until its ratio returns to 1.00.

C. Lower the salaries of engineers who are paid above their range midpoint.

D. Check tenure patterns and whether the pay ranges have fallen out of date.

269. Employees begin a lawful strike over wage demands. Two weeks in, the employer unlawfully threatens to close the plant permanently if strikers do not return, and the NLRB later finds this prolonged the strike. How does the strike's status change?

A. It becomes an unprotected strike, because the strikers' demands were not about the employer's conduct

B. It stays an economic strike, because a strike's status is fixed by its original cause

C. It becomes an unfair labor practice strike, so strikers cannot be permanently replaced after that point

D. It becomes an unfair labor practice strike, so all replacements hired before the conversion must be fired

270. HR is designing a program to reduce leadership derailment among newly promoted managers. Research on why once-successful managers derail MOST consistently points to which factor?

A. A lack of formal education beyond the degree needed for the earlier role

B. Problems with relationships and an inability to build a team or adapt to change

C. A quiet, reserved communication style that limits visibility with senior leaders

D. Gaps in technical expertise compared with the people the manager now leads

271. An employee called to an investigatory interview requests his preferred steward, who is off shift until the next day. Another trained steward is on duty and available now. The employer wants to proceed today. What may HR do?

A. Postpone the interview until the preferred steward returns, since the choice belongs to the employee

B. Proceed today with the available steward, since the preferred one is not reasonably available

C. Proceed today with a supervisor from another department serving as his representative

D. Proceed today without any representative, since the employee's request cannot be met

272. According to Schein, which of the following is a primary embedding mechanism, one of the most powerful ways leaders shape organizational culture?

A. Formal written statements of the organization's mission and values

B. Stories and legends told about the company's founding

C. The design of physical space and office layouts

D. How leaders react to crises and what they measure and reward

273. After an acquisition closes, the combined company sets up a small central team that tracks integration workstreams, resolves cross-functional issues, escalates key decisions, and manages the overall timeline. This team is BEST described as:

A. An integration management office

B. An HR center of excellence

C. A labor-management joint committee

D. A deal due diligence team

274. A call center has 200 agents and wants to stay at 200 next year. Its annual turnover rate for agents is 25%, which does not include internal moves, and it plans to promote 10 agents to team lead positions. The call center manager asks HR how many agents to hire during the year. What is the BEST answer?

A. 75 agents

B. 40 agents

C. 50 agents

D. 60 agents

275. An anonymous hotline report alleges that HR staff have mishandled harassment complaints by consistently siding with managers. The report is routed to the HR director, whose team handled those complaints. What should the HR director do?

A. Refer the matter to someone independent of HR, such as legal, internal audit, or an outside investigator.

B. Assign the HR manager who handled the fewest of the complaints to investigate the allegations quietly and report back.

C. Investigate personally, since the director is accountable for the HR team's handling of complaints.

D. Close the report, since an anonymous complaint cannot be investigated without a named complainant.

276. An HR investigator is interviewing an employee who has reported unwanted touching by a coworker. Which question should the investigator avoid because it is leading?

A. How did you respond when he spoke to you there?

B. He touched your shoulder at the meeting, didn't he?

C. Who else was in the conference room with you at that time?

D. What happened right after the staff meeting ended?

277. In a harassment investigation, the complainant and the accused give conflicting accounts and no one else witnessed the incident. Which approach BEST assesses credibility?

A. Weigh plausibility, corroboration, motive to lie, past record and demeanor together

B. Close the case as inconclusive, since there were no witnesses to the incident

C. Rely mainly on demeanor, such as eye contact, hesitation and nervousness during the interview

D. Credit the account of the party who holds the more senior role in the company

278. Managers in one country apply company rules the same way to everyone, while managers in another country make exceptions based on personal relationships and circumstances. Which of Trompenaars' cultural dimensions explains this difference?

A. Individualism versus communitarianism

B. Universalism versus particularism

C. Specific versus diffuse

D. Achievement versus ascription

279. An employee searches the HR portal's FAQ but cannot find out whether she can add her spouse to the dental plan midyear. She calls the HR contact center and reaches a generalist representative. In a tiered HR service model, which tier is handling her question?

A. Tier 0, the employee self-service level

B. Tier 1, the first level of live support

C. Tier 3, the expert and policy-owner level

D. Tier 2, the specialist support level

280. Turnover in the Southwest region rose from 12% to 19%. An HR analyst builds a report that breaks the increase down by manager and by tenure band and finds that most of the rise came from employees with under one year of service reporting to two new managers. What type of analytics does this report represent?

A. Descriptive analytics

B. Predictive analytics

C. Diagnostic analytics

D. Prescriptive analytics

281. In January, a company pays its benefits broker $36,000 for consulting services covering the next 12 months. Under accrual accounting, how should the payment be recorded initially?

A. As an accrued liability that is reduced as the services are received

B. As a prepaid expense, a current asset expensed at $3,000 per month

C. As a $36,000 expense in January, the month the cash is paid

D. As a long-term asset depreciated over the broker's contract term

282. During a facilitated planning session, participants keep raising issues that matter to them but fall outside the meeting's purpose. Which facilitation tool lets the facilitator acknowledge these issues without derailing the agenda?

A. A force-field analysis of the issues raised during discussion

B. A parking lot that records each issue for later follow-up

C. A nominal group technique round to rank all the issues raised

D. A timekeeper assigned to cut off speakers who go off topic

283. An HR leader takes the company's annual objectives, works with each department head to set supporting departmental goals, and then has managers set individual goals that support those departmental goals. What is this process called?

A. Bottom-up planning

B. Cascading goals

C. Benchmarking goals

D. Stretch goal-setting

284. In a disparate treatment case, the employer has stated a legitimate, nondiscriminatory reason for firing the plaintiff. Under the McDonnell Douglas framework, what must the plaintiff generally show next?

A. That workers who share the plaintiff's trait are underrepresented in the workforce overall

B. That the employer cannot prove its reason by a preponderance of evidence

C. That the reason is pretext, such as by showing it is false or unworthy of belief

D. That the reason reflects poor business judgment or an unwise decision

285. Compared with weak ties, what do strong ties in a professional network typically provide?

A. Trust, support, and the transfer of complex or tacit knowledge

B. Exposure to job openings that close contacts are unaware of

C. A larger number of contacts across many different organizations

D. Access to novel information from distant parts of the network

286. A recruiter from another company calls HR for a reference on a former employee who sued the company for discrimination last year. Company policy permits releasing only dates of employment and final job title. What is the BEST response?

A. Refer the recruiter to the former manager, who knows the employee's work best and can speak to performance.

B. Decline to give any information, since anything said about someone who sued the company could be seen as retaliation.

C. Provide only the dates of employment and final job title, as the policy allows for every former employee.

D. Confirm the dates and title and mention the lawsuit, since the information is a matter of public court record.

287. Why does involving employees in creating engagement action plans tend to improve follow-through and the plans' credibility?

A. It moves the responsibility for carrying out the actions from managers to staff

B. It allows HR to skip analyzing the data, since employees identify every issue

C. Employees who help shape the actions understand their purpose and feel ownership

D. It ensures that every employee suggestion is put in place, which builds trust in leadership

288. A plant closes for three days after flooding. No union contract or company policy addresses closures, and the hourly, nonexempt employees do not work during those days. Managers ask HR whether federal wage law requires the company to pay them. What should HR say?

A. Yes, the FLSA requires full pay because the closure was not their fault

B. No, the FLSA requires pay only for hours actually worked by nonexempt staff

C. Yes, the FLSA requires pay for any day on which employees were already scheduled to work

D. Yes, the FLSA requires pay for at least half of their scheduled hours

289. A company has replaced its annual review with monthly check-ins but still gives year-end ratings. Why should managers keep brief notes from each check-in?

A. Notes help the year-end rating cover the full year and match prior discussions

B. Notes let managers skip the year-end conversation and send ratings in writing

C. Notes are required by federal law for any employer that gives annual performance ratings

D. Notes replace the need for employees to set goals at the start of the year

290. Why should an organization schedule regular reviews of its AI-use policy rather than revise it only when a problem arises?

A. Most AI vendors require their customers to update their internal AI policies before each annual contract renewal.

B. Regular reviews prove compliance, so they protect the organization from lawsuits over how it uses AI.

C. AI tools, the laws that apply to them and their risks change quickly, so the policy can fall out of date.

D. Employees will forget the policy unless it is rewritten and sent out to the whole workforce each year.

291. Under the federal Newborns' and Mothers' Health Protection Act, a group health plan that covers childbirth generally may not limit the hospital stay for a mother and newborn to less than how long?

A. 48 hours after a vaginal delivery or 96 hours after a cesarean section

B. 48 hours after either kind of delivery, with no separate cesarean rule

C. 72 hours after a vaginal delivery or 120 hours after a cesarean section

D. 24 hours after a vaginal delivery or 48 hours after a cesarean section

292. An employer whose workers have a certified union raises wages for some job classifications without notifying the union or offering to bargain. Which section of the NLRA does this most directly violate?

A. Section 8(a)(4)
B. Section 8(a)(5)
C. Section 8(a)(3)
D. Section 8(b)(2)

293. A union contract at an acute-care hospital expires on December 31. Under the NLRB's contract-bar rules for health care institutions, when is the window period for filing a decertification petition?

A. Any time in the last 60 days before the contract expires
B. Between 150 and 120 days before the contract expires
C. Between 120 and 90 days before the contract expires
D. Between 90 and 60 days before the contract expires

294. An HR generalist personally calls a finalist's prior employers to check references. For a second finalist, the company orders a criminal history report from a background screening vendor. To which check does the Fair Credit Reporting Act apply?

A. Both checks, because each is used to make an employment decision about an applicant
B. Neither check, because the FCRA applies only to credit reports from the three national credit bureaus
C. The vendor's criminal history report, because it comes from a consumer reporting agency
D. The reference calls, because they gather information on the person's character

295. An HR manager is running a brainstorming session to generate ideas for a new recognition program. Which ground rules are central to effective brainstorming?

A. Defer judgment, aim for many ideas and build on the ideas of others
B. Evaluate each idea as it is offered so weak ones can be removed early
C. Have members submit ideas anonymously in writing over several rounds
D. Limit the session to ideas that fit the current budget and approvals

296. A company operating in 14 countries has no global gifts policy. Local managers say gift-giving norms differ widely and that a single strict ban would offend business partners in some markets. What is the BEST approach for HR to recommend?

A. Use the U.S. policy everywhere because headquarters sets the standards
B. Set global principles and value limits, with local guidance and approval steps
C. Let each country manager write a separate policy that reflects local custom alone
D. Adopt a strict ban on all gifts in every country to remove any ambiguity

297. A post-training survey shows that most employees prefer video lessons over reading. What can the training team conclude from this preference alone?

A. That reading-based materials should be dropped, since employees will not learn from them

B. That employees should be grouped by preferred format to get the best learning results

C. Nothing reliable about which format teaches better, since preference does not predict learning

D. That video lessons will produce higher test scores and better on-the-job transfer for most employees

298. An HR director is launching stay interviews. Why should employees' direct managers, rather than HR staff, usually conduct them?

A. Managers can make counteroffers on the spot, which HR is not permitted to do

B. Stay interviews take less time when they are folded into performance reviews

C. Keeping HR out of the process protects the confidentiality of the discussion for the employee

D. The manager shapes the employee's daily experience and can act on what is learned

299. An HR team is deciding which positions to include in the company's succession plan. Which set of criteria is MOST appropriate for identifying key positions?

A. Incumbent performance rating, years in role and length of the job description

B. Executive sponsor's preference, office location and the role's reporting level

C. Impact on business results, difficulty of replacement and risk of vacancy

D. Position salary grade, number of direct reports and incumbent seniority

300. A five-person accounting team cannot cover vacations or sick days because each person knows only their own tasks. Month-end closes slip whenever anyone is out. What is the BEST approach?

A. Build a skills matrix to find coverage gaps and set up a cross-training rotation

B. Hire a temporary accountant through an agency each time a team member is scheduled to be out

C. Restrict vacation approvals to the weeks that fall outside the month-end close

D. Ask the team to write procedure manuals for their tasks and store them online

301. Right after a heated exchange on the warehouse floor, two employees are too angry to talk productively. Which conflict mode is MOST appropriate for the supervisor to use in the immediate moment?

A. Collaborating, to work through the issue while it is fresh

B. Competing, to impose a resolution and end the dispute

C. Compromising, to have each employee concede something now

D. Avoiding, to give both employees time to cool down first

302. An HR team is designing a remote work policy for a subsidiary in a country that scores low on Hofstede's uncertainty avoidance dimension. Which policy approach is MOST likely to fit?

A. A fixed policy that is reviewed only when the law requires it

B. Broad guidelines that leave room for judgment and experimentation

C. Detailed rules that specify procedures for nearly every situation

D. Strict approval steps for any change from the standard schedule

303. A former employee posts a harsh review on an employer review site, complaining that work schedules were posted only one day in advance. What is the BEST response from HR?

A. Ask the site to remove the review as defamatory to the company's reputation.

B. Ask current employees to post positive reviews to push the harsh one down.

C. Contact the former employee and offer a payment if the review is taken down.

D. Reply briefly and professionally, and check whether the concern is valid.

304. An annual engagement survey shows that 40% of warehouse employees fear retaliation if they report misconduct, compared with 12% in other departments. What should HR do NEXT?

A. Hold confidential focus groups with warehouse employees to learn what is driving the fear of retaliation.

B. Issue written warnings to the warehouse supervisors, since the results show they are retaliating against staff.

C. Wait for next year's survey results to see whether the warehouse numbers improve without intervention.

D. Send all warehouse employees a reminder about the anonymous hotline and the company's retaliation policy.

305. A packaged-food company runs each country unit almost independently. Local managers set their own product recipes, branding and marketing to suit local tastes, and headquarters coordinates little beyond finance. Which international strategy does this describe?

A. Transnational strategy

B. Global strategy

C. International strategy

D. Multidomestic strategy

306. HR is using force field analysis to plan the adoption of flexible scheduling at a call center. Which of the following factors is a restraining force?

A. Supervisors' worry that they cannot cover peak call periods

B. Exit interview data citing rigid schedules as a quit reason

C. New software that makes building rotating shifts simpler

D. Employees' repeated requests for more schedule flexibility

307. Unplanned absences at a 300-seat customer call center have risen for two quarters, and supervisors say coverage is hurting service. The HR manager wants to propose an attendance improvement program to the operations director. Which data would BEST support the business case?

A. A list of the employees with the most absences, along with the discipline each has received under the current policy

B. Company-wide absence totals for the past year, plus benchmark absence rates published for the call center industry

C. Absence rates by team and shift, the overtime and service cost of covering gaps, and the main absence reasons

D. Survey results on employee satisfaction with the current attendance policy and with the call center's schedules

308. A startup has 30 employees, all of whom work from home. Employees receive all company information through email and the company intranet. The founder asks HR how to meet the federal FLSA poster requirement. What is the BEST advice?

A. Skip posting, since posting duties apply only to physical workplaces

B. Post the required notices electronically where employees readily access them

C. Display the poster at the registered agent's office used for the business

D. Mail a printed copy of the federal poster to each employee's home address once a year

309. A facilities services company is bidding on a three-year building maintenance contract and asks HR for labor cost estimates. Which inputs should HR provide?

A. The average annual salary across the company's maintenance staff, multiplied by the number of workers needed for the job

B. Current base wage rates for each role, since the estimating team will add overhead and profit margin to those figures

C. Fully loaded hourly costs by role, covering wages, benefits and payroll taxes, plus expected overtime and planned raises

D. Market wage survey data for each role, since the contract will likely require hiring new workers at market rates

310. On January 1, a unit had 100 employees. By December 31, 85 of those same employees were still employed; 15 had left and were replaced, so year-end headcount was again 100. What is the unit's retention rate, and why does it differ from turnover?

A. 85%; retention tracks a starting group, while turnover counts all separations against average headcount

B. 85%; retention is simply 100% minus turnover, so the two figures always measure the same thing

C. 15%; retention equals the separations from the starting group divided by beginning headcount

D. 100%; retention compares year-end headcount with starting headcount, and headcount stayed level from January to December

311. Two days before payday, the company's cloud payroll system fails, and the vendor cannot say when it will be restored. About 400 hourly employees are due to be paid. What should the HR manager do FIRST?

A. Wait for the vendor's next update before taking action, since the system may be restored in time.

B. Begin evaluating new payroll vendors so the company is not dependent on this provider again.

C. Tell employees that their pay may be late and that the company will pay them in full once the system has recovered.

D. Activate the payroll continuity plan, such as an off-cycle run from the last pay data, and alert leaders.

312. A new small-business owner asks HR how the federal-state unemployment insurance system is funded. Which answer is MOST accurate?

A. Employers pay the federal (FUTA) tax and, in most states, the entire state tax.

B. Benefits come mainly from federal general revenue, with small employer fees.

C. Employers and employees split the FUTA tax equally, as they do with the Social Security and Medicare taxes under FICA.

D. Employees fund it by withholding, and employers pay only administrative fees.

313. HR has been asked to lead the rollout of a new HRIS to support the company's planned growth. Several department heads are already asking when they can start using its features. What should the HR project leader establish FIRST?

A. A communication campaign announcing the system's benefits

B. A launch date that meets the department heads' requests

C. The project scope, key milestones and who owns each deliverable

D. A training schedule for all employees who will use the new system

314. A company has adopted a policy requiring employees to work in the office three days a week. One employee strongly resists, saying the commute affects her family responsibilities. No disability or other legally protected need has been raised. How should HR approach the discussion?

A. Postpone the requirement for her until she is ready to comply

B. Grant a full remote exception to retain a valued employee

C. Explore her underlying needs and look for options within the policy

D. Restate the policy and clearly explain the consequences of not complying

315. HR is facilitating a review after a failed system launch. The discussion turns into team members blaming each other for missed tasks. What is the BEST way for the facilitator to refocus the group?

A. Shift the questions to which process gaps allowed the problems

B. Have the project manager assign responsibility for each failure

C. Close the session and collect written comments individually

D. Ask each team member to state what they personally did wrong

316. An HR recruiter is about to negotiate an offer with a finalist for a hard-to-fill engineering role. The hiring manager says the finalist is "the only one" worth hiring. What is the BEST preparation step for the recruiter?

A. Prepare a firm, take-it-or-leave-it offer so the candidate sees that the company has strong leverage.

B. Ask the hiring manager to make the offer personally, since he has the closest rapport with the person.

C. Identify the company's alternatives if this candidate declines, such as the runner-up or a contractor.

D. Decide to match whatever number the candidate requests, since the manager wants this person only.

317. Under the ADA Amendments Act of 2008, which of the following qualifies as a major life activity?

A. The operation of a major bodily function, such as immune or digestive function

B. Only observable physical activities, such as walking, lifting, seeing and hearing

C. Only the activities the employee must perform in the specific job he or she holds

D. Only activities of central importance to most people's daily lives, such as bathing

318. A hospital's strategic goal is to become the region's preferred employer of nurses within five years. The nursing department's annual objective is to cut its vacancy rate in half. The recruiting supervisor then sets this target for her team: "Fill 12 nurse vacancies by the end of Q2." How is the recruiting team's target BEST classified?

A. A strategic goal, since nurse staffing is central to the hospital's long-term plan

B. A tactical goal, since it supports a department objective over the coming years

C. A tactical goal, since it is set by a manager rather than by senior leadership

D. An operational goal, since it is short-term, specific and set for a frontline team

319. Which description BEST defines competency-based performance appraisal?

A. Rating each employee's personality traits, such as loyalty and initiative

B. Rating only quantitative outputs, such as sales dollars or units produced per hour

C. Rating observable behaviors tied to the organization's defined competency model

D. Ranking all employees in a unit from highest to lowest on overall results

320. A multinational wants to move a manager who has worked for two years at its affiliate in India into a management role at its U.S. headquarters. Which U.S. visa category is typically designed for this kind of transfer?

A. H-1B specialty occupation visa for professionals with at least a bachelor's degree

B. H-2B visa for temporary nonagricultural seasonal workers

C. O-1 visa for individuals with extraordinary ability

D. L-1A intracompany transferee visa for managers and executives

321. Two weeks after a warehouse employee filed a complaint about her lead's conduct, her scheduled hours drop from 40 to 24 per week. Her coworkers' hours are unchanged. What should the HR case manager do?

A. Remind all managers of the anti-retaliation policy without singling out this particular case.

B. Note the change in the case file and look at it after the original investigation is finished.

C. Ask the employee whether she wants to file a separate formal retaliation complaint about the change.

D. Promptly find out who cut the hours and why, and restore them if there is no legitimate reason.

322. A company plans to notify 25 employees of a layoff tomorrow morning. Tonight, HR learns that a list of the affected employees' names is being shared in an employee group chat. Several affected employees have already messaged their managers asking if it is true. What is the BEST immediate step?

A. Move notifications up so affected employees hear officially right away

B. Have IT shut down the group chat and identify who shared the list first

C. Tell managers not to respond to any questions until tomorrow's meetings begin

D. Issue a statement that no decisions have been made about any positions

323. A distribution center is replacing paper pick lists with handheld scanning devices. Warehouse staff keep asking, "What's in it for me?" Which message should HR help supervisors lead with?

A. How the scanners cut walking time and manual recounts for pickers

B. How the scanners raise inventory accuracy for the whole company

C. How much capital the company has invested in the new devices

D. How the scanners let managers track each individual picker's productivity

324. An IT reseller is shifting from one-time hardware sales to long-term client relationships built on ongoing services. Its sales staff are still paid commission only on the initial value of each new deal. What change to the incentive plan BEST supports the new strategy?

A. Add incentives tied to client retention, renewals and account growth

B. Add a quarterly bonus for the number of new clients each rep signs

C. Raise the commission rate on initial deals to motivate reps to close more new sales

D. Replace all commissions with flat salaries to remove sales pressure

325. Under Erin Meyer's Culture Map, how is open debate in a meeting MOST likely viewed in a culture at the confrontational end of the disagreeing scale?

A. As a healthy way to test ideas that does not harm working relationships

B. As a sign of disrespect toward the most senior person in the meeting

C. As acceptable only after the team leader has stated a decision first

D. As a threat to group harmony that should be handled in private conversations instead

326. A company with a single-state handbook is expanding into three new states with different leave, wage payment and meal break laws. What is the BEST way to adapt the handbook?

A. Apply the original state's rules everywhere so all employees share one policy.

B. Keep a core handbook and add state supplements reviewed by employment counsel.

C. Adopt only federal standards, since federal law overrides all state rules.

D. Write a new handbook for each state, replacing the core handbook entirely.

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

A. A matrix that shows who is responsible, accountable, consulted and informed on tasks

B. A network diagram that identifies the longest chain of dependent project tasks

C. A bar chart that shows when each task starts and ends across the project timeline

D. A hierarchy that breaks project deliverables into smaller, manageable work packages

328. Which group is the best example of a community of practice as described by Etienne Wenger?

A. Payroll specialists from several sites who meet voluntarily to share solutions

B. A project team appointed by leadership to implement a new HRIS by the end of the year

C. The HR department's staff members who report to the same HR director

D. A task force formed by executives to recommend a new benefits strategy

329. A union plans to file an RC petition for a proposed bargaining unit of 240 production employees. What is the minimum number of signed authorization cards or other evidence of support the union needs for the NLRB to process the petition?

A. 80

B. 72

C. 121

D. 60

330. Why does HR hold quarterly business reviews (QBRs) with its outsourced benefits and payroll providers?

A. To replace day-to-day contact between HR staff and the provider

B. To renegotiate contract pricing based on the most recent quarter

C. To satisfy a federal requirement for documented quarterly vendor oversight

D. To review performance against agreed metrics and agree on improvements

331. An HR operations team now plans its own work, resolves disagreements without involving its manager, and consistently meets its goals. According to Tuckman, which stage best describes this team?

A. Adjourning

B. Storming

C. Performing

D. Norming

332. An HR manager is preparing an agenda for a cross-functional meeting on reducing overtime costs. Which element of the agenda will MOST improve the meeting's effectiveness?

A. A detailed background summary of each topic for prereading

B. A fixed number of minutes for each speaker on every topic

C. A list of every attendee with title and department

D. The desired outcome for each topic, such as a decision

333. Several employees complain that most company-organized volunteer events are held with one religious charity, and some say they feel excluded. The charity does good work, and the CEO's family has long supported it. What should HR recommend?

A. Keep the current charity but make clear that it welcomes volunteers of every faith and background

B. Broaden the events to a range of causes chosen with employee input, and keep all events voluntary

C. End all volunteer events tied to any faith-based group so that the program stays fully secular

D. Let employees who object skip the events and give them an extra paid day off as an alternative

334. HR is choosing a KPI for its new manager training program. Which proposed KPI BEST meets the SMART criteria?

A. Help managers become more effective leaders of their teams over the course of the program

B. Train as many managers as possible and collect their feedback on the program at the end of each quarter

C. Improve manager engagement scores so they rank among the best of the company's competitors

D. Raise average direct-report engagement scores for trained managers by 5 points by next June

335. During a post-offer medical exam, a candidate discloses that she completed an opioid addiction treatment program two years ago and has not used illegal drugs since. Can the employer withdraw the offer on this basis?

A. Yes, if the role involves safety-sensitive duties of any kind, such as operating machinery

B. Yes, since drug addiction is excluded from the ADA's definition of disability

C. No, since people rehabilitated and not currently using illegal drugs are protected

D. No, unless she refuses a drug test, which counts as a medical exam under the ADA

336. A company's disaster recovery plan sets a recovery point objective (RPO) of four hours for its HRIS. What does this objective mean?

A. HRIS backups must be tested at least once every four hours of operation

B. No more than four hours of HRIS data may be lost when systems are restored

C. The HRIS must be fully restored and running within four hours of an outage

D. Employees must be told about any HRIS outage within four hours of discovery

337. An HR manager is planning a stakeholder analysis for a new hybrid work policy. What should be the FIRST step?

A. Identify all individuals and groups who affect or are affected by the policy

B. Plot each stakeholder on a power/interest grid to set engagement priorities

C. Draft a communication plan with tailored messages for each stakeholder group

D. Interview the most influential executives to learn their policy expectations

338. A training program produced $84,000 in monetary benefits and cost $35,000 on a fully loaded basis. What is the program's benefit-cost ratio?

A. 3.4:1

B. 2.4:1

C. 1.4:1

D. 0.42:1

339. During a major reorganization, a manager meets one-on-one with each team member, learns their individual concerns and career goals, and mentors each person accordingly. Which component of transformational leadership does this show?

A. Individualized consideration

B. Inspirational motivation

C. Intellectual stimulation

D. Idealized influence (charisma)

340. A management team leaves each meeting unsure what was actually decided, and the same issues keep coming back for discussion week after week. According to Lencioni, which dysfunction does this pattern suggest?

A. Lack of commitment

B. Inattention to results

C. Absence of trust

D. Avoidance of accountability

341. A company's anti-bullying policy states that it applies to conduct on all company communication systems. Which conduct on the company's team chat platform would MOST clearly fall under the policy?

A. Repeatedly posting mocking memes about one coworker in a team channel to ridicule her

B. Creating a private channel for a project team that includes only the members assigned to that project

C. Posting a blunt comment in a project channel that a coworker's draft plan has a serious budget error

D. Choosing not to reply to a coworker's direct messages outside the hours when the employee is working

342. An employer disputes a grievance on two grounds: that the contract does not cover the subject at all, and that the union missed a step in the grievance procedure. Under Supreme Court precedent, who decides each question?

A. A court decides whether the subject is covered, and the arbitrator decides whether the procedural step was missed.

B. A court decides both questions, because arbitrability of any kind is a legal issue reserved for judicial review.

C. The arbitrator decides whether the subject is covered, and a court decides whether the procedural step was missed.

D. The arbitrator decides both questions, because all arbitrability disputes are for the arbitrator under the contract.

343. An OSHA compliance officer arrives unannounced at a plant and asks to inspect. The plant manager asks HR whether the company can refuse entry until OSHA gets a warrant, and what the downside would be. What is the BEST answer?

A. It may not refuse, because the OSH Act lets compliance officers enter any worksite at any reasonable time.

B. It may refuse, and OSHA must then drop the inspection unless an employee files a new written complaint.

C. It may insist on a warrant, but only if the inspection began with a complaint from a current employee.

D. It may insist on a warrant, but OSHA can usually get one quickly and the refusal may sour the inspection.

344. An HR facilitator ran confidential focus groups as part of a culture assessment and promised participants that comments would not be attributed. A vice president who saw the summary asks which employees made the most critical comments about leadership. What is the BEST response?

A. Share the names privately on condition that no action is taken

B. Decline to name anyone and explain the confidentiality promise

C. Refer the request to legal counsel and wait for their decision

D. Give the names of the employees from his own department only

345. A company says a human reviews every AI recommendation before candidates are rejected. For that review to be meaningful, what must be true of the reviewer?

A. The reviewer has the information and authority to override the AI

B. The reviewer has completed the vendor's certification on the tool

C. The reviewer signs off on each AI recommendation within one day

D. The reviewer is a manager senior to the recruiter who ran the tool

346. A company uses OKRs and labels each objective as either committed or aspirational. Which statement BEST describes the difference?

A. Committed OKRs cover a full year; aspirational OKRs cover a single quarter and are then retired

B. Committed OKRs are tied to bonus pay; aspirational OKRs are tracked only for team learning and morale

C. Committed OKRs are expected to be fully met; aspirational OKRs are stretch goals where partial results are normal

D. Committed OKRs are set by senior executives; aspirational OKRs are set by individual employees for their own development

347. An employee tells HR, "I trained the new hire for weeks, and then she got the lead role I applied for." Which response reflects the employee's feelings?

A. Have you asked your manager why she was the one selected for it?

B. You sound frustrated, and maybe overlooked, after all that effort.

C. Don't worry, another lead role is sure to open up here soon enough.

D. So you trained her for weeks, and then she was promoted ahead of you?

348. An HR team writes this goal for next year: "Improve the onboarding experience next year." Which SMART element is MOST clearly missing?

A. Time-bound, because the goal gives no deadline for completion

B. Achievable, because the goal does not account for HR's staff and budget

C. Measurable, because nothing defines how improvement will be judged

D. Relevant, because onboarding is not linked to business results

349. A company's human capital ROI (HCROI) is 0.9. What does this result mean?

A. Each dollar of pay and benefits returns about 90 cents of revenue left after non-people costs

B. Pay and benefits make up about 90 percent of the company's total operating expenses for the year

C. The company recovers about 90 percent of its hiring and training costs within the first year

D. The company earns about 90 cents of total revenue for each dollar it spends on pay and benefits

350. A U.S.-owned group has operations in several European Union countries. Under the EU European Works Council Directive, which workforce profile obligates the company to establish a European Works Council if employees request one?

A. At least 1,500 employees in EU/EEA states, with 150 or more in any one state

B. At least 1,000 employees worldwide, including 50 or more in each of three EU/EEA states

C. At least 500 employees in EU/EEA states, with 100 or more in each of two states

D. At least 1,000 employees in EU/EEA states, with 150 or more in each of two states

351. A recruiter's posting for a marketing coordinator asks for "digital natives" and "3 to 5 years of experience maximum." A hiring manager says the wording just describes the team's culture. What should HR do?

A. Keep the posting but add an EEO statement that applicants of all ages are encouraged to apply.

B. Keep the experience cap but replace "digital natives" with "recent graduates" to sound more neutral.

C. Rewrite the posting around the actual digital skills needed and remove the experience cap.

D. Keep the posting as written, since neither phrase refers directly to an applicant's age.

352. An employee uses intermittent FMLA leave for a condition whose certification did not state a minimum duration. Absent significant changes in circumstances or new information casting doubt, when may HR request recertification?

A. No more than every 30 days, and only in connection with an absence

B. Every 7 days, or whenever HR believes the employee is misusing leave

C. Only once each calendar year, at the start of the new leave year

D. Before each absence, as a condition of approving that day of leave

353. A technology company wants its hiring process to be more inclusive of neurodivergent candidates. Which adaptation is MOST consistent with neuroinclusive selection?

A. Requiring candidates to answer interview questions without time to prepare at all

B. Using a work sample that reflects real job duties instead of an unstructured interview

C. Adding a group interview to assess how candidates handle fast-paced social interaction

D. Relying more on eye contact and small talk to judge the candidate's communication

354. A new onboarding program launched six months ago. A plant manager asks HR whether it has worked. HR has data on new-hire turnover and time to productivity from before and after the launch. What is HR's BEST approach?

A. Survey new hires about their onboarding experience and report the satisfaction scores as the program's results

B. Wait a full year before evaluating so that the program has enough time to show its long-term effect on turnover

C. Report the number of new hires who completed the program and the percentage who finished all of its modules

D. Compare the before-and-after results, considering other changes in the period that could explain the difference

355. During an ongoing harassment investigation, a witness who gave a statement against the accused asks HR not to be scheduled on the same shifts as the accused. The only open shift for the witness is overnight. What should the HR manager do?

A. Move the witness to the open overnight shift, since that is the only change available and the witness asked for it.

B. Grant the request in a way that does not worsen the witness's schedule, such as adjusting the accused's shifts.

C. Deny the request, because only the complainant, not a witness, is protected from retaliation during an investigation.

D. Ask the witness to wait until the investigation closes, since schedule changes now could affect the findings.

356. An AI productivity tool ranks warehouse employees by monthly output. HR notices that employees who took FMLA leave during the period are ranked near the bottom, and two of them were placed on performance improvement plans because of the ranking. What should HR do?

A. Stop using the tool for discipline only and keep using its rankings for promotion and shift-scheduling decisions.

B. Keep the rankings, since the tool applies the same output formula to every employee in the warehouse.

C. Ask the employees who took leave to submit extra output data so their monthly rankings can be raised.

D. Adjust the tool so protected leave time is excluded from scoring, and review the decisions it affected.

357. A line manager emails an HR business partner: "Just post my open analyst job using last year's description." The partner knows the team's work has shifted toward data automation over the past year. What is the BEST response?

A. Meet with the manager to discuss the team's current needs before posting the job

B. Rewrite the description to add automation skills, then post it right away

C. Tell the manager HR will post jobs only after a full, formal job analysis is complete

D. Post the job as requested, since the manager owns hiring decisions for the team

358. Jack Phillips extended Kirkpatrick's four-level model by adding a level that converts program results to monetary value and compares them with fully loaded costs. Which level is this?

A. Level 5, return on investment

B. Level 3, behavior applied on the job

C. Level 4, business results

D. Level 2, learning gains

359. In a RACI matrix for an HR system implementation, what is the difference between the person who is Accountable and the people who are Responsible?

A. The Accountable person does the work, while Responsible people approve the final result.

B. The Accountable person must be consulted before decisions, while Responsible people are informed.

C. The Accountable person has final ownership and sign-off, while Responsible people do the work.

D. The Accountable person reports on progress, while Responsible people provide subject expertise.

360. An engagement survey reports that 64% of respondents are favorable, with a margin of error of plus or minus 4 percentage points at the 95% confidence level. Which interpretation is correct?

A. Any group scoring within 4 points of 64% differs significantly from the company result.

B. The favorable rate for the whole workforce is likely between 60% and 68%.

C. Between 60% and 68% of the employees who responded answered favorably.

D. The true favorable rate is likely between about 61.4% and 66.6% overall.

361. An applicant rejected by an AI screening tool emails the recruiter, saying the tool missed five years of relevant experience listed under a different job title, and asks for a person to review her application. What is the recruiter's BEST response?

A. Explain that all screening decisions are final so the process stays consistent for every applicant.

B. Ask the applicant to reapply using job titles that match the wording used in the job posting.

C. Advance the applicant directly to an interview to resolve her complaint as quickly as possible.

D. Have a qualified person review her application and note whether the tool missed the experience.

362. A rater checks every statement on a list that describes an employee, such as "meets deadlines" and "helps coworkers." HR has assigned a value to each statement that the rater does not see, and the checked values are added to produce the score. Which method is this?

A. Critical incident method

B. Weighted checklist method

C. Graphic rating scale

D. Behavioral observation scale

363. A customer service team is highly cohesive, but its members share norms that accept slow response times and minimal effort. What level of performance is this team MOST likely to show?

A. High productivity, because cohesion raises performance whatever the norms

B. Low productivity, because the cohesive team strongly enforces its low norms

C. Unpredictable productivity, because cohesion and norms are unrelated

D. Moderate productivity, because cohesion offsets most of the effects of low norms

364. An HR team wants to show leadership whether its new recognition program is working. Which measure would BEST show the program's impact?

A. The total dollar value of rewards that employees redeemed during the year

B. The total number of recognition awards given out across all departments during the program's first year

C. The percentage of employees who have logged in to the recognition platform

D. Changes in recognition-related engagement scores and retention of recognized staff

365. The NLRB evaluates a surface-bargaining charge by looking at the totality of a party's conduct, both at and away from the table. Which pattern of conduct is MOST likely to support a finding of bad-faith bargaining?

A. Presenting a final offer after several months of regular meetings in which both sides exchanged multiple proposals.

B. Repeatedly withdrawing from tentative agreements already reached and sending negotiators who lack any authority to commit.

C. Rejecting the union's pension proposal and offering a defined contribution plan as an alternative that the union refuses.

D. Holding firmly to a wage freeze across many sessions while providing the financial data that supports the employer's position.

366. A supervisor keeps a running record of specific examples of each employee's effective and ineffective behavior as they happen. What is the PRIMARY purpose of this critical incident log?

A. To replace formal ratings with a written narrative covering the employee's whole performance year

B. To track attendance and timekeeping issues for payroll and compliance audits

C. To give concrete behavioral evidence for feedback and to support the ratings given

D. To build a disciplinary file that can be used to justify a later termination

367. Why can an AI internal job-matching platform reveal talent hoarding by managers?

A. It tracks which managers post the most job openings, which signals that they hold on to talent.

B. It records employee complaints about managers, which identifies the ones who block transfers.

C. It shows strong-fit internal candidates who were not put forward or released for open roles.

D. It ranks managers by team size, which identifies those who hire more people than needed.

368. A project coordinator tells HR that a peer on another team keeps missing handoff deadlines, which delays her own work. She wants advice on raising it with him directly. What should HR suggest?

A. Email him a list of the missed deadlines and copy his manager so there is a clear written record of each one

B. Let HR contact him first so that the feedback comes from a neutral and objective party

C. Raise the delays at the next joint team meeting so that both teams hear the same message

D. Meet with him one-on-one, cite specific missed handoffs and their effect, and ask what would help

369. During a contract dispute, 60 production employees stop work, stay inside the plant after their shift ends, and refuse management's repeated requests to leave the premises. What is the legal status of this action?

A. It is protected because the employees are not damaging property or using force

B. It is a protected strike, because the employees are pressing bargaining demands

C. It is protected until the employer obtains a court order directing them to leave

D. It is an unprotected sit-down strike, so participants may be disciplined

370. Two months after successfully completing a 60-day PIP, an inside sales representative's call volume and close rate have fallen back to the levels that triggered the plan. What is the BEST next step?

A. Start a new 60-day PIP that repeats the same goals and timeline from the beginning

B. Wait until the annual review to see whether performance recovers

C. Terminate employment because the earlier gains were not sustained

D. Address the decline promptly, document it and apply the next policy step

371. During a cost-cutting initiative, executives tell employees that everyone must sacrifice, but they keep their own first-class travel and bonuses. Why does this kind of say-do gap undermine change communication?

A. Mixed signals mainly confuse middle managers, who then fail to cascade the message on time.

B. Employees cannot remember messages that conflict with the details in the formal written plan.

C. Leaders' actions are seldom visible, so the gap matters mainly as later legal documentation.

D. Employees judge credibility by what leaders do, so mixed signals erode trust.

372. A company with 300 employees spent $2.16 million last year on employer-paid medical costs. What was its per-employee-per-month (PEPM) medical cost?

A. $600

B. $180,000

C. $60

D. $7,200

373. Maintenance finds that a guard on one model of press can fail without warning, and every operator who uses the press must change the startup procedure immediately. Operators work three shifts and rarely check email. What is the BEST way to communicate the hazard?

A. Send a detailed email to every operator and post a printed copy of the message in each break room.

B. Have supervisors hold a shift-start toolbox talk, check understanding, and post the steps.

C. Show the hazard on the break-room digital screens and ask operators to read it as soon as they can.

D. Add the new procedure to the next quarterly safety training session that all operators attend.

374. A manufacturer's workforce includes a large share of employees with limited English. Why might the company need to translate its handbook?

A. Employees must understand policies to be held to them, and some notices require it.

B. Translated handbooks automatically override any English version in a dispute.

C. Federal law requires all employer documents to be issued in every language spoken at the site.

D. Translation removes the need for employees to sign a handbook acknowledgment.

375. After adopting an AI sourcing tool, a company's cost per hire fell from $4,800 to $3,900. The company makes 250 hires a year. Holding hiring volume constant, what are the annual savings in hiring costs?

A. $1,200,000

B. $975,000

C. $225,000

D. $22,500

376. A company's traditional 401(k) plan fails the actual deferral percentage (ADP) test. Several highly compensated employees are upset to learn that part of their deferrals will be refunded to them. What should HR explain?

A. Their employer matching contributions exceeded the plan's vesting schedule, so the unvested portion is returned to them.

B. Their individual deferrals exceeded the annual IRS dollar limit on elective deferrals for the year, so excess amounts are returned to them.

C. Their average deferral rate exceeded what the test allows relative to non-highly compensated employees, so excess amounts are returned.

D. Their deferrals were invested too heavily in company stock, so the plan must return amounts above the diversification limit.

377. Which description BEST defines environmental scanning in strategic planning?

A. Comparing the organization's HR practices and metrics with those of top-performing organizations

B. Reviewing the organization's financial statements to find possible cost savings

C. Systematically monitoring internal and external trends that may affect the organization

D. Auditing HR files and policies for compliance with current laws and regulations

378. Before ordering a background check from a consumer reporting agency on an applicant, what must the employer obtain under the FCRA?

A. The applicant's verbal consent, recorded by the recruiter in the applicant's file shortly before the report is ordered

B. The applicant's written authorization, after a clear disclosure in a document that consists only of the disclosure

C. The applicant's signature on the job application, which includes consent language in the fine print

D. The applicant's signed acknowledgment, which is collected after the report has been received and reviewed

379. According to Locke's goal-setting theory, which type of goal is MOST likely to produce the highest performance?

A. A specific, challenging goal that the employee accepts and is committed to

B. A general "do your best" goal that lets the employee decide on the target

C. A vague but very difficult goal assigned to the employee without discussion

D. A specific, easy goal that the employee is certain to reach before the deadline

380. Which set of conditions BEST supports a wide span of control?

A. Rapidly changing tasks that require close coordination and frequent input from the manager

B. Complex, varied tasks performed by new employees who need frequent coaching from leaders

C. Work spread across many sites, with employees who rely on their manager for daily decisions

D. Routine, standardized tasks performed by experienced employees who need little direction

381. A retiring senior technician sits down with a technical writer to put into a written guide the troubleshooting judgment he has built over 30 years. In Nonaka and Takeuchi's SECI model, which knowledge-conversion process does this represent?

A. Externalization

B. Combination

C. Socialization

D. Internalization

382. A draft survey asks employees for their tenure using these choices: "0-5 years," "5-10 years," "10-15 years" and "15+ years." What is the flaw?

A. The categories are uneven, since the top choice has no upper limit on its range.

B. The categories are not exhaustive, since employees with under a year are left out.

C. The categories overlap, so an employee with exactly 5 years fits two choices.

D. The categories are too broad, since tenure must be recorded to the exact month.

383. During a talent review, two vice presidents disagree about whether a plant manager is ready now for a general manager role. One cites strong results; the other cites weak cross-functional relationships. What is the BEST calibration practice?

A. Postpone the rating until a 360-degree assessment is done next year

B. Test both views against defined readiness criteria and evidence

C. Average the two views and rate the manager ready in one to two years

D. Defer to the vice president who works most closely with the manager

384. Badge-swipe data is collected to control building access. A sales manager asks HR for six months of swipe records to judge which team members are "most productive" based on time in the office. What is the BEST response?

A. Provide the records only for employees the manager already suspects of poor performance to limit the scope.

B. Explain that the data was collected for security and is a poor productivity measure, and help develop output-based metrics.

C. Provide the records but remove the employees' names, since anonymized data can be used for any purpose.

D. Provide the records, because the company owns the badge data and may use it for any legitimate business purpose it chooses.

385. HR has scheduled an investigatory interview with a union-represented employee about a possible policy violation. When the employee and his steward arrive, the steward asks for a few minutes alone with the employee before questioning starts. HR has not told either of them the subject of the interview. What should HR do?

A. Deny the request and begin, since the right covers only the interview itself

B. Allow the talk, but only during the employee's own unpaid break period later on

C. Tell them the subject and allow a short private talk before the questions begin

D. Delay the interview until the union files a written request for consultation time

386. An HR project lead is holding the kickoff meeting for a project to move benefits administration to a new vendor. Team members come from HR, payroll, IT and finance. What should the project lead cover FIRST?

A. The detailed task list for the first month and each person's deadlines for the work

B. The risks identified so far and the contingency plans the team will use for each one of those risks

C. The vendor's system features and the training each team member will need to complete

D. The project's objectives, scope, roles and success criteria so everyone shares one view

387. What is the main difference between a learning content management system (LCMS) and a learning management system (LMS)?

A. An LCMS is used only for classroom training; an LMS is used only for online e-learning courses

B. An LCMS is hosted by an outside vendor; an LMS is installed on the organization's own servers

C. An LCMS manages learners and their training records; an LMS creates and stores reusable content

D. An LCMS creates and stores reusable content; an LMS manages learners and their training records

388. A department manager tells HR he plans to send texts to younger employees, emails to mid-career employees, and printed memos to employees over 55, because "that's how each generation prefers to communicate." What is the BEST advice from the HR business partner?

A. Survey only the oldest employees to confirm that they prefer paper

B. Choose channels by job role, access and stated preference, not age

C. Send every message through all three channels to every employee

D. Proceed, because generational preferences are well documented

389. One row of a company's scorecard reads: "Strengthen the leadership pipeline"; "Percentage of leader openings filled by internal candidates"; "60% by year-end"; "Launch a mentoring program for high-potential staff." Which item in the row is the initiative?

A. Percentage of leader openings filled by internal candidates

B. Launch a mentoring program for high-potential staff

C. 60% by year-end

D. Strengthen the leadership pipeline

390. A six-month project team will finish its work in three weeks. Several members have told the project leader they are anxious because they do not know what their next assignments will be. What is the leader's BEST step?

A. Refer members to the internal job board so they can explore openings on their own.

B. Ask members to focus on finishing the project and promise to discuss their assignments once it ends.

C. Discuss next assignments with each member and plan a close-out that recognizes the team's work.

D. Extend the project timeline so members have more time to find their next assignments.

391. Using Maister's trust equation, a manager rates an HR advisor as follows: credibility 6, reliability 8, intimacy 4, and self-orientation 3. What is the advisor's trustworthiness score?

A. 54

B. 6

C. 15

D. 18

392. Two survey items each scored 48% favorable: satisfaction with cafeteria food and recognition for good work. Key driver analysis shows recognition is strongly related to overall engagement, while cafeteria food is only weakly related. Budget allows one new initiative this year. What should HR recommend?

A. Focus on whichever of the two items received more written comments overall

B. Split the budget evenly so that both concerns receive some visible attention

C. Focus on the cafeteria, since a fast, visible win builds credibility quickly

D. Focus on recognition, since improving it is more likely to raise engagement

393. HR is rolling out a new peer-recognition app and wants to enlist employees whose example will lead others to adopt it. According to Rogers' diffusion of innovations theory, which adopter category is MOST useful as opinion leaders?

A. Early adopters
B. Early majority
C. Innovators
D. Late majority

394. Which financial statement reports a company's assets, liabilities and shareholders' equity as of a specific date, such as December 31, rather than over a period of time?

A. Statement of operations
B. Statement of cash flows
C. Balance sheet
D. Income statement

395. An AI screening tool advances 45% of male applicants and 36% of female applicants to the interview stage. What is the impact ratio for female applicants?

A. 0.20
B. 0.09
C. 1.25
D. 0.80

396. An HR project manager reviewing resource assignments finds that one recruiter has been assigned to both a campus-hiring project and a new-store staffing project, which together require 150% of her available hours over the next six weeks. Both projects have firm milestones. What is the BEST response?

A. Remove the recruiter from the newer project and let its lead find a replacement through the usual staffing channels.
B. Raise the conflict with both project leads and the recruiter's manager to rebalance or resequence the work.
C. Leave both assignments in place and monitor the recruiter's progress, intervening only when a milestone is missed.
D. Ask the recruiter to absorb the extra work for six weeks and offer her additional time off once both projects end.

397. A company is choosing among three external coaches for a newly hired vice president of operations. All three have strong testimonials and similar fees. Which approach should HR use to make the BEST selection?

A. Choose the coach whose background matches the VP's industry, since shared expertise matters most for success.
B. Let the VP's manager choose the coach alone, since the manager knows what the business needs from the VP.
C. Compare credentials, relevant leadership experience, coaching method and references, then let the VP meet the finalists.
D. Pick the coach with the most years in business and the largest client list, since longer tenure is the most reliable sign of coaching skill.

398. A company requires employees to log gifts and entertainment they give or receive in a central registry. What is the main purpose of the registry?

A. To replace the need for pre-approval of gifts that exceed the company's nominal value limit

B. To give vendors a public record of which employees have accepted their offers in the past

C. To create transparency so compliance can spot patterns and show that policy is followed

D. To calculate how much gift value each employee must report as taxable income to the IRS

399. During the year, a company repurchases $5 million of its own stock and pays $1 million in dividends to shareholders. Under U.S. GAAP, where do these payments appear on the statement of cash flows?

A. Both as cash outflows from financing activities

B. Both as reductions of cash from operating activities

C. Buyback in investing, dividends in operating activities

D. Both as cash outflows from investing activities

400. After settling two costly harassment lawsuits, the executive team of a 900-employee company buys employment practices liability insurance and changes nothing else. The CEO asks HR which risk strategy the company has just used. What is the BEST answer?

A. Risk acceptance, because the company still pays the policy deductible

B. Risk avoidance, because the company no longer faces harassment claims

C. Risk transfer, because the financial loss is shifted to an insurer

D. Risk mitigation, because the policy lowers the chance of future claims