SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 6

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 6

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. An employer's insured group health plan is up for renewal, and the benefits manager asks the insurer for claims data to get bids from other carriers. The insurer offers aggregate, de-identified claims experience by category. Under HIPAA, what is the BEST course?

A. Decline the data, since a plan sponsor may never receive any information from the group health plan.

B. Ask for claim-level detail with names, since the employer needs complete data to compare the carriers' bids.

C. Decline the data until every employee signs a HIPAA authorization covering the release of claims information.

D. Accept the summary health information, which the plan may share to get premium bids without a plan amendment.

2. An HR manager is drafting a communication plan for a benefits redesign. Which set of elements BEST describes a complete change communication plan?

A. Audience, scope, cost baseline, risks and milestones

B. Message, channel, budget, timing and executive sign-off

C. Sender, message, channel and frequency of reminders

D. Audience, message, sender, channel, timing and feedback

3. A 300-employee company has decided to end its professional employer organization (PEO) contract at the end of the calendar year. Which planning step is MOST critical for HR?

A. Keep the PEO's benefit plans in place for one year after the transition

B. Notify employees about the change shortly after the PEO contract has ended

C. Set up stand-alone benefit plans and payroll tax accounts timed to the plan year

D. Rely on the PEO to send historical employee and payroll data whenever it can after the contract ends

4. A new HR manager inherits a team with a backlog of overdue requests and low client satisfaction scores. The VP of HR expects improvement but has not set a deadline. What should the new manager do in the first 30 days, before changing any processes?

A. Meet with team members and internal clients to learn the causes of the problems and build trust

B. Set strict weekly productivity targets for each team member and track results daily

C. Replace the lowest performers quickly to signal that the team's standards are changing

D. Introduce a new ticketing system right away to clear the backlog quickly and show the VP early progress

5. Under path-goal theory, which leader behavior is BEST for a new hire assigned an ambiguous, unstructured task?

A. Directive behavior that clarifies expectations, methods and schedules
B. Achievement-oriented behavior that sets high goals and expects excellence
C. Participative behavior that asks the employee to help design the approach
D. Supportive behavior that focuses on the employee's comfort and well-being

6. Which description BEST defines a behavioral observation scale (BOS)?

A. Raters choose a scale level whose anchor is a single example of effective job behavior
B. Raters keep a log of especially effective or ineffective incidents all year
C. Raters check statements whose hidden weights are added to produce a score
D. Raters record how often the employee was observed showing each specific behavior

7. Employees at a claims center understand why a new process is needed and want it to succeed, but they have not been taught the steps and do not know how to perform them. Under the ADKAR model, which element is missing?

A. Ability
B. Awareness
C. Reinforcement
D. Knowledge

8. During a succession review, a director nominates her top-rated analyst as a ready-now successor for a regional manager role, citing three years of outstanding results as an individual contributor. What common talent review error does this reflect?

A. Comparing the analyst with peers instead of measuring her against role-based standards
B. Assuming strong results in the current job show capacity to succeed in a larger role
C. Overlooking the analyst's results because she has not yet held a supervisory title
D. Rating the analyst on recent events rather than on performance across the full three years

9. A candidate who was not selected for an engineering role emails HR to say the hiring manager was dismissive during the interview, checked his phone repeatedly and cut her off mid-answer. She says she will tell others in her professional network about the experience. What is the BEST response from HR?

A. Explain that the hiring decision was based on her qualifications and that the interview process was applied fairly
B. Offer her an interview with a different manager for the same role so that she can receive a fair hearing
C. Ask her to put the complaint in a formal written statement so that it can be investigated by HR before replying
D. Thank her, acknowledge the experience she describes, and follow up with the hiring manager about interview conduct

10. Eligible base payroll for next year's merit cycle is $8 million, and leadership has approved a 3.5% merit pool. What is the merit budget in dollars?

A. $2,800,000
B. $280,000
C. $28,000
D. $8,280,000

11. Which approach to an at-will disclaimer gives a handbook the MOST protection against implied contract claims?

A. A policy saying employees will be fired only for the causes listed in the handbook.
B. A brief footnote in the termination section, written in technical legal terms.
C. Clear, prominent wording near the front, repeated in the signed acknowledgment.
D. A statement in the job offer letter only, so the handbook stays welcoming in tone.

12. In a reduction in force, 20 of 100 employees age 40 and over are selected for layoff, compared with 10 of 100 employees under 40. Using retention rates and the 80% rule of thumb, what does the comparison show?

A. An impact ratio of about 89%, so the rule of thumb does not indicate adverse impact
B. An impact ratio of about 113%, so the rule of thumb indicates adverse impact against younger workers
C. An impact ratio of 80%, so the result falls exactly at the threshold for adverse impact
D. An impact ratio of 50%, so the rule of thumb indicates adverse impact against older workers

13. The vendor running a company's benefits call center has missed its contracted average answer time for two months in a row, and employee complaints are rising. The service level agreement (SLA) includes service credits and a corrective action process. What should HR do NEXT?

A. Start a request for proposal to find a replacement vendor before renewal comes up.
B. Meet with the vendor to review the data and require a corrective action plan under the SLA.
C. Give notice of termination, since two months of missed targets is a material breach of the agreement.
D. Wait one more quarter before acting, since call volumes often vary by season.

14. An open territory sales position normally generates $2,500 per workday in gross margin. The role stayed open for eight weeks (56 calendar days, or 40 workdays), and the company paid a recruiter fee of $18,000 to fill it. Using lost gross margin only, what was the cost of the vacancy?

A. $82,000
B. $100,000
C. $118,000
D. $140,000

15. A newly hired analyst must learn a complex forecasting process she has never performed. Her manager is choosing between the goal "reduce forecast error to 5% by quarter-end" and the goal "identify and apply four techniques that improve forecast accuracy." Why is the second goal likely to be more effective at this stage?

A. When skills are still being built, a focus on finding strategies beats a fixed outcome target

B. Outcome targets do not meet SMART criteria when they are set for employees in their first year on the job

C. Learning goals remove the need to set any outcome targets later in the review year

D. Learning goals are easier to measure objectively than numeric outcome targets are

16. A private-sector employer wants to be able to discipline employees who refuse to answer questions in workplace investigations. Which handbook provision BEST supports that goal?

A. Employees must cooperate fully and truthfully in investigations, and refusal may result in discipline

B. Employees may decline questions by citing their Fifth Amendment right against self-incrimination

C. Employees must waive any right to have a union representative present during investigation interviews

D. Employees who refuse to cooperate in an investigation will be referred to law enforcement for review

17. HR has a limited development budget and receives requests from every department. Leaders want the money spent where it will most help the strategy. What is the BEST basis for allocating the funds?

A. Fund roles where differences in performance have the biggest effect on strategic results.

B. Split the budget evenly so every department receives the same amount per employee.

C. Fund the departments whose managers submitted the most detailed and timely requests.

D. Fund the roles with the highest average pay, since they are clearly the most valuable roles.

18. Which item would NOT normally be included in an organization's written compensation philosophy?

A. The peer groups and labor markets used for market comparisons

B. The current base salaries of individual employees

C. The intended mix of fixed and variable pay

D. The target market position, such as the median

19. Why does an HR team track the average number of days it takes to close employee relations cases?

A. A falling average proves that fewer employees have concerns to report

B. The data is the main basis for rating each investigator's job performance

C. Long open cases raise legal and morale risk, and the data shows process delays

D. Federal law requires employers to report their case closure times to the EEOC each year

20. The U.S. Department of Justice's guidance on evaluating corporate compliance programs is organized around three fundamental questions that prosecutors ask. Which set matches that guidance?

A. Is the program well designed, is it adequately resourced and empowered to work, and does it work in practice?

B. Was the program certified externally, is it updated yearly, and has it prevented all criminal misconduct?

C. Is the program written down, has the board approved it, and has every employee signed an acknowledgment?

D. Is there a hotline, is there a code of conduct, and does the company deliver annual training to all of its employees?

21. An HR team finds that benefit preferences vary more within each generation than between generations. Which explanation BEST accounts for this?

A. Survey methods cannot measure generational differences reliably

B. Generations share fixed values that shape their benefit choices throughout their lives

C. Employees choose benefits mainly to match what coworkers choose

D. Needs follow life stage, such as raising children or nearing retirement

22. Under the WARN Act, when does a reduction in an employee's work hours count as an employment loss?

A. When hours are cut by more than 25% in each month of any six-month period

B. When hours are cut by more than 33% in each month of any three-month period

C. When hours are cut by more than 50% in any single month during the year

D. When hours are cut by more than 50% in each month of any six-month period

23. What does directors and officers (D&O) liability insurance primarily protect against?

A. Personal liability of board members and executives for alleged wrongful acts in managing the company

B. Losses of income when a covered property event forces the company to stop its operations

C. Claims by employees alleging discrimination, harassment or retaliation by their supervisors or managers

D. Losses from theft of company funds by employees who handle cash or company accounts

24. On payday, the company's outsourced payroll vendor deposits incorrect net pay for 30 employees, and several are calling HR upset. What should the HR manager do FIRST?

A. Tell employees that corrections will appear on their next regular paycheck

B. Have the vendor finish a full root-cause analysis before any pay corrections are processed for employees

C. Invoke the contract's penalty clause and document the vendor's service failure

D. Work with the vendor to get corrected payments to the affected employees right away

25. An employee selected for an assignment wants to bring her unmarried partner. The host country does not recognize unmarried partners for dependent visas. What should HR do?

A. Work with immigration counsel to find other visa routes and share the options with the employee

B. Tell the employee that the partner can join her only if the couple marries before the move

C. Cancel the assignment and offer the same role to a candidate without accompanying family

D. Have the partner enter on a tourist visa and plan for regular trips out of the country to renew the stay

26. A company hires an external executive coach for a director, with the director's vice president as sponsor. When they set up a three-way coaching agreement, how is confidentiality usually handled?

A. Everything is confidential, including goals, so the sponsor learns only that sessions occurred

B. The coach reports progress to HR only, and the sponsor stays out of the coaching relationship

C. Goals and overall progress are shared with the sponsor, while session content stays private

D. Session notes are shared with the sponsor because the company is paying for the coaching

27. A company is deciding whether to expand its intranet or launch an enterprise social network. What MOST distinguishes an enterprise social network from a traditional intranet?

A. It stores the official policies and forms that HR publishes for employees to read and download.

B. It lets employees post, comment, and collaborate with one another across teams.

C. It is hosted outside the company on a public site, so customers and the general public can also reach its content.

D. It replaces email for formal notices that require a record of each employee's receipt and review.

28. HR is choosing between two survey designs. In the first, the survey platform collects no identifiers, so no one can link any response to a person. In the second, HR can link responses to employee records but promises not to disclose individual responses. How are these designs described?

A. Both are anonymous, since neither discloses identities.

B. The first is confidential; the second is anonymous.

C. Both are confidential, since HR limits access to data.

D. The first is anonymous; the second is confidential.

29. During contract talks, a union proposes a 4% wage increase. Management asks HR to estimate what the increase would cost. Which components should HR include?

A. The wage increase plus its effect on overtime, payroll taxes and wage-based benefits over the contract term

B. The base wage increase multiplied by straight-time hours for the bargaining unit employees in the first year

C. The base wage increase compared with the average settlements other employers in the industry reached this year

D. The base wage increase plus a contingency for the higher offer the union is likely to accept at the end of talks

30. Management at a unionized plant wants to begin random drug testing of current employees. Must the company bargain with the union before putting the program in place?

A. No, because workplace safety programs fall within management's reserved rights.

B. Yes, because drug testing of current employees is a mandatory subject of bargaining.

C. No, because drug testing is a permissive subject that may be discussed if both agree.

D. Yes, but only if the testing will also apply to applicants as well as current staff.

31. A retail chain is mapping stakeholders for a plan to close several stores. How would employees, customers and a local consumer advocacy group usually be classified?

A. Employees are primary stakeholders, and customers and the advocacy group are secondary.

B. Employees, customers and the advocacy group are all primary stakeholders of the chain.

C. Customers are primary stakeholders, and employees and the advocacy group are secondary.

D. Employees and customers are primary stakeholders, and the advocacy group is secondary.

32. A nurse at a clinic is stuck by a needle contaminated with a patient's blood, and the case is recordable. How should the employer enter the case on the OSHA 300 log?

A. With the nurse's full name, because only illnesses, not injuries such as needlesticks, can be treated as privacy cases

B. Off the 300 log and on a separate confidential log kept only by HR

C. As a privacy concern case, writing "privacy case" in place of the nurse's name

D. With the nurse's initials and no description of the injury that occurred

33. A payroll vendor tells HR that a breach exposed the names and Social Security numbers of 400 employees. Legal counsel has confirmed the facts and approved notifying affected employees now. What should the notice to employees include?

A. What happened, what data was exposed, steps taken, free credit monitoring, and a contact for questions.

B. A detailed technical account of the breach method so employees can judge the risk for themselves.

C. An apology from the vendor, a link to its statement, and advice to watch for suspicious account activity.

D. A short notice that an incident occurred, with full details held back until the vendor's lawsuit ends.

34. A logistics company is considering using app-based gig workers from a delivery platform to handle holiday volume spikes instead of hiring seasonal employees. Leadership asks HR for a comparison. What should HR include?

A. Feedback from other logistics companies in the area that have used the same platform during peak seasons

B. The hourly rate charged by the platform compared with the hourly wage paid to seasonal employees in past years

C. Total cost of each option plus service reliability, control over the work and worker classification risk

D. The time and cost of recruiting and onboarding seasonal employees, since the gig platform removes those costs

35. Which type of retirement plan is legally a defined benefit plan but expresses each participant's benefit as a hypothetical account balance that grows with pay credits and interest credits?

A. A target benefit plan
B. A profit-sharing plan
C. A money purchase pension plan
D. A cash balance plan

36. An HR director reports that a leadership program returned $3 in benefits for every $1 it cost. The CFO describes the same program as having a 200% return. Both used the same cost and benefit figures. Which statement BEST explains the difference?

A. The director measured one year, while the CFO measured benefits over two years.
B. The director counted indirect costs, while the CFO counted only the program's direct costs.
C. The director used ROI, while the CFO used a benefit-cost ratio on gross benefits.
D. The director used a benefit-cost ratio, while the CFO used ROI based on net benefits.

37. An independent contractor who has provided IT services to a company for three years asks to enroll in the company's group health plan. The plan covers only W-2 employees. What is the BEST HR response?

A. Add a monthly stipend to her invoices to offset the cost of individual coverage
B. Enroll her in the plan if she agrees to pay the full premium herself
C. Convert her to an employee so she can join at the next open enrollment
D. Explain she is ineligible and review whether she is properly classified

38. Why do many companies set different benefit levels for developmental, strategic and project-based international assignments?

A. To match support costs to each assignment's purpose and value
B. To meet legal rules that require separate packages by assignment
C. To give every assignee the same package regardless of purpose
D. To simplify payroll by using one host country's pay structure

39. A company's average base pay for a job is $66,000, and the market median for the job is $60,000. By what percentage does the company's pay lead the market?

A. 6%
B. 9.1%
C. 10%
D. 110%

40. An HR project team builds a RACI chart for an onboarding redesign. In which role does the executive sponsor typically appear for approving the project's scope?

A. Consulted
B. Responsible
C. Accountable
D. Informed

41. During a meeting about a scheduling dispute, an employee tells the HR generalist, "You always take management's side, so why should I even bother talking to you?" The manager involved is not in the room. What is the BEST response?

A. Assure her that HR is fully on her side and will advocate for her position

B. Offer to have another HR colleague take over so she has someone she trusts

C. Acknowledge her concern, ask what led to that view, and explain how her input is weighed

D. Remind her that HR's role is to apply policy consistently and steer back to the schedule issue

42. A male machinist develops a back condition and is moved to an inspector job. Under a written policy applied to all employees regardless of sex, he keeps his higher machinist pay rate. A female inspector who earns less sues under the Equal Pay Act. What is the employer's BEST defense?

A. A bona fide red-circle rate is a factor other than sex if applied consistently regardless of sex.

B. The male inspector's medical condition counts as a protected ADA status that outranks the EPA.

C. The pay difference reflects his seniority, since he spent more years in the machinist position.

D. The two inspector jobs are unequal, because he performs the inspector job with a documented physical restriction from his doctor.

43. Two HR business partners have been asked to co-lead a hybrid work policy project. One of them tells the other she will participate only if she is named the sole lead on the presentation to executives. What is the BEST response?

A. Discuss what each of them needs from the project and agree on shared roles and visible credit

B. Decline to co-lead and suggest that the manager choose one of them to run the project alone

C. Tell their manager about the demand and ask the manager to assign each person's roles for the project

D. Accept her condition so the project can start on time and avoid a conflict with a peer

44. Six months after an engagement survey, employees say nothing happened as a result. In fact, the company changed its shift-swap process and added a career development workshop, both based on survey comments. What should HR do?

A. Tell employees which survey themes led to each change, in a "you said, we did" format, with next steps.

B. Ask managers to remind their teams that the company always takes survey feedback seriously.

C. Run a new survey right away to measure whether engagement has improved since the last survey.

D. Post the full survey results online so employees can see all of the individual comments that coworkers submitted.

45. Over the past year, supervisors in a distribution company have referred dozens of minor coworker disputes to HR that they could have resolved themselves. What is the BEST program response from HR?

A. Add an HR generalist to handle the volume of conflict cases

B. Require employees to sign a respectful workplace pledge

C. Create an online form so employees can report conflicts directly to HR

D. Train supervisors to resolve conflict and say when to escalate

46. Under the ADEA, how long must an employer keep payroll records showing each employee's name, address, date of birth, occupation, pay rate and weekly compensation?

A. 10 years

B. 2 years

C. 1 year

D. 3 years

47. While reviewing interview files, an HR manager finds that one interviewer's notes on a candidate read 'heavy accent, older, seems tired.' What is the BEST response?

A. Remove the notes from the file so they cannot be used against the company later in a legal claim.

B. Advise the interviewer to stop taking notes during all future interviews.

C. Coach the interviewer to record only job-related evidence and review the evaluation.

D. Keep the notes as written, since an interviewer's impressions are private.

48. After a near-miss, a manufacturer adds lockout/tagout verification steps. Experienced machine operators complain the steps slow production, and some skip them when supervisors are not present. What is the BEST approach for HR to recommend?

A. Let operators decide which verification steps to use, since they understand the equipment best.

B. Issue written warnings to anyone caught skipping steps and increase random supervisor spot checks.

C. Pause the new steps until production targets are adjusted to reflect the extra time the verification steps require.

D. Have operators help streamline the steps without cutting required controls, then train and enforce.

49. A company had 30 voluntary leavers last year in a role that pays an average salary of $50,000. HR estimates the cost of replacing each leaver at 40% of annual salary. What was the total annual turnover cost for this role?

A. $900,000

B. $600,000

C. $20,000

D. $1,500,000

50. A company uses workers supplied by a staffing agency. Which practice is MOST likely to increase the company's co-employment risk?

A. Having the agency set pay rates and handle payroll for the workers it supplies
B. Giving agency workers site safety rules and the training required for the job
C. Having its supervisors discipline agency workers and enroll them in its benefits
D. Telling the agency that a worker's performance is not meeting the agreed job requirements

51. A company with 200 employees uses a no-fault attendance point system. Which absence must be excluded from the points total?

A. A day off because the employee's car would not start in the morning
B. A day off for an eligible employee's FMLA-qualifying flare-up of asthma
C. A day off after the employee overslept following a late-night concert on a weeknight
D. A day off for a short-term cold that does not qualify for any leave

52. A company's written compensation philosophy is to pay at the market median. HR learns that a newly hired manager has been telling job candidates that the company "pays top of market." What is the BEST response?

A. Remove the manager from all interviews until he finishes formal recruiter training
B. Leave it alone, since candidates will see the actual pay amount in their offers
C. Coach the manager on the philosophy and give him approved wording on pay
D. Update the written philosophy so it reflects what candidates are now being told

53. An HR team is gathering data for an environmental scan. Which source provides INTERNAL scan data?

A. The HRIS skills inventory of current employees
B. Bureau of Labor Statistics occupational projections
C. A competitor's most recently published annual report
D. A regional chamber of commerce labor market survey

54. A plant manager tells HR that the HRIS dashboard shows 28% annual turnover for his unit, but he believes the real figure is much lower because several people only moved to other departments. What should HR do FIRST?

A. Review the metric definition and the underlying records to see whether transfers were coded as terminations
B. Ask the HRIS vendor to audit the reporting module for programming errors that could be affecting every department's figures
C. Explain that the HRIS figure is the official number and ask him to focus on retention actions instead
D. Recalculate his unit's turnover by hand using his list of employees who left and post the new figure

55. An engagement survey draft includes the item "My manager sets clear goals and pays me fairly." What is the main problem with this item?

A. It asks about two separate issues, so one rating cannot be interpreted
B. It is a leading item that pushes employees toward a favorable answer
C. It asks about pay, which should be left to a separate pay survey
D. It names the manager, so the response can be traced back to the individual employee

56. An employee posts on her personal social media account that a named coworker was hospitalized for a mental health crisis. The coworker learns of it and reports it to HR in distress. What should HR do?

A. Ask that the post be removed, investigate how the information was obtained, and apply policy to the findings.

B. Report the employee to federal regulators for violating HIPAA by publicly disclosing a coworker's private health status.

C. Terminate the employee immediately, since disclosing health information is a HIPAA privacy violation.

D. Take no action, since the post was made on a personal account while the employee was off duty.

57. Which statement correctly distinguishes contingency search firms from retained search firms?

A. Retained firms are paid only on placement; contingency firms are paid in installments regardless.

B. Contingency firms handle only executive searches; retained firms handle only hourly roles.

C. Both are paid only on placement, but retained firms charge a lower percentage of salary.

D. Contingency firms are paid only on placement; retained firms are paid in installments regardless.

58. While contract terms for a new HRIS are still being negotiated, the vendor's sales lead tells the HR director over lunch that there could be a senior role for her at the vendor. The HR director is leading the negotiations. What should she do?

A. Continue leading the negotiations but ask a colleague to review the final contract terms closely.

B. Continue leading the negotiations but decline to discuss the role until after the contract is signed.

C. Continue leading the negotiations, since the offer was informal and no formal offer has been made.

D. Disclose the conversation to her manager or compliance and step back from the negotiations.

59. A worker placed by a staffing agency cuts his hand on his second day at a packaging line. HR learns that the agency gave him general safety training, but no one at the plant showed him the line's hazards or guarding. The plant's supervisors direct his work each day. What should HR recognize about the plant's responsibility?

A. Because the agency is his employer, the plant has no safety training duty toward him.

B. The plant's only duty is to tell the agency, which must then train him on the line's hazards.

C. The plant must train him only if the staffing contract assigns training to the plant.

D. As the host employer, the plant must provide site-specific hazard training to agency workers.

60. A supervisor who resents an employee's military reserve duty writes false disciplinary reports. A neutral HR director, relying on those reports without independent review, terminates the employee. Under Staub v. Proctor Hospital, is the employer liable?

A. No, because liability applies only when the biased supervisor personally signs or approves the termination.

B. No, because the HR director who made the final decision had no discriminatory motive toward the employee.

C. Yes, if the supervisor intended to cause the firing and his biased act was a proximate cause of it.

D. Yes, but only if the employer had a written policy requiring decision makers to rely on supervisor reports.

61. The employer and the union's negotiating team signed a tentative agreement that the parties had agreed was subject to membership ratification. The membership voted to reject it. The HR director asks what happens next. What is the BEST response?

A. The employer should file an unfair labor practice charge, because the vote shows that the union bargained in bad faith.

B. The employer should implement the tentative agreement, because the union's own negotiators signed and endorsed it.

C. The tentative agreement is not binding, so the parties should return to bargaining and learn what drove the rejection.

D. The parties are at impasse, because the vote shows that no further agreement between them is possible on the terms.

62. The UN Guiding Principles on Business and Human Rights are organized into three pillars. Which pillar sets out the corporate responsibility to respect human rights?

A. The first pillar, which sets out the state duty to protect

B. The preamble, which defines general principles for all actors

C. The second pillar, which addresses business enterprises

D. The third pillar, which covers access to remedy for victims of abuses

63. Two years after a company moved to broad pay bands, employees complain in a survey that "promotions disappeared" because they no longer move up grades. What is the BEST way for HR to respond?

A. Promise larger annual merit increases to make up for the loss of grade promotions within each band

B. Show how growth works within bands through skill paths, role changes and movement toward market reference points

C. Explain that the company is flatter now, so promotions are no longer part of how careers are managed

D. Bring back the old grade structure, since the survey results show that employees do not accept the new band design

64. A new virtual team spans offices in New York, London and Singapore. Members argue in meetings about whose time zone should be inconvenienced, and two senior members question who has the authority to decide. What is HR's BEST intervention?

A. Cancel the live meetings and have the team coordinate only through written updates posted on a shared site.

B. Coach each member privately on being flexible and keep the issue out of team meetings for now.

C. Have the team leader set a fixed meeting time based on headquarters hours and require attendance.

D. Facilitate a session in which the team agrees on decision rights and a fair, rotating meeting schedule.

65. Which writing practice is MOST likely to improve employees' understanding of a written HR policy?

A. Using passive voice to keep the tone neutral and formal

B. Using precise legal terms in place of everyday words

C. Putting all exceptions and conditions in a single sentence

D. Using active voice, short sentences and common words

66. A company recently added working team lead roles in its plants. Team leads assign daily tasks but do not hire, discipline or evaluate employees. Now one plant reports an average span of 1:6 and another reports 1:18 for similar teams. What should the HR analyst do FIRST?

A. Report that the first plant is overstaffed with supervisors and recommend cutting supervisor positions

B. Average the two plants' figures to produce a single span for the company and present it to leaders

C. Check whether the plants are counting team leads as supervisors and set one definition for the metric

D. Ask the second plant to add supervisors so its span comes closer to the first plant's 1:6 span

67. An HR trainer is preparing supervisors for stay interviews and asks them to pick the open question from a list. Which question is open?

A. Do you see yourself staying with the company another year?

B. What would make you more likely to stay here another year?

C. Would you rather have more schedule flexibility or higher pay?

D. Are you satisfied with the support you get from your manager?

68. In 2022, the International Labour Conference amended the ILO Declaration on Fundamental Principles and Rights at Work. Which principle did it add as a fifth fundamental principle?

A. A living wage for all workers in global supply chains

B. Equal pay for work of equal value regardless of gender

C. A safe and healthy working environment

D. Freedom of association and collective bargaining

69. An organization is adding 360-degree feedback to its leadership coaching program. Why is it generally considered best practice to use the results for development, debriefed with a coach, rather than for pay decisions?

A. Developmental results can replace the annual review, which saves managers time

B. Development use removes the need to protect rater anonymity in the report

C. Raters tend to be more candid, and a debrief helps the leader act on results

D. A debrief lets the coach reveal to the leader which raters scored lowest

70. A production worker reported a safety hazard to his supervisor and later to OSHA. At bonus time, his supervisor gives him a discretionary bonus far below those of peers with similar performance ratings. What should the HR manager do?

A. Advise the employee to file an OSHA complaint if he believes the bonus was reduced because of his safety report.

B. Review how the bonus was set against the plan criteria and peer awards, and correct it if the gap is not supported.

C. Raise his bonus to the highest amount paid to any peer so that the company cannot be accused of retaliating against him.

D. Take no action, because a discretionary bonus is not an entitlement and cannot form the basis of a retaliation claim.

71. Under National Railroad Passenger Corp. v. Morgan (2002), how is timeliness determined for a hostile work environment claim built on conduct spread over several years?

A. The filing period starts when the employee first complains internally about the conduct.

B. The whole claim is timely if at least one act in it occurred within the filing period.

C. Only the acts that occurred within the filing period may be considered on liability.

D. The claim is timely only if the most serious act occurred within the filing period.

72. A retail chain has rolled out employee self-service, but few of its frontline store employees use it because they do not have company computers. Which feature would MOST increase adoption among these employees?

A. Access to self-service through a mobile app that runs on employees' phones

B. A printed guide explaining how to use self-service, mailed to every store manager

C. A self-service portal that can be reached from a desktop computer at headquarters

D. A requirement that store managers enter employees' changes on their behalf

73. Two coworkers in an accounting team signed a mediated agreement that set rules for handing off month-end work. A month later, their manager reports that they are again sending sharp emails and missing handoffs. What is the BEST follow-up for the HR manager?

A. Ask the manager to redesign the workflow so the two employees no longer need to hand off any work

B. Meet with both employees to review which parts of the agreement are breaking down and revise the commitments

C. Issue written warnings to both employees for failing to follow the terms of their signed agreement

D. Refer the dispute to a new outside mediator, since the first mediation clearly did not produce a lasting result for either employee

74. A regional utility emphasizes standard procedures, clear lines of authority, efficiency, and predictable results. Managers are valued as coordinators who keep operations running smoothly and consistently. In the Competing Values Framework, this culture is BEST classified as:

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

75. A wellness program costs $80,000 per year and is expected to reduce health care and absence costs by $120,000 per year. What is the program's benefit-cost ratio?

A. 2.5 to 1
B. 1.5 to 1
C. 0.5 to 1
D. 0.67 to 1

76. In November, an operations manager tells HR he has $30,000 left in his training budget. He wants to spend it all on courses before year-end so finance does not cut his budget next year, but he has no specific training needs in mind. What is the BEST response from the HR manager?

A. Help him book any available courses quickly so the remaining funds are not lost
B. Advise spending only on real training needs and explaining the unspent funds
C. Suggest he prepay next year's courses now so the money is still used
D. Tell him to move the funds into equipment purchases before year-end

77. A compensation consultant's statement of work calls for a market pricing study and a new salary structure with ranges. The consultant delivers the market study and sends the final invoice, but no salary structure. What should HR do?

A. Compare the delivery with the statement of work and ask the consultant to finish before final payment.
B. Hire a second consultant to build the salary structure and deduct that cost from this invoice.
C. Pay the invoice in full and have the HR team build the salary structure from the market study in-house.
D. Refuse all payment and end the engagement, since the consultant has failed to meet the contract.

78. A hiring manager insists on a bachelor's degree for a warehouse lead role, even though several current leads without degrees are top performers. HR's data show the requirement would screen out applicants of some racial groups at a much higher rate. What is HR's BEST response?

A. Keep the requirement but waive it for internal candidates who are current employees.
B. Keep the requirement as long as the job posting includes an equal opportunity statement.
C. Advise dropping the degree unless it is shown to be job-related and a business necessity.
D. Keep the requirement, since it is facially neutral and applies to every applicant equally.

79. A company's written policy assigns pay ranges by location tier and states that an employee's pay is adjusted to the new tier's range when the employee permanently relocates. A remote employee is moving from a high-cost metro to a rural area in a tier with ranges 10% lower. What should HR do?

A. Keep her current pay, since a pay cut after a move could be seen as a penalty

B. Let her manager decide whether a pay change is warranted for this relocation

C. Lower her pay to the new tier's range minimum to reflect the lower labor costs

D. Apply the policy's adjustment on its effective date with advance notice

80. HR wants to combine learning management system (LMS) completion data with HRIS performance data. The LMS stores employees by name and email address, while the HRIS uses an employee ID. Why is matching records by name likely to produce errors?

A. Names are not unique and change over time, so records can be mismatched or fail to match

B. Names are classed as sensitive personal data, so they cannot be used to link two systems

C. Names are updated in the HRIS only once a year, so recent hires would be excluded entirely

D. Names are usually stored in different character sets, so the two systems cannot compare them

81. After seeing low engagement scores, a manager tells his HR business partner that the results simply reflect "a few complainers" and that no changes are needed. What is the BEST coaching approach?

A. Escalate the matter to his director so that leadership can address his attitude

B. Acknowledge his frustration, then review the data patterns with him and what may drive them

C. Offer to remove the most negative comments from his report before it is shared

D. Remind him that low engagement scores will lower his own performance rating at year-end review

82. The company's HRIS vendor offers the HR manager a free premium subscription to its personal finance app for her own use. The HR manager oversees the vendor relationship and its upcoming renewal. What should she do?

A. Accept the subscription if the vendor offers the same deal to the company's employees later.

B. Accept the subscription but recuse herself from the vendor's next contract renewal decision.

C. Decline the subscription, since it is a personal benefit from a vendor she oversees.

D. Accept the subscription, since it is not related to the HRIS product the company buys.

83. Under federal wage-hour rules, which break must be counted as paid hours worked?

A. A 45-minute meal period in the company cafeteria

B. A 30-minute lunch with full relief from all job duties

C. A one-hour lunch the employee spends running errands

D. A 15-minute rest break taken in the break room

84. A valued engineer tells her manager she has an outside offer with a base salary $8,000 higher than hers. The other company pays a much smaller share of health premiums and has no retirement match. The manager asks HR for help. What should HR do FIRST?

A. Tell the manager not to counter, since counteroffers rarely keep employees for long.

B. Advise the manager to match the $8,000 base salary difference right away, before she has a chance to accept the other offer.

C. Help the manager compare the total value of both offers, including benefits and retirement.

D. Ask the engineer for a copy of the written offer letter before discussing anything.

85. A product manager notices that the same two outspoken employees dominate every brainstorming session, and several quieter team members rarely contribute even though their written work is strong. The manager wants a broader range of ideas in the next session. What is the BEST technique to use?

A. Privately ask the two outspoken employees to hold back their ideas during the next session.

B. Have everyone write ideas silently first, then share them one at a time in round-robin order.

C. Call on the quieter employees by name without warning to draw them into the open discussion.

D. Hold a separate brainstorming session for the quieter employees so they can speak more freely.

86. A team's overtime costs $45,000 a year. Hiring one new full-time employee to absorb that work would cost $52,000 a year fully loaded. Looking only at direct costs, what does the comparison show?

A. Hiring saves about 13% per year compared with the overtime.

B. Hiring costs $7,000 less per year than continuing the overtime.

C. The two options cost the same once the overtime premium is added.

D. Overtime costs $7,000 less per year than hiring a new employee.

87. Which of the following is a short-term incentive?

A. An annual bonus based on the company's fiscal-year results

B. Restricted stock units that vest on a four-year graded schedule

C. Stock options that vest over three years after the grant

D. Performance shares earned on three-year relative results

88. An HR generalist at a healthcare group must choose one of five clinics to pilot a new staff-scheduling process before it is rolled out to all of them. The clinics vary in size, patient volume and manager tenure, and one clinic is currently short-staffed and dealing with a leadership change. What is the BEST basis for selecting the pilot site?

A. Choose the clinic whose manager volunteers first, since willingness matters more than any other factor.

B. Choose the largest clinic because success there will prove the process can work at every other site.

C. Choose a clinic that is fairly typical of the group and has a supportive manager and stable conditions.

D. Choose the short-staffed clinic because it has the most urgent need for a better scheduling process.

89. A retailer that has sold through printed catalogs for 40 years is shutting down the catalog, moving entirely to a subscription e-commerce model, and redesigning roles and its culture around digital service. How is this change BEST classified?

A. Transformational, because it redefines the business and its culture

B. Developmental, because it builds on skills the company already has

C. Incremental, because the company keeps serving the same loyal customer base

D. Transitional, because a new sales channel replaces an older one

90. Last year, 25 employees left a company. Their average salary was $48,000, and HR estimates the cost of each departure at 30% of salary. What is the estimated total cost of this turnover?

A. $3,600,000

B. $14,400

C. $1,200,000

D. $360,000

91. An employee covered by his employer's group health plan, along with his wife, finalizes a divorce. Who is responsible for notifying the plan of this qualifying event, and by when?

A. The plan administrator, within 14 days after the divorce

B. The employer, within 30 days after it learns of the divorce

C. The employee or his former spouse, within 30 days after the divorce

D. The employee or his former spouse, within 60 days after the divorce

92. A flexible schedule pilot showed a 12% productivity gain, and leaders want to roll it out company-wide. HR learns that the pilot team was chosen because it was the highest-performing team in the department. What should HR do?

A. Lower the expected gain to 6% to account for the team's unusually strong performance before the pilot

B. Explain that the team selection biases the result and propose a pilot with comparable groups

C. Extend the same pilot team's trial for six more months to confirm the gain is lasting

D. Approve the rollout, since a 12% gain is large enough to outweigh any selection concerns

93. HR is preparing a revenue-per-employee comparison with industry peers. About 30% of the company's workforce are contractors from a staffing firm, and they are not counted in its headcount, which makes the company look far more productive than its peers. What is the BEST response?

A. State that contractors are excluded and show the metric both ways.

B. Drop the peer comparison, since workforce models differ too much.

C. Count contractors as employees and report only the revised figure.

D. Report the metric as is, since contractors are not company employees.

94. Recruiting tests two versions of a job ad. Ad A received 30 applications from 1,000 views, and Ad B received 45 applications from 1,000 views. What is Ad B's relative lift in apply rate over Ad A?

A. 150%

B. 50%

C. 33%

D. 1.5%

95. A merit-recommendation AI suggests smaller raises for part-time employees, most of whom are women, even when their performance ratings match those of full-time employees. What should the compensation analyst do?

A. Remove gender from the model's inputs so that its future recommendations are completely sex neutral.

B. Analyze the pattern for disparate impact and test whether the factors driving it are job related.

C. Raise all part-time recommendations to match the highest increase given to any full-time employee.

D. Approve the recommendations, since part-time status is a legitimate factor that is not based on sex.

96. An inclusion survey shows low belonging scores in one business unit. When do qualitative methods such as focus groups or listening sessions add the MOST value beyond the survey scores?

A. When leaders need to understand the experiences and causes behind the low scores

B. When leaders need to track the unit's score trend consistently over several years

C. When leaders need to test whether the score gap is statistically significant

D. When leaders need a single comparable number to benchmark against other units

97. Which statement BEST distinguishes job analysis from job evaluation?

A. Job analysis applies only to new jobs; job evaluation applies only to existing jobs.

B. Job analysis describes a job's content and requirements; job evaluation sets its relative worth.

C. Job analysis sets pay ranges from market data; job evaluation documents the job's tasks.

D. Job analysis rates an incumbent's individual performance; job evaluation describes the job's duties.

98. A retail chain's HR director explains to store managers that improving employee satisfaction and retention leads to better customer service, which builds customer loyalty and, in turn, revenue growth and profit. Which model is the director describing?

A. The service-profit chain

B. The value chain

C. The balanced scorecard

D. The employee life cycle model

99. A bank uses an abstract-reasoning puzzle test to screen teller applicants. The test has solid criterion validity evidence, but many applicants complain that it has nothing to do with banking, and withdrawal rates after the test have risen sharply. What is the BEST response from HR?

A. Drop the test altogether and rely on interviews, since complaints show the test is not related to the job.

B. Lower the passing score so that more applicants pass and fewer of them leave the process after testing.

C. Add job-like items or explain how the test links to teller work, since low face validity is costing applicants.

D. Keep the test unchanged, since validity evidence is what matters and applicant opinions have no effect on test results.

100. A company has 400 employees and expects 15% annual turnover, applied to its current headcount. It wants to end the year with 450 employees. How many hires will it need during the year?

A. 118
B. 60
C. 50
D. 110

101. After training, a claims processor correctly explains each step of the new claims software on a quiz. On the job, however, she still makes frequent entry errors and needs help to complete transactions. In the ADKAR model, where does she stand?

A. Awareness is in place, but Knowledge has not yet been reached
B. Ability is in place, but Knowledge has not yet been reached
C. Desire is in place, but Awareness has not yet been reached
D. Knowledge is in place, but Ability has not yet been reached

102. An HR consultant is helping a 35-employee distributor owned by its founder. Several long-tenured employees who are the owner's relatives refuse to use a new inventory system, and other staff are watching to see whether the relatives will be held to it. What is the consultant's BEST approach?

A. Coach the owner to state the expectation personally and hold relatives to the same standard as others.
B. Create a separate, simpler process for the relatives so the rest of the rollout can move forward.
C. Postpone the rollout until the relatives retire or move into roles that do not use inventory data.
D. Have the consultant enforce the system directly with the relatives so the owner avoids conflict with family members.

103. A compensation analyst finds that the first-quartile salary for a job is $48,000 and the third-quartile salary is $62,000. What is the interquartile range, and why is it useful when a few salaries are extreme?

A. $14,000; it trims only the top and bottom 10% of all the salaries
B. $55,000; it marks the center of the middle half of the salaries
C. $14,000; it covers only the middle 50%, so extremes drop out
D. $14,000; it uses every salary, so it reflects the full spread of pay

104. A payroll manager will retire in four months. She alone handles year-end processes, including W-2 reconciliation, none of which are documented. What is the BEST knowledge transfer plan?

A. Ask her to write a procedures manual during her final two weeks
B. Arrange to rehire her as a consultant every year-end season
C. Outsource year-end payroll to a vendor before she retires
D. Have her document processes while a successor shadows her

105. After a warehouse adopted an AI system that sets individual pick rates, OSHA-recordable musculoskeletal injuries rose by 40% over six months. Supervisors say the rates are being met. What should HR do?

A. Post reminders that all injuries must be reported promptly so the logs stay accurate.

B. Wait for the year-end OSHA injury log summary to confirm the trend before making any changes to rates.

C. Keep the current rates and retrain employees on safe lifting technique to cut injuries.

D. Work with safety and operations to analyze the injuries and adjust the AI's rate targets.

106. Which type of plan typically covers a single year and lists specific department-level actions, responsibilities and budgets?

A. A succession plan

B. An operational plan

C. A scenario plan

D. A multiyear strategic plan

107. A logistics company refuses to hire anyone who has ever been arrested, for any job. Applicant data show the policy screens out Black applicants at a much higher rate than white applicants. What should HR recommend?

A. Keep the ban, since a policy applied equally to every race cannot violate Title VII

B. Drop all criminal history questions and stop running background checks

C. Keep the ban but limit it to customer-facing jobs where the risk is highest

D. Replace the ban with a job-related review of convictions, recency and the role

108. Four openings took 28, 35, 40 and 61 days from requisition approval to offer acceptance. Each hire started 14 days after accepting. What is the average time to fill?

A. 41 days

B. 33 days

C. 37.5 days

D. 55 days

109. In an NLRB case, the General Counsel shows that an employee's union activity was a motivating factor in her discharge. Under the Wright Line framework, what must the employer then prove to defend the discharge?

A. That it would have discharged her for a legitimate reason even without the union activity

B. That the union activity was not the only reason it relied on in deciding the discharge

C. That the employee could not show the stated reason was false by clear and convincing evidence

D. That the manager who made the decision did not personally know about the union activity

110. After a misconduct investigation interview, HR learns that the accused employee recorded the interview on his phone without telling anyone. The company has operations in several states and no written policy on recording meetings. What should HR do?

A. Terminate the employee for breach of trust, since secretly recording an investigation interview is serious misconduct.

B. Require the employee to delete the recording in front of HR and sign a statement confirming that no copies exist.

C. Consult legal counsel about the applicable state recording laws and labor-law limits before deciding on any response.

D. Take no action, because federal law allows any party to a conversation to record it without consent from the others.

111. Two weeks ago, HR coached a manager on how to address a conflict between two of her team members. What is the BEST follow-up action for HR?

A. Wait for the manager to come back if the conflict continues

B. Send the manager an article on conflict resolution techniques

C. Interview both team members to judge how well the manager handled the conflict

D. Check in with the manager on what she tried and what has resulted

112. After an employee filed an internal harassment complaint against a coworker, her manager stopped inviting her to weekly staff meetings "to avoid awkwardness" while the investigation proceeds. The meetings cover project assignments. What should the HR manager do?

A. Ask the employee whether she prefers to skip the meetings, and leave the arrangement in place if she agrees.

B. Tell the manager to include her again, because exclusion could deter a reasonable employee from complaining.

C. Exclude the accused coworker from the meetings as well, so that both employees are treated in the same way.

D. Allow the exclusion until the investigation ends, since it is temporary and was meant to protect the employee.

113. An advocacy group posts on social media that a retailer underpays its warehouse staff, and the post is being widely shared. The communications director asks HR for help drafting a public reply by the end of the day. What should HR do FIRST?

A. Draft a reply stating that all warehouse employees are paid at or above the legal minimum wage in every state

B. Ask legal counsel to send the advocacy group a letter demanding that it remove the post as defamatory

C. Recommend that the company stay silent online and wait to see whether the post loses attention over time

D. Pull current warehouse pay data and compare it with local market rates so the reply rests on verified facts

114. An investigator finds that the accused made one inappropriate sexual comment, as alleged, but cannot determine whether the alleged touching occurred because there is no corroborating evidence. How should the conclusion be written?

A. State each allegation separately: the comment was substantiated and the touching was not substantiated.

B. State that the complaint was substantiated overall, since at least one allegation was proven true.

C. State that the comment was substantiated and that the evidence shows the touching allegation did not occur.

D. State that the complaint was not substantiated, since the most serious allegation was not proven.

115. An employee reports that a supervisor sexually harassed her two years ago, when she worked on his team. She now works in another department, but he still supervises other employees. Should HR investigate?

A. Yes, because he still supervises others, so the report suggests a possible ongoing risk.

B. No, because she no longer reports to him, so the employer has no remaining duty to respond.

C. Yes, but only if she can provide written evidence created at the time the events occurred.

D. No, because the events fall outside the 300-day period for filing a charge with the EEOC.

116. What is the primary risk of outsourcing an HR function?

A. Less direct control over service quality and employee experience

B. Greater need to build deep internal expertise in the function

C. Higher fixed costs from adding and training permanent internal HR staff

D. Loss of access to specialized technology and expertise

117. Leadership has confidentially decided to eliminate a department in about six months. Meanwhile, the hiring manager wants to fill a vacant role in that department and tells the HR manager to assure candidates the job is permanent. What should the HR manager do?

A. Disclose the planned elimination to candidates so that they have full information before accepting.

B. Describe the job as permanent, since the restructuring decision is confidential and could still change.

C. Refuse to describe the job as permanent and propose filling it as a temporary or term position instead.

D. Leave the topic out of interviews and only describe the role as permanent if a candidate asks.

118. In a PESTLE analysis, how should HR classify shifting worker expectations for flexible schedules, along with generational change in the workforce?

A. An economic factor

B. A social factor

C. A legal factor

D. A technological factor

119. An investigation substantiates a complaint that a coworker made repeated racist remarks, and the coworker receives a final written warning and a transfer. What should HR tell the complainant at the close of the investigation?

A. That the matter is confidential, so HR cannot say whether the complaint was found to have merit.

B. That the coworker received a final written warning and a transfer, along with the specific reasons for each one.

C. That the complainant may read the full investigation report, including the coworker's statements.

D. That the investigation is complete, the policy was found to be violated and corrective action was taken.

120. In one workweek, an employee works 30 hours at $20 per hour as a lead and 14 hours at $15 per hour as an operator. Using the weighted-average method, what overtime premium is owed in addition to straight-time pay?

A. $36.82

B. $30.00

C. $40.00

D. $110.45

121. A company's policy requires employees to use their accrued paid time off at the same time as FMLA leave. Is the policy permitted under the FMLA?

A. No, because the FMLA leave must be unpaid for the protection to apply

B. No, because only the employee may choose to substitute paid leave

C. Yes, but only if the employee has been employed for at least two years

D. Yes, the employer may require paid leave to run concurrently with FMLA

122. An engineering firm has filled most of its entry-level positions for a decade from one university's civil engineering program. The university has announced that the program will close in two years. What is the BEST response for HR?

A. Shift entry-level work to experienced engineers until a new program opens

B. Hire heavily from the program's final graduating classes to stockpile entry-level engineering talent

C. Develop other pipelines, such as partnerships with other schools and internships

D. Ask the university to reconsider and offer funding to keep the program open

123. A distribution center expects order volume to spike for about two months, after which it will return to normal levels. Which staffing response is MOST appropriate?

A. Begin a long-term training program to cross-train all staff

B. Use overtime and temporary workers to cover the extra volume

C. Promote current workers into lead roles to manage the volume

D. Hire permanent full-time workers to cover the expected volume

124. An employee is fired after an investigation found that she stole company property. The HR manager wants to deny her COBRA coverage under the gross misconduct exception. What should the HR manager do FIRST?

- **A.** Offer COBRA anyway, since the gross misconduct exception has been repealed under federal law.
- **B.** Ask the plan's insurer to decide, since insurers set COBRA eligibility rules for each plan.
- **C.** Deny COBRA and send no election notice, since theft automatically counts as gross misconduct.
- **D.** Confirm with counsel that the documented conduct meets the high gross misconduct standard.

125. A cross-functional team formed to integrate two acquired companies has finished its work. Members are celebrating results, finishing hand-offs and returning to their regular roles. Which stage of team development is this?

- **A.** Reforming
- **B.** Norming
- **C.** Adjourning
- **D.** Performing

126. A U.S. manager working with colleagues from a polychronic culture is frustrated that meetings start late and are often interrupted. Which statement BEST describes how polychronic cultures typically view time?

- **A.** Punctuality matters most for social events, while business meetings are kept flexible.
- **B.** Tasks are done one at a time in a set order, and interruptions are avoided wherever possible.
- **C.** Schedules are fixed, and starting late is seen as a serious sign of disrespect to others.
- **D.** Schedules are flexible, and relationships and multitasking take priority over strict timing.

127. For which learning need is mobile-delivered learning BEST suited?

- **A.** Hands-on certification for operating heavy equipment on a live job site
- **B.** Short refreshers and job aids that field staff can pull up at the moment of need
- **C.** An in-depth software course that requires several open screens at a time
- **D.** A multi-day leadership program built around practice, peer feedback and group discussion

128. Ninety days into a new peer recognition program, participation is strong in three departments but flat in others. Customer service has seen a measurable drop in absenteeism since its launch. What is the BEST way for HR to sustain momentum?

- **A.** Redesign the program for the low-participation departments before expanding communication
- **B.** Wait until the end of the first year to report results so the data are more conclusive
- **C.** Require every manager to submit at least two recognitions per month for their direct reports
- **D.** Share customer service results and stories from active teams in company channels

129. A manager asks HR to plan a team retreat to fix low morale. In confidential interviews, several team members describe one coworker who regularly belittles and intimidates them. What should HR do?

A. Transfer the employees who raised concerns to another team

B. Hold the retreat and include a facilitated session on respectful behavior

C. Address the coworker's conduct under policy before any team event

D. Hold the retreat and let the team confront the coworker directly

130. A former employee on COBRA starts a new job three months after electing coverage and enrolls in the new employer's group health plan, which has no limit on her conditions. What happens to her COBRA coverage?

A. She keeps COBRA for the full 18 months because the period cannot be shortened once it is elected.

B. The plan may end her COBRA early because she gained other group health coverage after she elected.

C. The plan must keep her on COBRA until the new plan's waiting period has passed by at least 90 days.

D. She may keep both, and COBRA becomes primary because it was in place before the new coverage.

131. A U.S. company wants to hire a sales manager who lives in Brazil, but it has no subsidiary, branch or other legal entity there. Which arrangement lets the company employ her lawfully without first setting up an entity?

A. Engage an employer of record that becomes her legal employer in Brazil

B. Put her on the U.S. payroll as a remote employee working from abroad

C. Sign an independent contractor agreement with her and pay her invoices in U.S. dollars each month

D. Register a representative office and list her as its local employee

132. After a reorganization, the payroll and benefits departments are merged into one total rewards team with a single manager. Members still identify with their old departments and have different ways of working. HR is asked to facilitate. What should HR do FIRST?

A. Cross-train every member on both payroll and benefits tasks so they can cover for one another.

B. Lead the new team in drafting a charter for its shared purpose, roles and ways of working.

C. Keep the two groups' existing processes in place until any conflicts between them become clear.

D. Plan a social event so that members from both former departments can get to know each other.

133. A regional bank rotates tellers into new branch roles every 60 days to build broad skills. Customer transaction errors rise sharply in the first weeks of each rotation. What is the BEST adjustment?

A. Add structured training and competency checks before rotations

B. Discipline tellers who make errors during their rotations

C. Lengthen each rotation to one year to reduce the number of moves

D. End the rotation program and return tellers to fixed roles

134. HR's quality-of-hire metric relies only on hiring manager ratings. One manager has rated all 14 of his new hires 'excellent,' but 5 of them left within eight months and his team's error rate has risen. What is the BEST response?

A. Replace manager ratings with retention data alone, since retention is the most objective measure

B. Add objective measures, such as retention and performance data, to the metric alongside manager ratings

C. Drop this manager's ratings from the metric and keep using ratings from the other managers as before

D. Train the manager on rating standards and calibration, and keep the metric based only on hiring manager ratings

135. HR is rolling out a new attendance process that will succeed only if every affected supervisor actively supports and applies it. Supervisors have raised several differing concerns. Which conflict mode is MOST appropriate for designing the process?

A. Compromising, adopting half of the supervisors' suggestions

B. Accommodating, adopting whichever version supervisors prefer

C. Collaborating, building their concerns into a consensus solution

D. Competing, issuing the process with clear accountability for use

136. A manufacturer will launch a new product line next quarter that requires new assembly skills and a second shift. The HR manager has been asked to help the company be ready. What is the BEST first contribution from HR?

A. Update the employee handbook to include the policies for the second shift

B. Schedule company-wide training on the new product line for all current employees on every shift

C. Work with operations to identify skills, staffing levels and timelines the launch needs

D. Post job openings for the second shift right away so hiring can begin quickly

137. An HR manager learns that an employee was terminated 45 days ago, but no one told the third-party COBRA administrator, so no election notice has gone out. What should the HR manager do FIRST?

A. Wait until the next monthly eligibility file goes to the administrator to report the termination.

B. Notify the administrator now so the election notice is sent, and document the late notice.

C. Send the former employee a general COBRA rights notice instead of an election notice.

D. Treat the right as lost, since the 60-day election period ran from the date coverage ended.

138. An employee is on approved FMLA leave for 10 weeks during the merit review period. The company's merit policy is based on performance during the year. What is the BEST way to handle her merit review?

A. Delay her review until she has worked a full twelve months after returning so she has a complete, fair record

B. Rate her on the work performed while active and apply the policy used for other comparable leaves

C. Exclude her from this cycle because she was not actively working on the merit review date

D. Lower her rating to reflect the reduced contributions she made while she was away on leave

139. On an item about career development, 120 of 200 respondents chose "agree" or "strongly agree," 30 chose "neutral" and 50 chose "disagree" or "strongly disagree." What is the percent favorable score?

A. 75%
B. 35%
C. 60%
D. 70%

140. An HR trainer contrasts microaggressions with microaffirmations. Which description BEST defines microaffirmations?

A. Small, everyday acts such as acknowledging contributions that signal a person is valued and included.
B. Formal awards given to employees who lead diversity initiatives or employee resource groups.
C. Compliments that draw on positive stereotypes about the natural abilities or traits of a particular group.
D. Brief, often unintentional comments that communicate a slight toward a member of a group.

141. A company headquartered in Chicago uses an AI tool to rank and screen applicants for a sales role based in its New York City office. Its HR manager believes New York City Local Law 144 applies only to employers based in the city. What is the company's obligation?

A. Only the notice rule applies, because the bias audit requirement covers just employers that are headquartered in the city.
B. Submit the tool to the city for approval, and wait for the city to clear it before ranking candidates.
C. Nothing applies, because the law covers only employers whose headquarters are located in the city.
D. Comply with the law for this role: confirm a current bias audit, post its summary, and notify candidates.

142. A union presents a company with a demand for recognition. The company doubts the union has majority support and wants the NLRB to hold a secret-ballot election. Which type of petition would the company file?

A. An RD petition
B. A UC petition
C. An RM petition
D. An RC petition

143. An HR department is preparing a SWOT analysis of its own function to guide next year's plan. The HR director wants the analysis to reflect how the function is actually seen and the conditions it faces. What is the BEST way to gather inputs?

A. Ask the HR director to complete the SWOT alone so the analysis stays consistent
B. Hold a brainstorming session limited to HR staff, since they know the strengths and gaps of the function best
C. Use the SWOT analysis from the previous year and update only the opportunities
D. Collect views from business leaders and employees and review HR and labor-market data

144. A company with 400 employees is budgeting for a points-based recognition platform. Each employee is expected to receive an average of 2,000 points a year, each point costs the company $0.01, and the vendor charges an administrative fee equal to 10% of the point value. What is the annual budget?

A. $7,200
B. $88,000
C. $8,800
D. $8,000

145. A newly hired HR generalist at a manufacturing site notices that line managers still call corporate HR with questions instead of coming to her. Her manager wants her to become the local go-to resource. What is the BEST way for her to build credibility?

A. Ask corporate HR to redirect all calls from site managers to her so that they have no choice but to work with her.
B. Spend time on the floor learning managers' challenges and follow through quickly on the issues they raise.
C. Hold a mandatory meeting to remind managers that site HR questions must go through her first.
D. Send managers a memo describing her background and listing the HR services she can now provide.

146. A cross-functional project team is meeting for the first time. Members are polite but unsure of the team's purpose and of their own responsibilities. According to Tuckman, what should the team leader MAINLY provide at this stage?

A. Room for the team to resolve conflicts
B. Recognition and closure for the team's work
C. Delegated authority over team decisions
D. Direction, clear goals and role clarity

147. A hospital hired 60 new nurses in one cohort. Twelve months later, 48 were still employed. At 24 months, 39 of the original 60 remained. What is the cohort's 24-month retention rate?

A. 81.3%
B. 35.0%
C. 65.0%
D. 80.0%

148. What does the final step of Kotter's eight-step model, anchoring new approaches in the culture, mainly involve?

A. Removing the systems and structures that keep people from acting on the new vision
B. Announcing that the change succeeded and disbanding the guiding coalition
C. Using early successes to take on larger changes and additional projects
D. Linking new behaviors to success and building them into hiring and succession

149. An HR manager is creating an FMLA process map. In what order do the employer's required FMLA notices typically occur?

A. General notice, designation notice, then eligibility and rights notice

B. General notice, eligibility and rights notice, then designation notice

C. Designation notice, general notice, then eligibility and rights notice

D. Eligibility and rights notice, designation notice, then general notice

150. An employer proposes rounding all time-clock punches to the nearest quarter hour, so 1 to 7 minutes round down and 8 to 14 minutes round up. How does federal law treat this policy?

A. It is allowed only if each employee signs a written consent to the rounding policy.

B. It is allowed only for employees who are paid on a salary basis instead of hourly.

C. It is allowed if, over time, it averages out so employees are paid for all time worked.

D. It is prohibited, because employers must pay for every minute recorded on a time clock.

151. According to Fisher and Ury's principled negotiation approach, what is the main problem with positional bargaining?

A. It focuses too much on objective criteria and too little on each party's emotions and relationships.

B. Parties lock into stated demands, which tends to produce inefficient outcomes and strain the relationship.

C. It can be used only in labor negotiations governed by the NLRA, not in everyday commercial or business deals.

D. It requires each side to reveal its reservation point early, which weakens its leverage in the talks.

152. A vendor provides feature-importance output for its AI applicant-ranking model, showing that years of related experience and certifications carry the most weight. What does this output tell HR?

A. That the model's rankings are valid predictors of job performance for every one of the company's open roles and locations.

B. That the model does not use protected characteristics or any proxies for them when scoring applicants.

C. Which inputs most influence the model's scores, but not that those inputs are job-related or bias-free.

D. Exactly how each individual applicant's score was calculated, step by step, for every decision made.

153. An employer argues that a duty is an essential function of a job under the ADA. Which factors does the law direct courts to consider?

A. The applicant's ability to perform the duty with or without a reasonable accommodation

B. Whether the description was revised after the applicant's disability became known

C. The employer's judgment, a description written before advertising, and time spent on it

D. The cost of accommodating the duty compared with the employer's overall financial resources

154. Which confidentiality clause in a social media policy is MOST likely lawful under the National Labor Relations Act?

A. Employees may not share details of their schedules or staffing levels with anyone outside work

B. Employees may not post any internal information about the company without prior written manager approval

C. Employees may not post trade secrets, such as proprietary formulas or unreleased product designs

D. Employees may not post any information about their wages, benefits or other pay practices

155. An HR generalist is matching the company's "Payroll Specialist II" job to a salary survey. The survey has two possible levels with different titles, and the company's job title matches neither exactly. How should the generalist choose the match?

A. Compare the job's actual duties with each level's description and pick the closer one.

B. Pick the level whose pay is closest to what current payroll specialists earn now.

C. Pick the higher of the two levels so the job's salary range stays competitive with what other employers in the local market pay.

D. Pick the level whose title is most similar to "Payroll Specialist II" in the survey.

156. An engineering manager asked HR for help after his engagement survey comments described angry outbursts in team meetings. He says he does not notice when he is getting heated. No policy has been violated. Which coaching approach is BEST?

A. Enroll him in an anger management workshop without first discussing the survey results with him

B. Advise him to stay silent in meetings until he can fully control his temper

C. Hold a group session in which his team tells him how the outbursts affect them

D. Debrief a validated emotional intelligence assessment and help him identify his triggers

157. An HR analyst wants to show how employee tenure, in years, is distributed across the workforce. Which chart is MOST appropriate?

A. A line chart of average tenure for employees by hire month

B. A pie chart showing the share of employees in each department

C. A bar chart with one bar for each employee's years of tenure

D. A histogram grouping tenure into ranges, such as 0 to 2 years

158. The IT security team has issued a notice banning all generative AI tools on company devices, but HR's published AI policy allows employees to use two approved tools. Employees are asking which rule applies. What should the HR manager do?

A. Let each department manager decide which of the two rules their own team should follow.

B. Meet with IT security to reconcile the two rules, then issue one joint policy to employees.

C. Withdraw HR's policy right away and tell employees that IT's total ban now applies to them.

D. Tell employees that HR's policy governs because it was published before the IT notice was.

159. Which statement by a supervisor during a union campaign is most clearly protected as employer free speech under Section 8(c) of the NLRA?

A. "I would like to know how you plan to vote so I can share your views with senior management."

B. "If the union loses, I think we can finally get the raises approved that people have been waiting for."

C. "If the union gets in, I expect management will stop approving the flexible schedules you have now."

D. "In my view, we can work things out directly, and bargaining could result in more, less or the same."

160. An apprentice electrician learns the trade by working side by side with a master electrician for two years, watching and imitating how she handles each job. Which mode of the SECI knowledge creation model does this illustrate?

A. Externalization

B. Combination

C. Internalization

D. Socialization

161. A written bonus plan states that employees who meet their goals for the plan year earn the bonus, and it does not require employment on the payout date. Several employees met their goals and resigned in January, before the March payout. The CFO tells HR not to pay them. What should HR do?

A. Withhold payment as directed, since the employees chose to resign before the March payout date.

B. Offer the former employees a reduced amount in exchange for signing a release of claims.

C. Pay the bonuses only to the former employees who ask about them or who raise a formal complaint.

D. Advise the CFO that the plan terms require payment and any change can apply only going forward.

162. Under a new compressed schedule, three representatives on a five-person customer-service team all ask for Fridays as their day off. The team must keep at least three people on the phones every weekday. What is the BEST approach?

A. Cancel the compressed schedule for the whole team, since it creates coverage gaps on Fridays

B. Approve the requests of the two highest performers and deny the third request

C. Use a fair, stated method, such as a rotation, to assign days off that keep coverage

D. Approve all three requests and plan to cover the Friday phones with overtime

163. An employee earns $4,000 in gross wages in a month, well below the Social Security wage base. What is the employer's share of FICA taxes on those wages?

A. $612

B. $306

C. $153

D. $248

164. After a new attendance policy launched, HR learns that several middle managers are telling their teams, 'I don't agree with this; it's just HR's idea.' Employee complaints about the policy are increasing. What should HR do FIRST?

A. Meet with those managers to hear their concerns and clarify the business reasons and their role

B. Ask senior leaders to tell all managers that they are expected to support company policies

C. Send employees a message explaining that the policy was approved by the executive team before launch

D. Address the managers' comments as a performance issue with each of their supervisors

165. A company's application form asks applicants to list every club, society and organization they belong to. How should HR revise the question?

A. Keep it as is, since applicants can choose to leave the field blank

B. Remove it and instead ask applicants about their hobbies and interests

C. Limit it to job-related groups and tell applicants to omit protected traits

D. Keep it but move it to the second interview rather than the initial application form

166. Which statement is an example of an I-statement a manager could use with an employee who keeps missing deadlines?

A. "You never seem to care at all whether your reports arrive on time."

B. "You need to start turning in every one of your reports by the due date."

C. "I'm concerned when reports are late because I miss client deadlines."

D. "Everyone on the team has noticed that your reports are often late."

167. A new HR director wants HR to take a larger strategic role. However, managers are frustrated by recurring payroll errors that have gone on for months, and several have said HR cannot be trusted with bigger issues. What should the director address FIRST?

A. Hire an HR business partner for each major business unit

B. Launch a survey asking managers about HR's strategic role

C. Present a strategic workforce plan to the executive team for approval

D. Fix the payroll errors and confirm that the fix is working

168. A manager wants a struggling employee to leave and asks HR to give a glowing reference to a company that called about her, describing her as a top performer. Company policy limits references to dates of employment and job title. What should HR do?

A. Tell the caller about her performance problems so the company is not blamed for a bad hire.

B. Describe her as a solid performer, which is less misleading than calling her a top performer.

C. Follow the policy and provide only the employee's dates of employment and job title to the caller.

D. Give the positive reference the manager wants, since it helps the employee move on and find a new position.

169. A vendor describes its attrition model as 95% accurate. In the test data, 95% of employees stayed, and the model predicted that every employee would stay. How should the HR analyst interpret the accuracy figure?

A. It is inflated, because the vendor likely tested the model on too small a sample of employees.

B. It is acceptable, because the model correctly predicts the outcome for most of the workforce.

C. It is misleading, because the model did not identify any of the employees who actually left.

D. It is strong, because 95% accuracy exceeds the usual benchmark for predictive HR models.

170. A small department's five salaries are $42,000, $45,000, $45,000, $48,000 and $90,000. Which statement about this pay sample is accurate?

A. The mean is $54,000, and the median and mode are both $45,000.

B. The mean is $45,000, the median is $45,000, and the mode is $90,000.

C. The mean is $45,000, and the median and mode are both $54,000.

D. The mean is $54,000, the median is $48,000, and the mode is $45,000.

171. After a presentation, a manager asks two colleagues for input. Instead of critiquing what he just did, each offers two ideas he could try in his next presentation, and he simply listens and thanks them without debating. Which technique is this?

A. 360-degree feedback

B. Feedforward

C. After-action review

D. Appreciative inquiry

172. Health insurance costs have risen sharply, and HR must announce that employee premium contributions will increase by 12% next plan year. Leaders worry that morale will drop. What is the BEST communication approach?

A. Have each manager announce the increase to their own team so employees hear the news from someone they trust

B. Emphasize the plan's best features and mention the premium increase near the end of the message

C. Explain the reasons and the company's share of the cost, and give tools to help employees choose plans

D. Announce the increase in the enrollment guide alongside the other plan changes for the year

173. Which sequence correctly orders the project management process groups as a project moves from start to finish?

A. Initiating, planning, monitoring and controlling, executing, and closing at the very end

B. Initiating, executing, planning, and closing, with monitoring and controlling throughout

C. Initiating, planning, executing, and closing, with monitoring and controlling throughout

D. Planning, initiating, executing, and closing, with monitoring and controlling at the end

174. A product sells for $80 per unit and has a variable cost of $50 per unit. What are its contribution margin per unit and contribution margin ratio?

A. $30 per unit; 60%

B. $30 per unit; 62.5%

C. $30 per unit; 37.5%

D. $50 per unit; 62.5%

175. A vendor says its assessment measures conscientiousness. HR wants evidence that scores truly reflect that trait, for example by showing they correlate with other established conscientiousness measures and not with unrelated traits. Which type of validity evidence is this?

A. Construct validity

B. Criterion-related validity

C. Face validity

D. Content validity

176. A server at a nonunion restaurant posts on social media that the new tip-sharing policy is shortchanging the floor staff. Several coworkers comment in agreement and suggest raising it at the next staff meeting. The owner wants to fire the server for publicly criticizing the restaurant. What should HR advise?

A. Fire the server only if the post used the restaurant's name or logo without the owner's permission

B. Avoid discipline, since the post and coworkers' replies are likely protected concerted activity

C. Discipline the server but not the coworkers, since only the original poster acted publicly

D. Discipline the server, since posts made off duty on personal accounts are outside the NLRA

177. A plant manager overhears several employees in the break room planning to object as a group to a new attendance policy that takes effect next month. He asks HR to help him find out who is leading the effort so he can talk to them one by one. What should HR advise?

A. Decline to single out organizers, since tracking or questioning them would chill protected activity

B. Delay the policy until the leaders are found, then explain the policy to each of them alone

C. Interview each employee who was in the break room to learn who started the discussion and why they joined

D. Ask a trusted team lead to attend the group's meetings and report back on who is leading it

178. HR is launching an employee engagement survey run by an outside vendor. The vendor will know who submitted each response, but will report only group results of five or more people to the company. How should HR describe the survey?

A. As confidential, because answers can be tied to individuals but won't be reported that way

B. As confidential, because only employees who agree to give their names will take part in it

C. As anonymous, because results are only ever reported for groups of five or more people

D. As anonymous, because the company itself will never see any individual employee's answers

179. An HR manager is revising an anti-harassment policy to strengthen the employer's Faragher/Ellerth defense. Which feature would do MOST to support that defense?

A. Several reporting routes, so employees can bypass a harassing supervisor
B. A rule that employees first try to resolve issues directly with their own supervisor
C. A promise that every complaint will be kept completely confidential
D. A requirement that all complaints be made in writing within 30 days

180. A company is moving its two-day classroom supervisory course online because supervisors are now spread across many sites. The trainer plans to deliver the same slides and schedule over two full days of video calls. What should HR advise?

A. Redesign it into shorter live sessions with activities and self-paced work in between
B. Keep the two-day format so the online course matches the classroom version exactly
C. Cut the role-play exercises, since practice activities cannot be done in a virtual setting
D. Record the trainer giving the classroom version and post it for self-paced viewing

181. After announcing tighter travel rules, a division leader books economy flights and submits his receipts on time, just as he has asked his team to do. Which of Kouzes and Posner's five practices of exemplary leadership does this behavior BEST demonstrate?

A. Encourage the heart
B. Enable others to act
C. Inspire a shared vision
D. Model the way

182. A new employee's first day of work is Wednesday. The employer is open Monday through Friday, and there are no holidays that week or the next. By what day must the employer complete Section 2 of Form I-9?

A. The same Friday
B. The following Tuesday
C. The following Wednesday
D. The following Monday

183. A business unit needs a clear new direction after a failed product strategy. According to Goleman's research, which leadership style had the most strongly positive effect on climate overall and fits this situation BEST?

A. Affiliative (people first)
B. Authoritative (visionary)
C. Democratic (participative)
D. Pacesetting (high standards)

184. A manufacturer's online culture survey drew a 70% response rate from office staff but only 12% from night-shift production workers, most of whom do not use company computers. HR wants to reopen the survey for that group. What is the BEST operational fix?

A. Ask night-shift supervisors to collect answers from each worker in person
B. Offer the survey on kiosks or paper during paid time on the shift
C. Send more email reminders to the night-shift workers' inboxes
D. Report the results without the night shift due to low response

185. An HR project manager is building the schedule for an HRIS implementation. Which tasks determine the shortest possible time in which the project can be completed?

A. The tasks with the highest cost or the largest share of resources

B. The tasks the sponsor has marked as the highest business priority

C. The longest chain of dependent tasks, which has no scheduling slack

D. The shortest chain of dependent tasks running from project start to finish

186. A company will pilot an AI scheduling tool in its logistics department before a company-wide rollout. Why should logistics employees hear about the pilot from their manager before a company-wide announcement?

A. They are most affected, and hearing it from a trusted source lets them ask questions before rumors spread.

B. Managers are legally required to notify affected employees in person before any company-wide announcement is made.

C. Company-wide emails are less effective than face-to-face communication for every audience and message.

D. Managers can collect signed acknowledgments that the employees agree to take part in the pilot program.

187. On a replacement chart for the finance director, one candidate is coded "ready now" and another "ready in 1-2 years." What do these codes indicate?

A. The first is the planned successor; the second is the emergency backup if the role is vacant

B. The first has the higher performance rating; the second has the higher potential rating

C. The first could step in today; the second needs more development before taking the role

D. The first holds the needed credentials; the second is still finishing a required degree

188. A compensation report shows both a raw (unadjusted) pay gap and an adjusted pay gap between two groups. Which statement BEST explains what the adjusted gap represents?

A. The raw difference recalculated using median pay rather than mean pay to limit outlier influence.

B. The raw difference after restating all past salaries in current dollars to remove the effects of inflation over time.

C. The difference remaining after controlling for legitimate factors such as job, level, location and tenure.

D. The raw difference after removing the highest-paid and lowest-paid employees from the analysis.

189. An off-duty employee is handing out union flyers to coworkers in the company's outdoor parking lot. The company has no rule limiting off-duty employees' access to the property. A security officer wants to remove him. What should HR advise?

A. Remove him, since employees who are off duty have the same access rights as nonemployee organizers.

B. Let him continue, since off-duty workers generally may use outside nonwork areas absent a valid rule.

C. Let him continue, but only after he gets a supervisor's written approval for each flyer he hands out.

D. Remove him, since union literature may be handed out only during a scheduled meal or break period.

190. A plant piloting a new attendance program saw its absence rate fall from 6.0% to 4.0%. A comparable plant without the program saw its rate fall from 6.0% to 5.5% over the same period. Using a difference-in-differences approach, what is the estimated effect of the program?

A. A 0.5-point reduction in absence

B. A 1.5-point reduction in absence

C. A 2.5-point reduction in absence

D. A 2.0-point reduction in absence

191. A sales director tells HR he wants to drop the structured interview guide for an open account manager role because he 'can tell in five minutes' whether someone will succeed. HR has data showing structured interviews at the company predict first-year sales results better than unstructured ones. What is the BEST response?

A. Agree to let him use his own approach this time and compare his hire's results with others' later

B. Explain that unstructured interviews create legal risk and ask the legal team to reinforce that point with him

C. Tell him the structured process is required by company policy and cannot be changed for his team

D. Share the company's results data and offer to shorten the guide to the questions he finds most useful

192. Outside counsel is interviewing an employee as part of an internal investigation. What should counsel tell the employee at the start of the interview?

A. Anything the employee says is privileged and cannot be shared with anyone outside.

B. Counsel represents the company, and the company holds the privilege and may waive it.

C. Counsel represents both the company and the employee for purposes of the interview.

D. The employee holds the privilege and can block any later disclosure of the interview.

193. A manager's draft PIP states only that the employee must "improve attitude." The employee has been ignoring coworkers' requests for information and criticizing colleagues in team meetings. Which revision BEST strengthens the goal?

A. Respond to coworker requests within one business day and raise concerns privately
B. Show a noticeable improvement in attitude as judged by the manager
C. Stop being negative in meetings and become a stronger team player
D. Demonstrate a more positive and professional attitude at all times with coworkers and in meetings

194. An interviewer rates a candidate highly mainly because they attended the same college and grew up in the same hometown. Which error does this illustrate?

A. Halo effect error
B. Contrast effect error
C. Similar-to-me error
D. Stereotyping error

195. An internal candidate with strong performance reviews interviewed for a team lead promotion, but the company hired an external candidate with more leadership experience. The offer has been accepted and will be announced next week. How should HR and the hiring manager inform the internal candidate?

A. Let him learn of it from the announcement and then offer feedback if he asks
B. Have the hiring manager tell him privately, with feedback, before the announcement
C. Send him a courteous, personal email on the morning the new hire is announced
D. Have a recruiter call him after the new hire's start date to explain the hiring choice

196. A manufacturer is replacing its timekeeping and HRIS platform at eight plants. The implementation team plans to train 40 super-users, five per site, several weeks before launch. What is the MAIN reason for building this super-user network?

A. To create a group that can approve or reject vendor enhancement requests for each site
B. To give each site trained peers who answer routine questions and resolve issues quickly
C. To give each site a person with administrator rights to change the system's configuration
D. To reduce the training budget by replacing formal end-user training with peer coaching

197. An employee tells HR he will not work on any project with a specific coworker but will not say why. What should HR do FIRST?

A. Bring the two employees together to resolve their differences
B. Arrange his assignments so he never works with the coworker
C. Tell him project assignments are not optional and he must comply
D. Meet with him privately to learn the reasons behind his refusal

198. A U.S.-headquartered company employs a French citizen as finance director of its subsidiary in Brazil. How is this employee classified?

A. Parent-country national
B. Third-country national
C. Host-country national
D. Inpatriate employee

199. Under the EU Whistleblower Directive, what must private companies with 50 or more workers do?

A. Set up confidential internal reporting channels and follow up on reports within set deadlines

B. Report every whistleblower complaint received to the European Commission within 30 calendar days

C. Allow reports only from current employees and require reporters to identify themselves

D. Pay a set financial award to any worker whose report leads to a fine against the company

200. In the inclusion framework by Shore and colleagues, which crosses belongingness with value for uniqueness, what is the quadrant called in which employees are treated as insiders only when they conform to dominant norms and downplay what makes them different?

A. Assimilation

B. Differentiation

C. Exclusion

D. Inclusion

201. A company has just finished notifying 30 employees of their layoff. The remaining 170 employees know something happened but have not heard anything official. What should HR and leadership do FIRST?

A. Give remaining staff a few days to settle before holding any discussion about the layoff

B. Send a short email confirming the layoff and inviting questions through the HR inbox

C. Meet with remaining staff the same day to explain what happened, why, and what comes next

D. Announce a retention bonus for remaining staff to signal that no further cuts are planned

202. An HR department wants to start peer mentoring circles for new supervisors. Which description best fits this approach?

A. Each new supervisor is assigned a sponsor who advocates for future promotions.

B. New supervisors attend a formal classroom course led by an outside expert trainer.

C. Small groups of peers meet regularly to share challenges and learn from one another.

D. One senior leader is paired with one new supervisor for structured, long-term career guidance.

203. A manager is about to hold individual meetings to tell eight employees that their positions are being eliminated in a restructuring. HR has prepared severance packets and a handout on transition services. What should HR advise the manager to say in the first minute of each meeting?

A. Open with some small talk so the employee feels at ease before the news

B. State plainly that the position is being eliminated and that the decision is final

C. Thank the employee at length for past contributions before sharing the news

D. Walk through the company's quarterly financial results to explain why the cuts were needed

204. An HR analyst who designed the company's new onboarding program is asked to evaluate it. Her draft report cites only the metrics that improved, such as new-hire satisfaction, and leaves out 90-day turnover, which rose slightly. What should the HR manager do FIRST?

A. Have her report all relevant outcome metrics, including those that worsened

B. Reassign the evaluation to an outside consultant and discard her draft entirely

C. Approve the report but add a footnote that the author designed the program

D. Have her drop new-hire satisfaction so that the report relies on hard data only

205. HR learns that managers at a company's overseas plant routinely give government safety inspectors gifts such as electronics and restaurant vouchers during inspections, saying it is a local custom. The U.S.-based company's code prohibits gifts to government officials. What should HR do?

A. Have the plant record the gifts as facilitating payments in the books so they are documented properly.

B. Have the practice stopped and escalate the matter to legal and compliance to review it under the FCPA.

C. Allow the gifts to continue as a local custom as long as each one stays under a modest dollar amount.

D. Schedule refresher training on the gift policy at the plant and take no further action on past gifts.

206. A hospital plans to change how nurses document patient care. According to Lewin's change model, which activity belongs in the unfreezing stage?

A. Training nurses on how to use the new documentation templates and screens

B. Piloting the new templates on one unit before using them hospital-wide

C. Sharing patient-safety data showing why current documentation must change

D. Updating job descriptions and audits so the new practice becomes standard

207. A company sponsors a self-insured group health plan administered by a third-party administrator. Under HIPAA's Privacy Rule, which party is the covered entity?

A. The group health plan itself

B. The company, in its role as the employer

C. The company's payroll services provider

D. The company's HR department as a unit

208. In a three-pillar HR operating model, which work is BEST suited to the shared services center?

A. Leading the organization's culture change program after a major acquisition

B. Designing the company's new executive incentive plan with outside consultants

C. Advising the sales division's leader on workforce plans and hiring needs for a new product line

D. Processing high-volume transactions such as address changes and benefits questions

209. A unionized manufacturing plant plans to change break-room rules, including new hours for using the microwaves and lockers. The plant manager wants to post the new rules on Monday without telling anyone in advance. What should the HR manager advise?

A. Post the rules as planned on Monday and then brief the steward right afterward so the union hears the details firsthand.

B. Delay the change until the contract expires so that it can be added to the next round of contract talks.

C. Post the rules as planned and invite the steward to raise any concerns through the normal grievance procedure.

D. Meet with the union steward before the announcement to explain the change and check whether it requires bargaining.

210. A manager reports that his team agrees with the new project-tracking process in every meeting, yet most members keep missing deadlines for entering their work into the new system. What is HR's BEST advice to the manager?

A. Talk privately with team members to learn their concerns and what is getting in the way

B. Take their agreement in meetings at face value and send weekly reminders about deadlines

C. Ask the project team to simplify the system before raising the issue with his employees

D. Issue written warnings to employees who miss the next deadline for entering their work

211. Why should an HR department monitor external trends such as labor-market shifts, technology changes and new regulations continuously, rather than only during annual planning?

A. To ensure the HR budget is set before the finance team finalizes its plans

B. To replace internal workforce data with outside benchmarks in HR planning

C. To gather evidence that justifies the HR strategy leaders already approved

D. To spot emerging threats and opportunities early enough to adjust HR plans

212. At a 400-bed hospital, four newly hired nurses separately tell HR that a senior charge nurse belittles them in front of patients and calls them incompetent during shifts. The charge nurse has excellent clinical ratings, and the nurse manager worries about losing her during a staffing shortage. What should HR do FIRST?

A. Promptly investigate the reports and set interim steps, such as changing who oversees the new nurses

B. Ask the new nurses to keep a log of incidents for a month so HR has stronger evidence to act on

C. Coach the nurse manager to talk informally with the charge nurse about her tone with new staff

D. Hold a unit-wide civility training session for all staff so the charge nurse is not singled out by name

213. Two vice presidents are in a bitter dispute over control of a shared budget, and the HR director who would normally mediate reports directly to one of them. Both VPs say they are willing to try mediation. What is the BEST choice?

A. Assign a junior HR generalist who reports to neither VP to conduct the mediation session.

B. Have the HR director mediate but disclose the reporting line to both VPs at the first session.

C. Engage a qualified external mediator so that both vice presidents see the process as neutral.

D. Ask the CEO to listen to both vice presidents and then decide who controls the budget.

214. A company's self-funded health plan covers hospital stays at 80% for all conditions but pays only 50% for hospital stays related to childbirth. What does the Pregnancy Discrimination Act require?

A. The plan may pay less for childbirth if the difference is disclosed in the plan's SPD.

B. The plan must cover pregnancy costs at 100% because childbirth is a protected medical event.

C. The plan may set its own terms for pregnancy costs because health plans fall under ERISA.

D. The plan must cover pregnancy-related costs on the same terms as costs for other conditions.

215. A plant trained maintenance staff on revised lockout/tagout procedures and wants to know whether the steps are actually being followed on the floor. Which measure and timing is BEST?

A. Trained observers audit lockout work with a checklist about 30, 60 and 90 days after training.

B. Compare the plant's recordable injury rate for this year with the plant's recordable injury rate for the prior year.

C. Survey employees one week after training about their confidence in using the lockout steps.

D. Give a written test on the lockout steps on the final day of the lockout training course.

216. A strong financial analyst has resigned to take a job with a competitor at 12% higher pay. Her manager asks HR to approve a counteroffer that matches the new salary. What is the BEST advice from HR?

A. Decline the request, since company policy should bar counteroffers in every situation

B. Learn why she is leaving first, and weigh whether more pay solves it and fits internal equity

C. Offer a larger raise than the competitor so the analyst has no reason to reconsider later

D. Approve the matching offer right away, since replacing an analyst usually costs more than the raise

217. In an investigation report, how does a finding of fact differ from a policy-violation conclusion?

A. A finding states what the complainant alleged; a conclusion states what the accused admitted in the interview.

B. A finding requires proof beyond a reasonable doubt; a conclusion requires only a preponderance of the evidence.

C. A finding states what more likely than not happened; a conclusion states whether that conduct broke a policy.

D. A finding states whether the conduct was unlawful; a conclusion states the discipline the employer will impose.

218. A collective bargaining agreement defines a grievance as "any dispute concerning the interpretation or application of this Agreement." Which complaint would MOST likely fall outside this definition?

A. An employee objects that a raise the contract does not mention went to someone else

B. An employee says overtime was offered out of the seniority order the contract sets

C. An employee says his vacation pay was figured at a rate below the contract's scale

D. An employee says a three-day suspension lacked the just cause the contract requires

219. A manager tells HR he will not promote a well-qualified analyst to team lead because she took 10 weeks of FMLA leave last year and 'might not be reliable.' The other candidate is less qualified. What should HR advise?

A. The decision is allowed, since promotions are not FMLA-protected

B. The decision is allowed if he cites reliability rather than the leave

C. The decision is allowed if the leave was more than 6 months ago

D. Using her FMLA leave as a factor in the promotion would be unlawful

220. Recruiting wants a report on which sources produce the most effective hires, but the applicant tracking system is missing the source field for 30% of hires. What should HR do FIRST?

A. Run the report on the 70% of hires with a recorded source, since that sample is large enough.

B. Assign the missing hires to sources in the same proportions as the hires whose source is known.

C. Make the source field mandatory in the system and delay the report until a full year of complete data exists.

D. Check whether the missing records cluster by period, role, or recruiter and try to recover them.

221. Exit interviews reveal that many employees saw problems in their departments but never mentioned them because nothing changed when others did and managers seemed to resent bad news. What is this pattern called, and what is its main driver?

A. Social loafing, driven by unclear individual accountability within teams

B. Ethical fading, driven by framing decisions only in business, schedule or cost terms

C. Groupthink, driven by a team's strong wish to keep consensus on decisions

D. Organizational silence, driven by a belief that speaking up is futile or risky

222. An analytics vendor offers a feature that uses wellness-app and benefits data to flag employees who are likely to be pregnant, so managers can plan staffing. What is the BEST response from HR?

A. Accept the feature if employees can opt out of the predictions during each annual enrollment period.

B. Decline the feature, since acting on predicted pregnancy would risk pregnancy discrimination and privacy harm.

C. Accept the feature if the flags are shared only with HR and not with the employees' direct managers.

D. Accept the feature on a trial basis and check the flags for accuracy against actual leave requests before using them for staffing.

223. An employee received a written warning, and the union filed a grievance 45 days later. The contract requires grievances to be filed within 10 working days of the event, and the union offers no explanation for the delay. How should the employer respond to preserve its position?

A. Process the grievance on the merits through each step and raise the timeliness defense for the first time at arbitration.

B. Refuse to process the grievance and ask a court to rule that it is not arbitrable, because procedural issues are for courts.

C. Deny the grievance as untimely in writing at the first step and keep raising the timeliness objection at each step.

D. Accept the grievance as timely to maintain good relations, since arbitrators generally ignore contract filing deadlines.

224. A union is processing a grievance for an employee who was suspended for safety violations. It asks the employer for the discipline records of other unit employees who committed similar violations. How should the employer respond?

A. Provide the records only if the union first agrees to drop any related arbitration claim

B. Refuse, since the duty to provide information applies only during contract negotiations

C. Provide the records, since comparator information is relevant to the union's grievance

D. Refuse, since discipline records of other employees are always confidential personnel files

225. Why should HR maintain an up-to-date inventory of the AI tools used in people decisions across the organization?

A. An inventory lets HR reduce licensing costs by consolidating tools that overlap in function across departments.

B. Risks such as bias, privacy and notice duties cannot be assessed or managed for tools the organization does not know it uses.

C. An inventory lets HR show regulators and auditors that any tool on the list has been formally approved and is therefore compliant.

D. Vendors require a registered list of internal users before they will provide software updates or technical support.

226. During an economic strike, an employer kept running with temporary replacements only and hired no permanent replacements. The union then made an unconditional offer for all strikers to return to work. What must the employer do?

A. Reinstate only strikers whose jobs have not been filled by a temporary worker

B. Reinstate the strikers to their jobs, releasing the temporary replacements if needed

C. Place the strikers on a preferential recall list and bring them back as vacancies arise

D. Reinstate the strikers once the contract dispute that caused the strike is settled

227. HR is reviewing pay for four employees. Which employee has a red-circle rate?

A. Lee, who is paid $83,500 in a range of $58,000 to $82,000

B. Ana, who is paid $56,000 in a range of $58,000 to $82,000

C. Raj, who is paid $82,000 in a range of $58,000 to $82,000

D. Kim, who is paid $78,000 in a range of $58,000 to $82,000

228. An AI productivity tracker scores employees partly on the number of emails they send. After scores are shared, several employees start sending many short, low-value emails, and their scores rise while their output does not. What is the manager's BEST fix?

A. Stop sharing the scores with employees so that they can no longer adjust their behavior.

B. Raise the email threshold so that only the highest-volume senders on the team can earn the top scores.

C. Discipline the employees who sent excessive emails for misusing company systems and time.

D. Revise the measures to emphasize work outcomes and use the tracker's data as just one input.

229. A hotel's appearance policy requires hair to be "neat and conservative." A supervisor tells a Black front-desk agent that her locs violate the policy and she must cut them, though white employees with long or styled hair have not been cited. What should HR do?

A. Offer her a back-office role where the appearance policy does not apply

B. Let the directive stand, since federal courts treat hairstyles as a mutable choice

C. Halt the directive and review whether the rule targets race-linked hairstyles

D. Allow the locs only if she documents a religious reason for wearing them

230. An HR analyst reviewing July's turnover compares it with July of the previous year rather than with June of this year. What is the main reason for this approach?

A. Comparing the same month across years controls for seasonal patterns that recur each year.

B. Comparing with last July is more accurate, because last year's figures have been audited.

C. Comparing adjacent months is not allowed under the standard formula for monthly turnover.

D. Comparing the same month across years removes the effect of headcount growth on the turnover rate.

231. Within the first few minutes of an interview, a hiring manager decides a candidate seems "not technical enough." For the rest of the interview, he asks only questions that probe the candidate's gaps and skips the questions about her past engineering projects. Which bias is MOST evident?

A. Similar-to-me bias

B. Recency error

C. Confirmation bias

D. Contrast effect

232. An HR team sets a rule that engagement survey results are reported for a work group only if at least five employees in that group responded. What is the main purpose of this rule?

A. To reduce the number of separate reports managers must review and act on

B. To make certain that each team's results are statistically significant

C. To keep individual answers from being identified and protect confidentiality

D. To meet a federal recordkeeping rule that applies to stored employee opinion survey data

233. The compensation center of excellence (COE) has designed a new pay policy. The HR business partner for sales believes it will disrupt commission timing for the sales team, but the COE says the policy applies as written. What should the HRBP do?

A. Implement the policy as written and keep the concerns private to avoid conflict with the COE

B. Share business impact data with the COE and escalate to HR leadership if still unresolved

C. Tell sales managers to apply the policy flexibly until the disagreement is settled

D. Draft a sales-specific exception to the policy and announce it to the sales team

234. HR is making a training video accessible. Which pairing of format and primary user need is correct?

A. Captions for blind viewers, audio description for deaf viewers, and transcripts for low-bandwidth users

B. Captions for deaf viewers, audio description for low-bandwidth users, and transcripts for blind viewers

C. Captions for low-bandwidth users, audio description for deaf viewers, and transcripts for blind viewers

D. Captions for deaf viewers, audio description for blind viewers, and transcripts for low-bandwidth users

235. A department head proposes moving her 40-person team to full-time remote work and giving up their office space, which would save $250,000 a year in rent. She asks HR to review her proposal before she presents it. What should HR add to the analysis?

A. A plan for monitoring employees' computer activity to confirm that they are working during scheduled hours

B. Benchmark data on how many companies in the industry have adopted full-time remote work for similar teams

C. A survey of team members showing how many would prefer remote work and how many would rather stay in the office

D. Effects on productivity and retention, plus new costs such as equipment, stipends and multistate compliance

236. A union has a dispute with an electrical subcontractor at a construction site where several other subcontractors also work. The HR manager for a neutral plumbing subcontractor asks what limits apply to the union's picketing at the shared site. What should the HR manager be told?

A. Picketing is allowed anywhere on the site, as long as the signs avoid naming the plumbing subcontractor.

B. Picketing may target any contractor at the site, since all contractors there work under and share one general contractor.

C. Picketing is barred at the site entirely, because any picket at a shared site is a secondary boycott.

D. Picketing must occur only while the electrical sub works at the site, near its work, with signs naming it.

237. Several team members tell HR that their manager gave the top rating to a coworker who is his close personal friend, even though the coworker's results were average. What should HR do FIRST?

A. Tell the team members that ratings are confidential and close the complaint

B. Remove the manager from rating any of his employees for the rest of the year

C. Gather the data behind the rating and review it with the manager's leader

D. Lower the coworker's rating to match the team average and inform the manager

238. Sales staff complain that the company's AI learning platform keeps recommending coding courses to them. What should L&D do to fix the problem?

A. Remove all coding courses from the catalog so the platform can no longer recommend them to anyone.

B. Tell sales staff to ignore the recommendations and search the course catalog on their own instead.

C. Require sales staff to finish one coding course so the platform learns more about their actual learning preferences.

D. Check the role and skills data driving the recommendations and align content tags with sales competencies.

239. A 401(k) plan uses a six-year graded vesting schedule for the employer match that provides 20% vesting after two years of service and 20% more each year after that. An employee leaves after exactly four years of service with $10,000 in employer matching contributions. How much of the match is vested?

A. $4,000

B. $10,000

C. $8,000

D. $6,000

240. Under a recoverable draw against commission, what happens when a salesperson's commissions in a period are less than the draw paid?

A. The shortfall is charged to the sales manager's incentive budget

B. The shortfall is forgiven at period end and does not affect future commission pay

C. The shortfall is carried forward and offset against future commissions

D. The shortfall is converted into base salary for the next pay period

241. An employee returns from medical leave with a lifting restriction approved as an ADA accommodation. Under the ADA's confidentiality rules, who may be told about the restriction?

A. The employee's coworkers, regarding the diagnosis behind the schedule change

B. The company's leadership team, regarding all accommodations at each review

C. The employee's supervisor, regarding the work restriction and accommodation

D. The employee's supervisor, regarding the diagnosis and full treatment plan

242. A customer success team is drafting key results for the objective "Keep more of our customers." Which key result measures an outcome rather than an activity?

A. Launch a new customer onboarding email series this quarter

B. Publish 15 new help-center articles for common questions

C. Reduce the quarterly customer churn rate from 8% to 5%

D. Hold 20 check-in calls with at-risk accounts each month

243. After several briefings, employees can clearly explain why the company is moving to a new expense system, but many say they have no interest in using it and plan to keep submitting paper forms. In the ADKAR model, which element is the barrier?

A. Awareness

B. Reinforcement

C. Desire

D. Knowledge

244. A top-performing salesperson repeatedly berates the administrative staff. When HR raises it, the sales manager says he does not want to rock the boat with his best producer. What is HR's BEST coaching approach?

A. Show him the risks of avoiding it and help him plan the conversation

B. Offer to hold the conversation with the salesperson in his place

C. Agree to wait until the salesperson's results decline before acting

D. Suggest that the admin staff be moved to report to a different manager

245. Why do HR technology experts generally prefer configuration over customization when implementing a SaaS HRIS?

A. Customizations are prohibited by federal law in most SaaS contracts

B. Configuration ensures the system will match every current process without any changes

C. Configuration lets the client edit the vendor's source code directly

D. Customizations can complicate vendor upgrades and raise long-term costs

246. Employees complain that remote-work requests are approved by some managers and denied by others for similar jobs. HR finds the company has no written criteria for approving requests. What is the BEST solution?

A. Let each department set its own rules so managers can meet their local needs.

B. Train managers on fairness so they use sounder judgment on each request.

C. Move all remote-work approvals to HR so decisions are made centrally.

D. Set clear approval criteria in a policy and train managers to apply them.

247. A marketing consultant who controls her own hours, uses her own equipment and serves many clients claims that a company ended her engagement because of her religion. Can she bring a Title VII claim against the company?

A. Yes, because Title VII protects anyone who performs paid services for a covered employer.

B. Yes, because only the IRS 20-factor test is used to decide whether a worker is covered by Title VII.

C. No, because Title VII covers employees, and courts weigh the company's right to control her.

D. No, because Title VII excludes any worker whose contract is shorter than one year.

248. A warehouse employee files a workers' compensation claim for a back injury. Which people in the organization should receive the medical details of the claim?

A. The employee's supervisor, so that daily tasks can be adjusted around the injury

B. Only those who need them to manage the claim, such as the claims administrator

C. All managers in the warehouse, so they can plan coverage while the employee heals

D. Coworkers who saw the injury, so that their witness statements will be accurate

249. An HR generalist has drafted a 90-item engagement survey for warehouse employees, who get two 15-minute breaks per shift and would complete it on shared kiosks. What should the generalist do?

A. Split the 90 items into three versions and give each employee a randomly assigned version.

B. Keep all 90 items but offer a prize drawing to motivate employees to finish the full survey.

C. Cut the survey to the items most tied to its goals so it can be finished in about 10 minutes.

D. Keep all 90 items but let employees save their progress and finish the survey across several breaks.

250. A warehouse employee was discharged on February 10. She believes she was fired for urging coworkers to complain together about forced overtime, and she asks HR how long she has to file an unfair labor practice charge with the NLRB. What is the last month in which a timely charge can be filed?

A. May, within 90 days of the discharge

B. December, within 300 days of the discharge

C. February of next year, within one year

D. August, within six months of the discharge

251. An employee in a state with a fair employment practices agency is terminated on March 1 of a non-leap year and believes the termination was discriminatory under Title VII. Assuming the deadline falls on a business day, what is the last day to file an EEOC charge?

A. December 26

B. January 1 of the next year

C. March 1 of the next year

D. August 28

252. A restaurant server tells her manager that a regular customer has grabbed her twice while she served his table. The customer spends heavily and is friendly with the owner. What should the manager do?

A. Wait to act until the customer's behavior is seen by another employee or a manager.

B. Take prompt action, such as reassigning his table and warning or banning him, and document it.

C. Ask the server to tell the customer directly that his behavior makes her uncomfortable.

D. Advise the server to avoid the customer as best she can, since he is not a company employee or contractor.

253. A sales manager fires a sales representative for missing her quarterly targets three quarters in a row. He asks HR to deny her COBRA, arguing that her failure was "gross misconduct." What should HR do?

A. Offer COBRA, since poor performance does not meet the gross misconduct standard that permits denial.

B. Deny COBRA, since repeated failure to meet documented sales goals over several quarters after warnings amounts to gross misconduct.

C. Ask the plan's insurer to decide, since the employer has no say in COBRA eligibility.

D. Offer COBRA but charge her 150% of the plan cost, since she was terminated for cause.

254. During review of a contract for an AI candidate-ranking tool, legal finds that the vendor accepts no indemnification for discrimination claims, even though the vendor designs and trains the model. What should HR make its negotiation priority?

A. Drop the indemnity issue and instead request a larger discount on the price of the annual license fee.

B. Seek indemnity for claims caused by the tool's design, knowing the employer stays liable for its own use.

C. Require the vendor to take on all legal liability for the tool, so that the employer has no exposure to any claims at all.

D. Accept the contract as is, because federal law places liability for the tool's results only on vendors.

255. What is the main benefit of having employees complete a self-appraisal before their performance review meeting?

A. It allows the manager to adopt the employee's own ratings as the final ratings

B. It reduces the need for managers to document performance throughout the year

C. It shields the employer from claims, since employees have rated themselves

D. It engages employees and reveals gaps between their view and the manager's

256. After a benefits error, an HR manager tells the affected employee: "I'm sorry. We entered the wrong coverage tier, and that was our mistake. I know this caused you stress at the pharmacy, and we've reimbursed the full cost." Which element of an effective apology is missing?

A. An acknowledgment of responsibility for the error that occurred

B. An offer to repair the harm the error caused

C. An expression of regret for what occurred

D. A commitment to keep the error from happening again

257. A hospital unit is introducing a new patient shift-handoff protocol. Planning meetings were held during the day, and night-shift nurses, who perform half of all handoffs, were not involved and are now objecting. Rollout is planned in three weeks. What should HR recommend?

A. Postpone rollout until night-shift nurses are able to attend the daytime planning meetings

B. Meet with night-shift nurses at their hours and adjust the protocol before rollout

C. Ask day-shift nurses to brief their night-shift colleagues on the new protocol

D. Send night-shift nurses the final protocol along with a summary of its rationale

258. In an offer negotiation, the candidate will not accept less than $64,000, and the company will not pay more than $70,000. The candidate opened at $75,000 and the company opened at $60,000. What is the zone of possible agreement (ZOPA)?

A. $60,000 to $64,000
B. $60,000 to $75,000
C. $70,000 to $75,000
D. $64,000 to $70,000

259. A copier vendor's technician repeatedly makes sexual comments to a receptionist during weekly service visits at a client's office. The receptionist reports it to her employer's HR department. What is the employer's obligation?

A. Move the receptionist's desk away from the area where the copier sits
B. Refer the receptionist to the vendor so she can file her own complaint with its HR team
C. None, since the technician is employed by the vendor, not by the company
D. Act promptly, such as notifying the vendor and seeking a different technician

260. An employee's job is permanently changed: she now has authority over a $500,000 budget and supervises two staff members. Her manager asks HR whether her job should be in a higher grade. What should HR do FIRST?

A. Wait for the next salary survey cycle to see whether the market rate for the job has changed
B. Have the manager update the job description so the job can be re-evaluated
C. Retitle the job as a supervisor and move it to the next higher grade in the existing structure
D. Grant a 10% increase now and update the job description during the next annual review cycle

261. An employee resigns six months after the company paid $40,000 to relocate her family. Her signed agreement requires repayment if she leaves within 24 months, prorated monthly for time not worked. What should HR do?

A. Request $30,000 and confirm wage-deduction rules before using her final pay.
B. Deduct the full $40,000 from her final paycheck under the signed agreement.
C. Request the full $40,000, since she left within the two-year repayment period.
D. Waive repayment because collecting it from a departing employee is not worth it.

262. The inside sales team and the field sales team each claim responsibility for the same set of mid-sized customer accounts, and their disputes are growing. What is the MOST likely root cause of this conflict?

A. Ambiguous jurisdiction over who owns the accounts
B. Communication barriers between remote and office staff
C. Personality differences between the two team leaders
D. Differing values about how to treat customers

263. A newly promoted supervisor tells HR that a former peer, now his direct report, questions his decisions in front of the team and tells others to ignore them. What is the BEST coaching approach for HR?

A. Help him plan a private conversation that sets clear expectations
B. Suggest he overlook the behavior until the team adjusts to him
C. Advise him to correct the employee publicly to establish authority
D. Recommend issuing a written warning at the next occurrence

264. An HR planner is building a workforce plan for an engineering firm. Which factor should be classified as an internal SUPPLY factor rather than a demand factor?

A. A projected rise in client orders for engineering services over the next two fiscal years
B. Expected promotions, transfers and turnover among current engineers
C. New design software expected to raise engineer productivity
D. Planned expansion into a new product line requiring more engineers

265. HR learns that a production supervisor has been telling employees they will get a paid afternoon off if they sign a petition to decertify the union. Several employees have already signed. What should HR do FIRST?

A. Let the supervisor continue, since employees are free to decide whether to sign the petition
B. File the petition with the NLRB quickly, before the union learns of the supervisor's offer
C. Have the supervisor stop at once and withdraw the offer, as such help can taint the petition
D. Honor the offer for employees who already signed, to keep the supervisor's word to them

266. A nonexempt employee takes two 25-minute breaks each shift to pump breast milk and is fully relieved of duty during them. The company's other breaks are unpaid meal periods. Under federal law, when must this lactation break time be paid?

A. Whenever her break lasts longer than the 20 minutes allowed for rest breaks
B. When she is not fully relieved of duty or uses a break that is normally paid
C. Only if the company has 50 or more employees and the breaks are pre-approved
D. Only during the first six months after the birth of her child, not afterward

267. An HR manager is building a business case for a retention program but does not have exact data on what turnover costs the company. Leaders want the case next month. What is the BEST approach?

A. Use reasonable estimates from internal data and research, and state the assumptions
B. Leave turnover cost out of the business case until exact figures can be gathered
C. Use the highest published turnover cost estimate available to show the program's full value
D. Ask leaders to approve the program on the strength of employee feedback alone

268. A unionized warehouse forms an employee problem-solving team to recommend changes to break schedules and shift rotations. The union steward objects that these are working conditions covered by bargaining. What is the BEST HR response?

A. Continue, since the team only makes recommendations and does not bargain
B. Pause the team and meet with the union to agree on its scope and role
C. Ask employees to vote on whether the team should continue meeting
D. Staff the team with nonunion supervisors so the union has no basis to object

269. Why do skilled change leaders treat employee resistance as a source of information rather than as defiance to be overcome?

A. Resistance often points to real concerns or flaws in the plan that leaders can address

B. Resistance usually fades without any action once employees see that senior leaders are fully committed

C. Resistance is mainly a sign of weak performers who should be coached or replaced

D. Resistance shows the change was poorly timed and should usually be postponed

270. HR is pricing a niche specialist job and finds that only four organizations reported data for it in the company's main survey. What should HR do before relying on this data?

A. Contact the four organizations directly to confirm the pay they reported for this job

B. Average the four reported rates with the company's own current pay for this job

C. Treat it as directional and supplement it with other surveys or closely related job matches

D. Use the reported median as is, since it is the only direct survey match for this specialist job

271. After a pay equity study, a company makes salary adjustments to close unexplained gaps. HR wants to prevent the gaps from reappearing during the next merit cycle. What is the BEST process control?

A. Analyze proposed merit increases for group disparities before they are finalized each cycle.

B. Repeat a full regression-based pay equity study every five years to confirm that progress is holding.

C. Give every employee the same merit percentage so no manager discretion can affect pay.

D. Hold a one-time training for managers on unconscious bias before the next merit cycle.

272. Why is $100,000 received three years from now worth less than $100,000 received today?

A. Accounting rules require all future receipts to be recorded at half of their face value today

B. Money today can be invested to earn a return, and inflation erodes future value

C. Future payments are taxed at higher rates than payments received today

D. The company must pay interest to a bank on any amount it receives later

273. A grocery chain bargains as part of a multi-employer association. Three sessions into negotiations with the union, the chain decides it would rather bargain separately and wants to withdraw from the association. Under NLRB rules, when may it do so?

A. At any time before a contract is signed, as long as it gives the association written notice.

B. At any time, because participation in multi-employer bargaining is permissive for each employer.

C. Only with the union's consent or in unusual circumstances, because negotiations have already begun.

D. Only after the association and the union reach an impasse, since impasse permits any employer to leave.

274. HR is designing baseline AI literacy training for all employees, most of whom are not technical. Which topic belongs in this training?

A. Writing code to fine-tune large language models on the company's internal HR documents and data

B. Recognizing that AI output can be wrong and must be checked before it is relied on

C. Comparing the neural network designs that different AI vendors use in products

D. Building statistical models that predict employee turnover from HR system data

275. An HRIS logs which user viewed or changed each employee record, what was changed and when. What is the PRIMARY purpose of this audit trail?

A. To speed up the system by storing frequently viewed records for quicker retrieval

B. To back up employee records so they can be restored after a server failure occurs

C. To create accountability and allow investigation of improper access or changes

D. To keep users from viewing any records outside their role-based access permissions

276. A dependable top-performing payroll specialist learns she has been placed in the high-performance, low-potential box of the company's nine-box grid. She asks HR what that means for her future. What is the BEST approach?

A. Recognize her value in her role and discuss ways to grow her expertise and influence

B. Advise her to apply for management roles to show she has more potential than assessed

C. Tell her that the placement is temporary and she will move up at the next talent review

D. Explain that placements are confidential and that she should discuss it with no one

277. An HR team is deciding between a questionnaire and one-on-one interviews to gather training needs data. What is the main advantage of a questionnaire compared with interviews?

A. It builds stronger buy-in by giving each employee personal attention from HR staff

B. It captures richer information about the causes behind each performance problem

C. It lets the HR team probe for detail and ask follow-up questions about unclear answers

D. It reaches many people quickly at low cost and produces data that is easy to summarize

278. HR is scheduling the involuntary termination of an employee in a state where the company has not terminated anyone before. Regarding the final paycheck, what should HR verify FIRST?

A. The date of the next regular payday, which federal law makes the deadline.

B. The FLSA rule requiring final pay within 72 hours of any termination.

C. Whether the employee will sign a release before final pay is issued.

D. The state's deadline for final pay, which may be the day of termination.

279. After an HR coordinator resigned, IT discovered that on her last day she emailed herself a spreadsheet with all employees' names, home addresses and personal phone numbers. She now works for a staffing firm. What is the BEST response?

A. Work with legal to require her to delete or return the list and to confirm in writing that she has done so.

B. Notify all employees that their data was taken and recommend that they place credit freezes right away.

C. Contact her new employer to report the incident and ask it to make sure she does not use the list.

D. Take no action unless the list is actually misused, since names and contact details are not sensitive personal information.

280. During a grievance meeting, a supervisor spends most of the time an employee is talking working out counterarguments in his head. Afterward, he cannot recall key details the employee raised. Which listening barrier does this show?

A. Identifying

B. Rehearsing

C. Mind reading

D. Placating

281. A company with a calendar-year 401(k) plan adopts an amendment in March that adds a Roth deferral option, a material change to the plan. Under ERISA, what is the latest date by which participants must receive a summary of material modifications (SMM)?

A. 210 days after the end of the plan year in which the change was adopted

B. 30 days before the plan amendment first takes effect for participants

C. 60 days after the date on which the plan amendment was formally adopted by the plan sponsor's board

D. 90 days after the plan amendment first takes effect for participants

282. An AI analytics tool reports that remote employees are promoted at a lower rate than on-site employees. HR then notes that the remote group has, on average, much shorter tenure. What analytical issue does this raise?

A. The tool has overfit its data, since it was trained mostly on records of on-site employees.

B. Tenure may be a confounding variable that explains part or all of the promotion gap.

C. The result shows reverse causation, since lower promotion rates cause employees to work remotely.

D. The gap reflects sampling error, since remote employees are a smaller share of the workforce.

283. An analysis finds a statistically significant difference in overtime between two shifts: the night shift averages 0.2 more hours of overtime per week. The night shift supervisor wants to overhaul the shift schedule because of it. What should HR advise?

A. Rerun the analysis with a larger sample to confirm that the difference is real before changing anything.

B. Support the overhaul, since a statistically significant result shows the difference is meaningful.

C. Recommend overhauling only the night shift's schedule so that the change causes less disruption.

D. Explain that a gap of 12 minutes a week, though significant, is likely too small to justify an overhaul.

284. A product support team has members in four time zones. In each weekly call, the HR manager learns that people have spent the week on different priorities, and some work has been duplicated. What should the HR manager propose FIRST?

A. A shared, visible goal tracker that lists team priorities, owners and status for everyone to see

B. A rule that all work requests must be approved by the manager before any team member starts

C. Daily video meetings at a fixed time so that everyone hears the same priorities from the manager each morning

D. Moving all team members to one time zone schedule so they can coordinate in real time

285. An HR project manager drafting the scope statement for a new onboarding portal includes a section titled 'Out of scope,' listing items such as offboarding workflows and contractor onboarding. What is the main purpose of listing these exclusions?

A. To document the work that will be assigned to outside contractors

B. To set clear stakeholder expectations and help prevent later scope creep

C. To record the features that will be added in the next release of the onboarding portal

D. To identify the risks most likely to delay the portal's launch date

286. What is the main purpose of back-translation when an organization translates an employee survey into another language?

A. To create a second version of the survey in a third language for multilingual respondents

B. To check accuracy by having another translator convert it back to compare with the original

C. To confirm that the survey complies with each country's data privacy laws before launch

D. To reduce translation cost by having the same translator convert the text in both directions

287. In the past year, 9 of 150 employees in Group X and 6 of 200 employees in Group Y were disciplined. How does Group X's discipline rate compare with Group Y's?

A. Group X's rate is 6.0% and Group Y's is 4.0%, so X's rate is 1.5 times Y's.

B. Group X's rate is 6.0% and Group Y's is 3.0%, so X's rate is twice Y's.

C. Group X's rate is 4.5% and Group Y's is 4.0%, so the rates are nearly equal.

D. Group X had 9 cases and Group Y had 6, so X's rate is 1.5 times Y's.

288. A company raises the cutoff score on its AI resume screener so that fewer applicants advance. What is the most likely effect on screening errors?

A. Both kinds of errors decrease, since a higher cutoff makes the screener more precise.

B. Fewer unqualified applicants advance, but more qualified applicants are screened out.

C. Neither kind of error changes, since the cutoff affects only the number advancing.

D. More unqualified applicants advance, but fewer qualified applicants are screened out.

289. During an RFP for a new benefits administrator, one bidder emails HR asking whether the company will consider a three-year contract term. What is the BEST way to handle the question?

A. Answer it in writing and share the question and answer with every bidder under the same deadline.

B. Decline to answer and tell the bidder to state any contract-term assumptions clearly in its written proposal.

C. Answer it for that bidder only, since the other bidders did not ask the question themselves.

D. Answer it on a call with that bidder so the discussion stays confidential and is not shared.

290. A newly formed cross-functional team is stuck in constant arguments about who owns which tasks, and its leader asks HR for help. What is the BEST intervention?

A. Facilitate a session to clarify goals, roles and decision rights, and record them in a team charter.

B. Advise the leader to assign roles by seniority so that the arguments about task ownership end as quickly as possible.

C. Suggest replacing the most argumentative members so the remaining team can move forward.

D. Recommend that the team wait it out, since conflict in this stage usually resolves without help.

291. What is the main deliverable of an HRIS needs analysis?

A. Prioritized must-have and nice-to-have requirements tied to pain points

B. A shortlist of HRIS vendors ranked by their price, market share and analyst ratings

C. A signed contract with the vendor selected by the project committee

D. A detailed implementation timeline with a fixed go-live date

292. A Title VII charge has been pending with the EEOC for seven months, and the charging party wants to go to court. What can the charging party do?

A. Request a notice of right to sue, which the EEOC must issue after 180 days.

B. File suit right away, because Title VII has no requirement to wait for a notice.

C. Request a notice of right to sue, which the EEOC issues only after a cause finding.

D. Nothing yet, because the EEOC must finish its investigation before any suit is filed.

293. HR is deciding whether to invest in a mentoring program and wants the most trustworthy evidence on whether such programs improve retention. Which source provides the STRONGEST evidence?

A. A panel of respected HR leaders who unanimously agree that mentoring is a proven retention tool

B. A large survey in which employees rate how much mentoring influenced their tenure

C. A detailed case study of one company that credits mentoring with lower turnover

D. A meta-analysis that combines dozens of randomized studies of mentoring and retention

294. HR is facilitating a hiring committee for a vice president role. The CEO opens by praising one finalist, and within minutes the committee agrees to select him, though one member later tells HR privately that she had concerns about his references. What is HR's BEST intervention?

A. Accept the decision, since the committee reached agreement quickly and the CEO supports the choice.

B. Run a final reference check on the candidate and proceed with the offer if nothing turns up.

C. Reopen the discussion and have each member evaluate every finalist against the criteria first.

D. Tell the CEO privately about the member's concerns and let the CEO decide whether to revisit.

295. A U.S.-based sales director has spent 170 days in Germany so far this year, and three more multiweek trips there are planned before year-end. Her travel is not managed as an assignment. What should HR do FIRST?

A. Convert her travel into a formal two-year assignment based in Germany.

B. Let the trips proceed as planned and review her tax position after the year has ended.

C. Alert tax advisers now and review the trips against the treaty day threshold.

D. Tell her to keep any single trip to Germany shorter than thirty days.

296. A talent acquisition team wants a metric that measures how quickly it moves candidates through the process, counting the days from when a candidate applies or enters the pipeline to when that candidate accepts the offer. Which metric fits this definition?

A. Time-to-hire

B. Time-to-fill

C. Requisition aging

D. Time-to-start

297. An HR leader reviewing a struggling customer service department concludes that the problems stem from unclear roles, overlapping job responsibilities and weak coordination between shifts. Which of Bolman and Deal's four frames is she using?

A. Political frame

B. Structural frame

C. Symbolic frame

D. Human resource frame

298. A U.S.-based manager needs to give corrective feedback about missed quality checks to a new team member who recently relocated from Japan, a high-context culture. What is the BEST approach?

A. Avoid the topic for now and quietly fix the quality checks himself instead
B. Raise the issue in the team meeting so the expectation is clear to everyone
C. Give the feedback privately and tactfully, focusing on the work, not the person
D. Give blunt, direct feedback, since U.S. workplace norms apply to everyone in this office

299. An HR business partner has held three coaching sessions with a sales manager. Each time they agree on two actions, such as weekly one-on-ones with her reps, and each time she returns having done neither. What is the BEST response at the next session?

A. End the engagement and note that she is not open to being coached
B. Name the pattern candidly and explore what is blocking her follow-through
C. Report her lack of progress to her director before the next coaching session
D. Replace the agreed actions with smaller ones without discussing why

300. In a team meeting, a manager says, "I'm always open to your feedback," while frowning, crossing his arms and checking his phone. His team rarely offers suggestions. What communication problem does this BEST illustrate?

A. His nonverbal cues contradict his words, so the team believes the nonverbal message
B. His message is filtered by the team, which hears only the parts that suit its views
C. His team shows groupthink, which keeps members from voicing opinions that differ
D. His statement is too general, so the team does not know what feedback he wants

301. A company gave 60 days' WARN Act notice of a plant closing set for March 1. Equipment delays push the closing back three weeks. How should HR handle the notice?

A. Send additional notice promptly that cites the original and new date
B. Take no action, since the original notice already satisfied the law
C. Notify only the state dislocated worker unit and the local government
D. Issue a new notice and push the closing back another full 60 days

302. In the Crucial Conversations model, which principle involves asking yourself what you really want for yourself, for the other person and for the relationship before speaking?

A. Learn to look
B. Master my stories
C. Start with heart
D. Make it safe

303. Store managers at a retailer send scheduling and coverage questions to hourly employees through a mobile app, often after 9 p.m., and expect quick replies. Employees are not paid for this time. What risk should HR flag FIRST?

A. The FLSA prohibits employers from contacting nonexempt employees by phone or app outside of their scheduled shifts.

B. The FLSA limits employer monitoring of personal devices, so the app may violate employee privacy.

C. The messages may count as on-call time, which the FLSA requires employers to pay at double time.

D. Off-the-clock time spent answering work messages may be compensable work under the FLSA.

304. A vendor validated its AI assessment by testing current employees and comparing their scores with their latest performance ratings. A second vendor tested applicants and compared scores with their performance a year after hire. What distinguishes these two approaches?

A. The first is content validation and the second is construct validation.

B. The first is concurrent validation and the second is predictive validation.

C. Both are concurrent validation because they correlate scores with performance.

D. The first is predictive validation and the second is concurrent validation.

305. Regional unemployment has fallen to a record low just before a call center's peak hiring season, when it normally adds 80 seasonal agents. What is the BEST adjustment to the recruiting plan?

A. Keep the usual timeline, since the same seasonal plan has worked in past years

B. Raise referral bonuses and rely on employee referrals as the main hiring source

C. Lower the hiring target and plan for more overtime among current call center staff during the peak

D. Start sourcing earlier, widen candidate pools and check that offers are competitive

306. A company revises its attendance policy. The handbook includes a right-to-revise clause. What is the BEST way to roll out the change so it can be enforced?

A. Distribute it with an effective date and get each employee's acknowledgment.

B. Post it on the intranet without notice, since the right-to-revise clause permits changes.

C. Announce it at a staff meeting and wait to revise the handbook next year.

D. Apply it to past absences, so that all records follow the same rule.

307. A tornado has just struck near a manufacturing plant during the second shift, damaging part of the building. The plant manager calls HR and asks what to do first. What should HR advise?

A. Report the incident to OSHA within eight hours as required by its rules

B. Notify the company's property insurer so a damage claim can be opened right away

C. Send all employees a message explaining how pay will work during repairs

D. Account for every employee on shift using rosters and assembly-point reports

308. An employee of the company's German subsidiary emails HR at U.S. headquarters asking for copies of all personal data the company holds about her. She gives no reason for the request. What should the HR manager do?

A. Tell her to submit the request through the works council, which must approve access requests in Germany.

B. Respond only with records held in Germany, since the GDPR does not reach data stored at U.S. headquarters.

C. Verify her identity, log the request, and coordinate with the data protection officer to respond within one month.

D. Ask her to explain the purpose of her request so that HR can decide which of the records she is entitled to receive from the company.

309. In the Cummings and Worley typology of OD interventions, team building, process consultation and third-party intervention are classified as which type?

A. Human resource management interventions

B. Strategic change interventions

C. Human process interventions

D. Technostructural interventions

310. A supervisor smells alcohol on a forklift operator's breath and notes slurred speech, then documents the observations. The operator refuses the reasonable-suspicion test required by company policy, which states that refusal is treated as a positive result. What should HR do NEXT?

A. Remove him from duty, arrange a safe ride home and apply the refusal provision of the policy

B. Tell him he must take the test or he will be physically escorted to the testing clinic

C. Return him to the forklift once he signs a statement that he has not been drinking

D. Let him finish the shift on light duty and schedule a test for the start of his next scheduled shift

311. A pay review of one engineering job shows that women's average compa-ratio is 0.93 and men's is 1.02. A manager suggests giving every woman in the job a 9% raise. What should the HR manager do FIRST?

A. Give every woman in the job the 9% raise now so that the gap is closed as quickly as possible.

B. Wait for next year's pay data to confirm that the gap is not a one-time statistical anomaly.

C. Analyze whether legitimate factors such as tenure, performance or experience explain the gap.

D. Reduce future raises for men in the job until the two groups' average compa-ratios are equal.

312. A grocery store owner wants to hire teenagers as cashiers after school. Under the FLSA child labor rules, what is the youngest age at which the store may employ a cashier?

A. 16, which is the basic minimum age for all jobs

B. 12, if the job is limited to light retail tasks

C. 15, as long as a parent signs the work permit

D. 14, subject to limits on hours and times of day

313. The HR manager of a six-person HR team at a 400-employee company is implementing a chatbot to answer routine benefits and policy questions. Leadership plans to shift the team's time toward employee relations work rather than cut positions, but two generalists say they fear the chatbot will make them redundant. What is the BEST approach?

A. Involve them in configuring the chatbot and explain how their roles will shift toward complex issues.

B. Delay the chatbot launch until both generalists say they feel fully comfortable with the change.

C. Explain that the decision is final and offer them outplacement resources in case they want them.

D. Assure them that no HR jobs will ever be affected by the chatbot or by any other future automation tools.

314. Colleagues know an employee is a practicing member of a particular faith, but she avoids mentioning her religious holidays, family customs or community activities at work because she worries they will make her seem less professional. Which concept BEST describes her behavior?

A. Affinity bias

B. Passing

C. Covering

D. Stereotype threat

315. What is the main advantage of a "buy" talent strategy compared with a "build" strategy?

A. It usually costs less than developing current employees

B. It brings needed capability into the organization quickly

C. It lowers the risk of a poor fit with company culture

D. It strengthens loyalty and engagement among current staff

316. An HR supervisor's team is anxious about rumors that the HR department will be restructured. Leadership has not made a final decision, and the supervisor has been asked not to share the options under discussion. What is the BEST communication approach?

A. Acknowledge the rumors, say what is known and when updates will come, and invite concerns

B. Share the options under discussion privately with only the team's most anxious employees to calm them

C. Tell the team the rumors are false so that they can stay focused on their current work

D. Say nothing until a decision is made so that no inaccurate information spreads further

317. Why does the New World Kirkpatrick Model recommend planning a training program by starting with Level 4 desired results and working backward?

A. So the program targets the critical behaviors needed to produce results that matter to the business.

B. Because Level 4 data is the easiest and least costly level to collect once training is complete.

C. Because Level 4 results must be measured before any training begins in order to calculate a program's ROI.

D. So reaction surveys can be skipped for programs that are aimed at improving business results.

318. A finance director asks HR to calculate revenue per employee for each department, including IT, HR and accounting, so leaders can rank departments by productivity. What is the BEST response?

- **A.** Explain that support units do not earn revenue directly, and propose unit measures like cost per transaction
- **B.** Calculate the ratio for each unit using its own headcount, and assign company revenue to units based on their share of the budget
- **C.** Run the ratio for all units as requested and note in the report that support units will rank lower
- **D.** Rank units by headcount growth instead, since fewer added staff is the clearest sign of productivity

319. Under Section 503 of the Rehabilitation Act, which federal contractors must develop a written affirmative action program?

- **A.** Contractors with 15 or more employees and a contract of $20,000 or more
- **B.** Contractors with 100 or more employees and a contract of $150,000 or more
- **C.** Contractors with 50 or more employees and a contract of $10,000 or more
- **D.** Contractors with 50 or more employees and a contract of $50,000 or more

320. A distribution company makes offers about six weeks before start dates, and 15% of new hires who accept back out before day one. Exit calls show many got counteroffers or heard nothing from the company after accepting. What is the BEST intervention?

- **A.** Build a preboarding plan with regular contact from the manager and team
- **B.** Cut the gap by making offers only two weeks before the start date
- **C.** Raise starting pay to reduce the appeal of competing counteroffers
- **D.** Add a clause requiring repayment of recruiting costs if a candidate backs out before day one

321. A company spends $80,000 on job advertising to staff a new facility that is expected to operate for many years. How are these advertising costs normally treated under U.S. GAAP?

- **A.** Capitalized and amortized as an intangible
- **B.** Expensed as incurred, when the ads run
- **C.** Deferred until the new hires start work
- **D.** Capitalized as part of the facility cost

322. A distribution company is introducing a high-deductible health plan with a health savings account (HSA) for its mostly hourly workforce. The draft employee guide was copied from the legal plan documents and uses terms such as "qualified medical expenses" and "HDHP eligibility" without explanation. What should the HR manager do NEXT?

- **A.** Rewrite the guide in plain language with examples and test it with employees
- **B.** Send the guide as drafted to keep it fully consistent with plan documents
- **C.** Add a glossary of legal terms to the end of the current draft and send it out
- **D.** Have the benefits broker present the plan documents at a meeting

323. Section 302 of the Labor Management Relations Act restricts payments from employers to unions and their representatives. Which payment would MOST likely violate Section 302?

A. Remitting dues deducted from wages of employees who have signed written checkoff authorizations

B. Contributing to a jointly administered pension trust fund as the collective bargaining agreement requires

C. Giving the union business agent a $1,000 cash gift as thanks for helping reach a settlement quickly

D. Paying a union steward her regular wages for hours she works on the production line as an employee

324. The ADEA generally bans mandatory retirement. Which situation falls within the narrow exception that allows an employer to require retirement at age 65?

A. A senior executive in a high policymaking role who will receive a qualifying immediate pension

B. A long-service middle manager in any role who will receive a qualifying immediate employer-funded pension

C. A senior executive who signs a retirement agreement in exchange for enhanced severance pay

D. A high-earning professional, such as an engineer, whose pay exceeds the executive threshold

325. During a routine budget review, a normally composed supervisor learns his project is being cut. He slams his laptop shut and shouts at the finance analyst, then apologizes ten minutes later, saying he "wasn't thinking." Which concept BEST describes his reaction?

A. Cognitive dissonance

B. Amygdala hijack

C. Projection

D. Confirmation bias

326. In Kim Scott's Radical Candor framework, a manager is described as showing "ruinous empathy." What behavior does this describe?

A. Caring about the employee personally but avoiding direct criticism to spare feelings

B. Challenging the employee directly and bluntly while showing little personal care for them

C. Caring personally while also challenging the employee directly and clearly

D. Neither caring personally nor challenging, and offering only vague praise

327. A new supervisor sees an "unfavorable variance" of $8,000 on the labor line of his department's monthly budget report and asks HR what it means. What is the BEST explanation?

A. Labor costs varied by $8,000 from the prior month, which signals that spending is less stable than it should be

B. Finance expects labor spending to run $8,000 over budget by year-end if the department's current trend continues

C. Actual labor spending exceeded the budgeted amount by $8,000, which reduces the department's results

D. The department will lose $8,000 from next month's labor budget to make up for spending in the current month

328. A key supplier fails, halting production at a plant for an estimated six weeks. The company expects demand to return once supply resumes. What is the BEST workforce option?

A. Asking production staff to resign voluntarily, with a written promise of priority rehire after the production halt ends

B. A permanent layoff of production staff, with plans to rehire once the supplier issue is resolved

C. A temporary furlough with a clear return plan, communication on benefits, and help with unemployment claims

D. Keeping all production staff on full pay with no work so the company keeps its skilled workforce

329. What role do internal job posting systems play in career development?

A. They guarantee that current employees are hired before any outside candidates are considered.

B. They remove the need for performance reviews when making promotion decisions.

C. They let managers fill roles without needing to consider any outside applicants.

D. They make openings visible so employees can pursue moves that fit their career goals.

330. Ebbinghaus's forgetting curve shows that people forget much of what they learn soon after learning it unless it is reinforced. What does this imply for training programs?

A. Give learners a detailed manual at the end of the course so that they can reread it if needed

B. Plan spaced follow-up, such as refreshers, practice, and on-the-job use, after the training

C. Cover all of the content in a single, longer session so that learners hear it at least once

D. Delay the training until shortly before employees will need the skill, and then skip follow-up

331. In career development, what is the key difference between a mentor and a sponsor?

A. A sponsor uses influence to advocate for someone's advancement; a mentor mainly gives advice.

B. A sponsor is assigned by HR for a fixed term; a mentor is always chosen by the employee.

C. A mentor must be the person's direct manager; a sponsor must work in another department.

D. A mentor uses personal influence to secure promotions; a sponsor mainly gives private career advice.

332. HR is training front-line supervisors on what to avoid during a union organizing campaign. Which set of prohibited behaviors does the common TIPS acronym describe?

A. Threats, inducements, picketing and suspensions

B. Threats, interrogation, promises and spying

C. Timing, intimidation, polling and solicitation

D. Testing, interviewing, promotion and scheduling

333. An HR investigator is preparing to look into a complaint of favoritism in shift assignments. What should the investigation plan include before the first interview?

A. The allegations to be examined, witnesses, documents to collect and the interview order

B. The likely conclusion and the discipline to recommend if the complaint is substantiated

C. A script of identical questions to ask every witness in exactly the same words and order

D. A list of the employees who will receive the final report and the full findings in detail

334. For decades, many courts read Trans World Airlines v. Hardison to mean that a religious accommodation was an undue hardship if it cost the employer more than a de minimis amount. What did the Supreme Court do with that reading in Groff v. DeJoy (2023)?

A. Kept it for cost-based claims but added a separate test for burdens on coworkers

B. Confirmed it but required employers to put a specific dollar figure on the claimed hardship

C. Replaced it with the ADA's significant-difficulty-or-expense standard used for disabilities

D. Rejected it and required a burden substantial in the context of the employer's business

335. A supervisor is angry that an employee came to work in clothing that violates the dress code. It is the employee's first violation of any policy, and the progressive discipline policy lists dress code issues as minor offenses. The supervisor wants to issue a final written warning to make an example of him. What should HR advise?

A. Start at the first step in the policy, such as a documented verbal warning.

B. Send the employee home without pay for the day, then document the dress code issue.

C. Issue a written warning, as a compromise between the policy and the supervisor.

D. Approve the final warning, since supervisors may choose any step they think fits.

336. Under which tax policy does an expatriate pay no more than the tax he would have paid at home, while keeping any savings if the host-country tax turns out lower?

A. Tax protection

B. Hypothetical tax withholding

C. Tax equalization

D. Laissez-faire taxation

337. An HR manager is training new employee relations specialists on nonverbal attending skills using the SOLER model. Which set of behaviors does the model describe?

A. Keep a neutral expression, sit back in the chair, stay still and relaxed

B. Face the person squarely, keep an open posture, lean in and keep eye contact

C. Sit beside the person, take detailed notes, nod often and limit direct eye contact

D. Summarize often, offer advice, listen for feelings and reflect content

338. A subscription business started the year with 1,000 customers, lost 80 during the year and added 120 new customers, ending with 1,040. Using customers at the start of the year as the base, what was its customer churn rate?

A. 4.0%

B. 12.0%

C. 7.7%

D. 8.0%

339. Two software engineers' disagreement over coding standards has turned into personal insults posted in the team chat. The team lead has asked HR for help. What should HR do FIRST?

A. Meet with each engineer separately to address the conduct

B. Hold a team meeting to decide which coding standard will be used

C. Remove both engineers from the team chat until the project ends

D. Ask the team lead to choose a coding standard so the dispute ends

340. A 60-store retail chain's IT team proposes switching to a new point-of-sale system in mid-November so it is live before year-end. Store managers point out that most holiday cashiers are seasonal hires with very little training time. What should HR recommend?

A. Schedule the cutover after the holiday peak and use the time to train core staff and pilot a few stores.

B. Launch in all stores in November but keep the old system running for cashiers who prefer it.

C. Proceed in November but replace formal training with a quick-reference card at each register.

D. Proceed in November and add extra seasonal hires at each store to absorb slower checkouts during the transition.

341. HR is scheduled to launch the annual engagement survey one week after the company announces a layoff of 8% of its workforce. What is the BEST timing decision?

A. Launch as planned but leave out all employees in the departments affected by the cuts

B. Postpone the launch for several weeks so results are not driven by the initial shock

C. Cancel this year's survey entirely and resume the regular cycle the following year

D. Launch as planned so the results show exactly how employees feel at this moment

342. HR wants to compare the average job satisfaction score (on a 1 to 7 scale) of remote employees with that of a separate group of on-site employees. Which statistical test is most appropriate?

A. Independent-samples t-test

B. Chi-square test of independence

C. Pearson correlation coefficient

D. Paired-samples t-test

343. The manager of a 12-person branch says a $9,000 accommodation for a deaf employee would wreck his branch budget. The company has 5,000 employees nationwide. How should HR assess undue hardship?

A. Treat any cost above a fixed dollar cap set in company policy as an undue hardship

B. Weigh the cost against the employee's salary to judge whether it is proportionate

C. Base it on the branch budget, since that site's funds will pay for the accommodation

D. Consider the company's overall financial resources, not just the branch budget

344. A senior director schedules regular meetings with employees who report to her direct reports, without their managers present. What is the main purpose of these skip-level meetings?

A. To evaluate the performance of the managers by asking their employees to rate them openly in front of the group

B. To gather direct feedback, build trust and spot issues that might not surface through managers

C. To assign new work directly to employees without going through their managers' priorities

D. To replace one-on-one meetings that employees would normally have with their own managers

345. Under Title VII, which statement about bona fide occupational qualifications (BFOQs) is accurate?

A. Religion can never be a BFOQ, even for a religious organization's jobs

B. Sex can be a BFOQ when the employer believes the job is too strenuous

C. Race can be a BFOQ when customers clearly prefer a particular race

D. Race can never be a BFOQ, but sex can be when authenticity requires it

346. A regional VP emails HR, alarmed that revenue per employee fell from $210,000 to $175,000 over two quarters. During that time, the company carried out a board-approved expansion that added two new locations, which are not yet fully open. What is the BEST response from HR?

A. Agree that the decline signals a productivity problem and start performance reviews at the new sites

B. Explain that hiring ahead of the openings lowers the ratio for now, and track it against the plan's expected ramp

C. Recommend a hiring freeze at the new locations until the ratio returns to its earlier $210,000 level

D. Suggest leaving new-site employees out of the ratio until those sites open, so the figure better reflects the established sites

347. How long must a covered employer keep records related to employees' Family and Medical Leave Act leave?

A. At least 6 years

B. At least 3 years

C. At least 2 years

D. At least 1 year

348. Which expatriate compensation approach lets assignees choose from a menu of benefits, such as a car, club membership or extra home leave, within a set cost limit, and is often used for senior executives?

A. Balance-sheet approach

B. Cafeteria approach

C. Going-rate approach

D. Localization approach

349. A finance business partner asks the HR director to review the report that shows the company's revenues, expenses and resulting profit or loss for the fiscal year that ended June 30. Which financial statement is this?

A. Statement of retained earnings

B. Balance sheet

C. Statement of cash flows

D. Income statement

350. An HR manager preparing cross-cultural training cites Geert Hofstede's cultural dimensions. A participant asks where the original data behind the model came from. What is the correct answer?

A. Field interviews with senior executives at Fortune 500 company headquarters

B. Value surveys of university students across several continents

C. Attitude surveys of IBM employees working in dozens of countries

D. Observations of negotiations between diplomats at the UN

351. An HR analyst is reviewing items from Amy Edmondson's team psychological safety measure. If most team members AGREE with which statement, it indicates LOW psychological safety?

A. It is safe to take a risk on this team without fear of blame.

B. No one on this team would deliberately act to undermine my efforts.

C. If you make a mistake on this team, it is often held against you.

D. Members of this team are able to bring up problems and tough issues.

352. A sales VP wants recruiters to drop structured interviews and use informal conversations instead, to cut time-to-fill by a week. The structured interviews are validated for the roles and are scored the same way for every candidate. What is the BEST response from HR?

A. Drop the structured interviews for senior roles only, where speed matters the most

B. Explain the value of structured interviews and offer other ways to cut days from the process

C. Refuse the request, since the interview process is set by HR policy and is not open to negotiation by any department

D. Drop the structured interviews, since the VP owns the hiring decisions for sales roles

353. ADKAR describes how individuals move through change. What does Prosci's organizational change management methodology add to it?

A. A process for preparing, managing and sustaining change across the organization

B. A replacement for project management that also governs the change's schedules, budgets and technical deliverables

C. A sequence of employee emotions to watch for as a change is implemented

D. A diagnostic of individual personality traits that predict change readiness

354. Eight months into a two-year assignment, an expatriate must return home because a parent is seriously ill. The assignment letter requires repayment of relocation costs if the employee leaves the assignment early. What should HR do?

A. Treat the return as a resignation and offer to rehire the employee at a later date

B. Apply compassionate-return terms, arrange the move, and plan coverage of the role

C. Ask the employee to stay until a replacement arrives in about three or four months

D. Enforce the repayment clause, since the employee chose to end the assignment early

355. HR is piloting stay interviews in two of a company's six call centers to reduce turnover. The centers are similar in size, pay and workforce. What is the BEST way to evaluate the pilot after one year?

A. Survey participants on how useful they found the stay interviews.

B. Count how many stay interviews each manager completed during the year.

C. Compare pilot centers' turnover this year with the turnover of all centers last year.

D. Compare retention in the pilot centers with the similar non-pilot centers.

356. A 64-year-old warehouse lead tells HR that his teammates have called him "Grandpa" every day for months and joke in meetings about when he will retire. His manager says it is friendly banter and notes that the lead usually laughs along. How should HR analyze the situation?

A. As banter outside the ADEA, since nicknames that are not slurs or threats cannot create a hostile environment

B. As a coaching issue only, since the ADEA covers hiring, firing and pay but not workplace conduct

C. As possible age-based harassment, since daily age-linked ridicule can be pervasive even if he laughs

D. As lawful conduct unless he files a written objection, since harassment must be formally reported

357. A company has 20 key leadership roles and has named a total of 34 successors for them. What is the successor-to-role ratio, and what does it show?

A. 0.59, meaning a little more than half of the key roles have any named successor

B. 1.7, meaning 70 percent of the key roles have at least one ready-now successor

C. 1.7, meaning the average key role has more than one named successor

D. 14, meaning the company has 14 more successors than it needs for coverage

358. A retired founder holds a large block of voting shares and could sway the board, but he has no current claim related to HR's new compensation initiative and no pressing issue with it. Under the stakeholder salience model of Mitchell, Agle, and Wood, how should he be classified, and what is the risk of ignoring him?

A. A discretionary stakeholder who has legitimacy but no real power to affect the initiative

B. A dormant stakeholder who could gain urgency or legitimacy and quickly become salient

C. A dangerous stakeholder whose urgent demands lack any legitimate basis or authority

D. A definitive stakeholder whose power, legitimacy and urgency all demand priority

359. Three months into a two-year assignment, an expatriate emails HR that she regrets accepting the role, feels isolated and wants to quit. Her manager reports that her work is still solid. What is the BEST response?

A. Explain this reaction is common and connect her with support and regular check-ins.

B. Begin planning her early return so she can leave before her work begins to slip.

C. Ask her manager to reduce her workload until she has adjusted to the new location.

D. Remind her of the cost of the move and the repayment terms she agreed to before leaving.

360. To exclude an individual under the ADA's direct threat defense, what must an employer show?

- **A.** Significant risk of substantial harm, based on general data about the condition
- **B.** A risk of harm identified by the employer's insurance carrier for the position
- **C.** Slightly higher risk of harm than employees without the condition would present to coworkers
- **D.** Significant risk of substantial harm, based on an individualized medical assessment

361. HR is rolling out a revised attendance policy that changes how tardiness points accrue. Executives, frontline managers and hourly employees will all be affected, but in different ways. What is the BEST way for HR to communicate the change?

- **A.** Post the full policy on the intranet and ask managers to direct employees there whenever questions about attendance points arise.
- **B.** Brief executives first and then rely on them to cascade the policy to managers and hourly staff in their own words.
- **C.** Adapt the core message for each group, stressing what each needs to know and do, while keeping the policy facts consistent.
- **D.** Send one detailed memo to all employees at once so that every group receives exactly the same wording on the same day.

362. A post-offer medical exam reveals that a candidate for a warehouse role has a heart condition. When may the employer withdraw the offer based on this result?

- **A.** Whenever the result suggests higher future health insurance costs for the employer
- **B.** Only if he failed to disclose the condition earlier on his employment application
- **C.** Only if he cannot do essential functions even with accommodation or is a direct threat
- **D.** Whenever the exam shows any condition that could worsen with the physical demands of warehouse work

363. A software company hired 60 engineers this quarter for a product launch scheduled for next year. Its revenue per employee dropped 15% from the prior quarter. What BEST explains the drop?

- **A.** The ratio is based on total compensation, so hiring above the market rate pulled the result down
- **B.** The new engineers are less productive per person than the existing staff, which lowers average output
- **C.** Headcount rose right away while revenue from the new hires' work will not appear until later periods
- **D.** Revenue per employee counts payroll costs, so the added salaries reduced the ratio for the quarter

364. HR and IT both claim ownership of a new bring-your-own-device policy. IT says it is a security policy, while HR says it governs employee conduct and privacy, and the draft has stalled for two months. What is the BEST approach for the HR manager?

A. Propose joint ownership with defined roles: IT owns the security rules and HR owns the conduct and privacy terms.

B. Draft an HR-only version and publish it while IT finishes its separate security standards for the devices.

C. Let IT own the full policy, since the main risks a BYOD policy addresses are data security, device access and remote wiping.

D. Ask the CEO to assign the policy to one department so the stalemate ends and the draft can move forward.

365. A senior engineer turns down a promotion to engineering manager, explaining that she wants to keep solving technical problems rather than supervise people. According to Schein's career anchors, which anchor does this reflect, and how should HR respond?

A. Autonomy/independence; let her work without any formal reporting relationship.

B. Technical/functional competence; offer advancement through a technical career ladder.

C. Security/stability; assure her the current job remains protected if she declines.

D. General managerial competence; coach her to accept the manager role gradually over time.

366. Which reason for termination is MOST likely to disqualify a former employee from receiving unemployment insurance benefits in most states?

A. Elimination of the position in a company reorganization.

B. Inability to meet production standards despite good effort.

C. A poor fit with the team's culture and working style.

D. Deliberate violation of a known, reasonable work rule.

367. An L&D team runs about 40 programs a year and has the budget for two full ROI studies. Which programs should it select for ROI evaluation?

A. The newest programs, since they have the least evaluation data so far

B. Short compliance courses that all employees are required to complete

C. Costly, strategically important programs that senior leaders closely watch

D. Programs with the highest participant satisfaction scores recorded this year

368. A validation study finds that a customer service test has a validity coefficient of r = .35 with supervisor performance ratings. How should HR interpret this result?

A. The test explains about 35% of the variance in performance ratings, which makes it a strong predictor.

B. The test is a useful predictor that explains about 12% of the variance in performance ratings.

C. About 35% of applicants who pass the test can be expected to receive high performance ratings on the job.

D. The test is too weak to use, since validity coefficients below .80 are not accepted for selection tests.

369. A salary range runs from $60,000 to $90,000. An employee earns $81,000. In which quartile of the range does the employee fall, and what is the range penetration?

A. Third quartile, at 108% range penetration

B. Third quartile, at 70% range penetration

C. Fourth quartile, at 108% range penetration

D. Fourth quartile, at 90% range penetration

370. A sales training program produced $300,000 in monetary benefits and cost $120,000. What is its benefit-cost ratio (BCR)?

A. 1.5:1

B. 0.6:1

C. 2.5:1

D. 0.4:1

371. HR is redesigning the company's dental plan to control costs, and leadership has not yet chosen between two plan designs. Employees were upset last year when a vision plan change was announced without warning. What is the BEST way to involve employees before the decision?

A. Let employees vote on the two designs and commit to adopting whichever plan receives the most votes.

B. Ask the broker to choose the design, since an outside expert avoids any appearance of HR favoritism.

C. Gather input through a short survey and small focus groups, then report back how feedback shaped the decision.

D. Finalize the lower-cost design first and then hold open forums to answer employee questions about the new dental plan.

372. An HR business partner is respected for her expertise, always meets her commitments, and managers say they feel comfortable confiding in her. Yet they also say she seems more interested in getting credit than in solving their problems. Using Maister's trust equation, what is MOST likely reducing their trust?

A. Low reliability, which reflects the consistency of her actions over time

B. High self-orientation, which divides the sum of the other trust factors

C. Low intimacy, which reflects how safe others feel in sharing with her

D. Low credibility, which reflects her expertise and the accuracy of her words

373. The bonus plan covers employees hired on or before September 30. A new hire accepted an offer on October 10, and the hiring director asks HR to date the offer letter September 28 so the employee will qualify for this year's bonus. What should HR do?

A. Backdate the letter only if the new hire confirms verbal acceptance before September 30.

B. Keep the true date but quietly add the new hire to the bonus eligibility list for this year.

C. Refuse to backdate the letter and explain how to seek an exception through the plan's approval process.

D. Backdate the letter, since the director has authority over hiring decisions and all terms of the offer letter.

374. HR wants to introduce a flexible schedule program at a 400-person company. Several department managers worry that productivity and coverage will suffer. What is the BEST way to propose the program?

A. Launch the program companywide and let managers raise concerns as problems come up.

B. Propose a time-limited pilot in a few departments with agreed metrics and a review date.

C. Let each manager decide whether to offer flexibility, with no shared guidelines or metrics.

D. Present research showing that flexible schedules improve productivity at most firms.

375. A company just completed its first round of 360-degree feedback, which employees were told would be used for development. Several managers now want to use the ratings to set this year's raises. What is the BEST advice from HR?

A. Use the ratings for raises only for employees who rated highly

B. Keep this round developmental and build trust before any pay use

C. Let each manager decide whether to factor the ratings into pay

D. Use the ratings for raises but give the peer scores lower weight

376. Before reviewing applications for a supervisor role, HR asks the hiring committee to agree on the required qualifications and how much each will count. Why does setting criteria in advance reduce bias?

A. It removes the need for interviews, since the criteria alone will rank candidates.

B. It keeps reviewers from shifting standards to favor a candidate they already like.

C. It lets reviewers adjust the criteria as strong candidates show up in the pool.

D. It ensures the committee hires the candidate who has the most years of experience.

377. Besides technical skill, which factor should weigh MOST heavily when selecting an employee for a multiyear expatriate assignment?

A. The candidate's record of success in the home-country business unit

B. The candidate's interest in the higher pay of the expatriate package

C. The candidate's seniority and length of service with the company

D. The candidate's adaptability and the family's readiness to relocate

378. An HR team uses one AI tool to draft answers for a benefits FAQ page and another to rank job applicants for recruiter review. Under a risk-tiered governance approach, why does the ranking tool warrant much more rigorous review?

A. It processes a much larger volume of data each day, which makes any errors more expensive for the HR budget overall.

B. Its results are seen by job candidates outside the company, while FAQ answers are only seen by employees.

C. Its outputs shape decisions about individual people's job opportunities and can create discrimination liability.

D. It is usually supplied by an outside vendor, while FAQ drafting tools are typically built by in-house staff.

379. In a discrimination lawsuit, the same manager hired the plaintiff and then fired her eight months later. What does the same-actor inference suggest?

A. The case must be dismissed, since one manager cannot both favor and disfavor her.

B. Bias is less likely, since the same person hired her knowing her protected trait.

C. The employer must prove the firing was justified by clear and convincing proof.

D. Bias is more likely, since the manager had a short time to judge her work.

380. A recruiter wants to review finalists' social media profiles before making offers. Why do many employers limit this practice or have a third party screen profiles and report only job-related findings?

A. Third-party screening lets the employer skip giving candidates any notice, disclosure or chance to respond

B. Profiles reveal information that is too out of date to be useful for current hiring decisions

C. Federal law prohibits employers from viewing any public social media content about applicants

D. Profiles often reveal protected traits, and knowing them can expose hiring decisions to bias claims

381. Under Lepak and Snell's HR architecture, how should a firm manage employees whose knowledge and skills are both highly valuable and highly unique to the firm?

A. With a commitment-based approach that invests in long-term development

B. With a productivity-based approach that hires ready-made skills from the market

C. With a collaborative approach that relies on alliances and partnerships

D. With a compliance-based approach that relies on contract or temporary labor

382. A family enrolled in an HDHP has a $6,000 non-embedded family deductible, and after the deductible the plan pays 80% coinsurance. So far this year, only one family member has had covered non-preventive claims, totaling $4,000. How much of the $4,000 does the plan pay?

A. $800

B. $3,200

C. $1,000

D. $0

383. A resigning employee tells HR that she does not want to take part in an exit interview. What is the BEST approach?

A. Ask her manager to persuade her to attend the scheduled exit interview

B. Explain that the interview must be completed before final pay is released

C. Respect her decision and offer an optional written or online exit survey

D. Note the refusal in her file as a sign of possible disengagement at work

384. During an organizational review, HR finds that the 12-person legal department has three managers, each with a span of 1:3, while the company average is 1:9. The CFO wants to cut two of the manager roles. What is the BEST response from HR?

A. Recommend keeping all three roles, since legal is a specialized function to which span norms do not apply

B. Propose combining legal with another department so its span matches the company average of 1:9

C. Agree to cut two roles, since spans well below the company average signal too many layers of management

D. Assess whether the specialized work and the managers' own duties justify the narrow spans before deciding

385. A sales director wants to validate a new account-manager assessment using only each manager's annual sales volume as the performance criterion. Account managers are also responsible for client retention, renewals and service quality. What should HR recommend?

A. Use a composite criterion that also measures retention, renewals and service quality ratings.

B. Replace sales volume with supervisor ratings, since ratings are less affected by territory size.

C. Use sales volume but extend the measurement period to two years to improve its reliability.

D. Use sales volume alone, since it is the most objective and easily verified measure available.

386. A first-time manager rated all six of her direct reports "exceeds expectations" but has few specific examples to support the ratings. Calibration is next week. How should HR help her prepare?

A. Tell her to keep the ratings as they are, since she knows her team's work better than other managers do

B. Review the rating definitions with her and help her gather specific evidence for each rating

C. Suggest she skip calibration this year and submit her ratings directly to compensation

D. Advise her to lower most ratings to "meets" so her team matches the company average

387. An objective has three equally weighted key results, scored 0.8, 0.5 and 0.6 on a 0.0 to 1.0 scale at the end of the quarter. Using the common practice of averaging key-result scores, what is the objective's score?

A. 0.50

B. 0.65

C. 0.63

D. 0.60

388. A company has identified 12 critical roles. Nine of them have at least one ready-now successor, and the other three have none. What is the company's bench strength for ready-now coverage?

A. 25%

B. 75%

C. 80%

D. 33%

389. Management at a unionized plant wants to start giving $100 cash awards to bargaining-unit employees who suggest cost-saving ideas. The collective bargaining agreement does not address awards. What should HR advise?

A. Limit it to noncash awards, since only cash payments trigger a duty to bargain

B. Notify the union and bargain over the program before putting it in place

C. Present it to employees directly and implement it if most of them support it

D. Implement the program, since awards are a management right outside the contract

390. A warehouse supervisor asks HR what her role is in the upcoming rollout of a new inventory system, beyond attending the training herself. What is the BEST guidance?

A. Explain that she should forward project emails to her team and send them any questions to IT

B. Explain that she should leave all communication with her team to the project team so that every message stays consistent

C. Explain that she should coach her team, advocate for the change, and identify and address resistance

D. Explain that she should report employees who resist the system to HR so it can take action

391. A production supervisor notices that employees who took the most PTO last year produced the fewest total units for the year and wants to discourage vacation requests. Output in the analysis is measured as each employee's total annual units. How should HR respond?

A. Point out that totals fall when fewer days are worked and compare output per day

B. Recommend tying PTO approval to each employee's output in the prior quarter

C. Support the plan, since the correlation shows that time off reduces productivity

D. Rerun the same analysis with two more years of data before advising the supervisor

392. A company wants to install an AI productivity-monitoring app on employees' personal smartphones, which many use for work email. The app would track app usage and location at all times. What should HR advise?

A. Install the app on every phone used for work, since the company has a right to protect its own data.

B. Install the app only on salaried employees' phones, since hourly staff would need to be paid for all the time it runs.

C. Allow the app if employees can switch it off whenever they are away from work or on personal time.

D. Limit any monitoring to a separate work profile, with clear notice, consent and minimal data collected.

393. HR is launching a self-service timekeeping app that replaces paper timesheets. Which opening for the launch message BEST applies "what's in it for me" (WIIFM) framing?

A. "Leadership has approved a new timekeeping system for 2027."

B. "The new app will cut payroll processing costs by about 20%."

C. "The app meets the latest IT security, privacy and audit standards."

D. "You can now check your hours and fix errors from your phone."

394. HR receives a doctor's note supporting an employee's accommodation request. Where should the note be kept?

A. In a separate confidential medical file, apart from the employee's personnel file

B. In the employee's personnel file, flagged as confidential for HR staff only

C. With the supervisor, who needs it in order to carry out the accommodation correctly

D. In the accommodation request file shared with the employee's department head

395. An accounts analyst is four weeks into a 60-day PIP for repeated errors in financial reconciliations. She applies for an open event-coordinator role in another department that involves no reconciliation work, and the transfer policy says nothing about employees on PIPs. What is the BEST HR approach?

A. Approve the transfer and close the PIP, since a new role gives her a fresh start elsewhere

B. Forward her application without the PIP so she is judged only on the new role's needs

C. Decline the application, since employees on a PIP should finish the plan before any transfer is considered

D. Let the hiring manager assess her against the new role's needs, with the PIP shared factually

396. An employee whose disability causes severe fatigue asks to work from home full time as an accommodation. She is a claims processor whose work is mostly done on a computer, though she attends some in-person team meetings. What should HR do FIRST?

A. Deny the request, since in-person attendance is expected of all of the company's claims processors

B. Approve full-time remote work right away to avoid any claim of failure to accommodate her

C. Require her to try a reduced schedule first before remote work can be considered as an option

D. Begin the interactive process to understand her limitations and the job's essential functions

397. An HR recruiter prefers a round-table room for panel interviews, but the hiring manager wants a different room with a rectangular table. The room choice will not affect the questions, scoring or selection decision. What is the BEST response from the recruiter?

A. Hold firm on the round-table room because it reflects best practice

B. Ask the HR director to decide which room the panel will use

C. Book the round room for half of the interviews as a middle ground

D. Go along with the manager's room choice for the interviews

398. Right after the company signs a benefits renewal, the broker offers to take the HR team to an expensive restaurant to celebrate. The company's gift and entertainment policy permits modest business meals only. What should the HR manager do?

A. Accept the dinner but have each HR team member pay for their own drinks and dessert.

B. Accept the dinner only if the entire HR team attends rather than just the people who made the decision.

C. Decline the expensive dinner and explain that the policy allows only modest business meals.

D. Accept the dinner, since the renewal was signed before the broker made the invitation.

399. A product manager tells HR she shuts down any disagreement in team meetings to keep the peace. Team members say they no longer raise concerns about project risks. How should HR coach her?

A. Recommend team-building events to reduce tension in meetings

B. Suggest she collect concerns only through one-on-one meetings

C. Support her approach since conflict lowers team productivity

D. Encourage respectful debate about ideas rather than people

400. What is rapid prototyping in instructional design, and what is its main benefit?

A. Delivering a full course to all employees at once and then gathering their feedback to guide the next version of the course

B. Building quick, rough versions of a course to test with users early, so problems are fixed before full development

C. Shortening each ADDIE phase to a set number of days so that a course is finished on a predictable schedule

D. Buying an off-the-shelf course and rebranding it so that training can launch without any design work