SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 7

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

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

Summit Study Guides

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How to Use This Set

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

SHRM-CP Practice Set 7

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

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

1. A company is adopting a policy that all overtime must be approved in advance through a new online form. The HR manager must announce it to 400 frontline employees and to the 35 supervisors who will approve requests. What is the BEST approach?

A. Send each group a message tailored to its role, with supervisors briefed first

B. Brief the supervisors and let them decide how to tell their own teams

C. Post the policy on the intranet and answer questions as they come in

D. Send one identical message to everyone so that the policy is applied consistently

2. A company's mandatory team-building day includes a guided yoga and meditation session. One employee tells HR that taking part conflicts with her religious beliefs and asks to be excused from that session. What is the BEST response?

A. Explain that the yoga is purely for exercise and has no religious content

B. Excuse her only if she gives a written statement of her religious objection

C. Require her to attend the session as an observer without joining in

D. Excuse her from the yoga session and offer another activity that day

3. Which Belbin team role describes a creative, imaginative member who generates original ideas and solves difficult problems but may ignore practical details?

A. Resource Investigator

B. Shaper

C. Coordinator

D. Plant

4. A federal contractor's only veteran outreach this year was attending two local job fairs, which produced no protected veteran applicants. HR is conducting the annual outreach assessment required by VEVRAA. What does the regulation require the contractor to do next?

A. Document that the efforts were ineffective and implement other outreach methods.

B. Lower its hiring benchmark for next year to reflect the lack of veteran applicants.

C. Repeat the same job fairs next year, since participation alone meets the outreach duty.

D. Report the result to OFCCP within 30 days and wait for directions on new outreach.

5. After his annual review, a warehouse lead tells HR his "needs improvement" rating is unfair and demands that it be changed to "meets." The company has a review policy that allows second-level review. What is the BEST next step?

A. Tell him ratings are final once delivered and that no further review is available

B. Accept his written rebuttal for the file and refer it for second-level review

C. Change the rating to "meets" to avoid a possible complaint and keep him engaged

D. Ask his manager to meet with him again and persuade him to accept the rating

6. A retail chain is considering both overt and personality-based integrity tests for store associate hiring. What is the main purpose of these tests?

- **A.** To find out whether applicants have criminal records that have not shown up in background checks
- **B.** To predict counterproductive work behaviors, such as theft and rule-breaking, before hire
- **C.** To measure how quickly applicants learn new tasks, such as running registers and checking stock
- **D.** To find out whether applicants are telling the truth in interviews through their physical responses

7. During an interview, a candidate for a compensation analyst role offers to show the recruiter her current employer's confidential salary structure to demonstrate her expertise. What is the BEST response for the recruiter?

- **A.** Accept only the high-level ranges and decline the detailed pay figures
- **B.** Accept it but share it only with the compensation team for pay review
- **C.** Decline the information and continue assessing her qualifications
- **D.** End the interview at once and remove the candidate from consideration

8. What is the main purpose of an organization's core values statement?

- **A.** To list the measurable objectives each department must achieve during the year
- **B.** To describe the future state the organization hopes to reach over the long term
- **C.** To set out shared principles that guide how employees decide and behave each day
- **D.** To explain what the organization does, whom it serves and why it exists in the market today

9. A company is ending its contract with an AI recruiting vendor whose platform stores three years of candidate applications, assessments and scores. Which step is MOST essential when retiring the tool?

- **A.** Export the records the company must keep, then get the vendor's written certification that it deleted the rest.
- **B.** Notify every candidate in the system that the company has stopped using the vendor's recruiting platform.
- **C.** Delete the company's administrator accounts so that no recruiter can log in to the old platform anymore.
- **D.** Ask the vendor to keep all of the candidate data on file in case the company decides to renew the contract at a later date.

10. A tentative agreement provides wage increases of 3% in year one, 3% in year two and 4% in year three, each compounded on the prior year's rate. A maintenance mechanic currently earns $25.00 per hour. What will the mechanic's hourly rate be in year three, rounded to the nearest cent?

- **A.** $26.52
- **B.** $27.58
- **C.** $27.50
- **D.** $27.32

11. A sales manager at a U.S. software firm asks HR to enable a video-platform feature that uses AI to score sales reps' emotions, such as enthusiasm and frustration, during customer calls, and to use the scores in coaching. The vendor admits the scores have not been validated against sales results, and several reps speak English as a second language. What should HR advise?

A. Enable it for coaching only, as long as the emotion scores are kept out of formal performance reviews.

B. Enable it after each rep signs a consent form, since written consent resolves the privacy concerns.

C. Pilot it with top performers first to set a benchmark emotional profile for the rest of the team.

D. Decline the feature, since its inferences are unvalidated and intrusive, and coach on call outcomes.

12. A distribution center manager insists that his 40% annual turnover is normal for the industry. HR has found that comparable sites in the company average 22% and that most of his departures occur in the first 90 days. How should the HR business partner present this information?

A. Show him the internal comparison and the 90-day pattern, then explore the possible causes with him

B. Point out that his turnover is nearly double the company average and recommend a new onboarding program

C. Send him a detailed turnover report and ask him to submit a written retention plan within 30 days

D. Present the turnover figures to his director so the director can require him to address the issue

13. A compliance training vendor invites the HR manager to a free half-day seminar on new regulations, followed by an afternoon of golf and dinner at a resort. The company is evaluating the vendor for a contract. Policy allows business-related training but prohibits lavish entertainment. What should the HR manager do?

A. Decline the entire event, since any contact with a vendor under evaluation is prohibited.

B. Attend the seminar and decline the golf outing and resort dinner that follow it.

C. Attend the full event and disclose the value of the golf and dinner to the compliance team.

D. Attend the full event, since the entertainment is part of a business-related training day.

14. HR is redesigning new-hire orientation. What should the ethics portion of orientation focus on?

A. The procedures that managers follow when they conduct investigations and decide discipline

B. The code's key standards, how to raise concerns, and the company's protection against retaliation

C. A detailed review of every federal law that applies to the company and its industry sector

D. The history of past misconduct cases and the names of the employees who were terminated for each of them

15. An HR technology vendor claims its scheduling software will cut managers' scheduling time by 30%. The HR manager is preparing a recommendation on whether to buy it. What is the BEST way to validate the claim?

A. Read online reviews of the software to see whether other customers report similar time savings after implementation

B. Measure current scheduling time as a baseline, then test the claim with a pilot or similar-client references

C. Ask the vendor for the study behind the 30% figure and include its findings in the business case for the purchase

D. Accept the claim with a 50% discount to be conservative and calculate the savings using a 15% time reduction

16. A COBRA third-party administrator receives an employer's notice that an employee was terminated. Under COBRA, how long does the administrator have to send the election notice to the qualified beneficiaries?

A. 14 days after receiving the employer's notice

B. 45 days after receiving the employer's notice

C. 30 days after receiving the employer's notice

D. 60 days after receiving the employer's notice

17. In a petition for a production unit, the union argues that a line lead should vote. The lead writes recommendations to suspend or discipline employees, and for three years the plant manager has signed every one without talking to the employees or reviewing the facts. How should HR assess the lead's status?

A. The lead is likely an employee, because only the plant manager has the final authority to sign and issue the discipline itself.

B. The lead is likely a supervisor, because his discipline recommendations are effective and adopted without review.

C. The lead is likely an employee, because writing recommendations is a clerical task that any worker could do.

D. The lead is likely a supervisor, because any employee who documents discipline is excluded from the unit.

18. Which standard does the NLRB use when deciding objections to conduct that occurred before a representation election?

A. Wright Line, so the objecting party must prove an unlawful motive behind the challenged conduct.

B. Clear and convincing evidence, so only conduct that is proven to be an unfair labor practice will be counted.

C. Totality of conduct, so the Board looks only at conduct that occurred on the day of the election.

D. Laboratory conditions, so conduct that is not an unfair labor practice can still set aside a result.

19. An HR manager wants to learn why valued employees stay and what might lead them to leave, while there is still time to act. Which tool is designed for this purpose?

A. Post-exit surveys sent after departure
B. Stay interviews with current employees
C. Analysis of HRIS separation reason codes
D. Exit interviews with departing employees

20. Six months after a safety training program, HR compares the plant's recordable injury rate and workers' compensation costs with the year before the training. Which level of Kirkpatrick's model is HR measuring?

A. Level 1: Reaction
B. Level 4: Results
C. Level 2: Learning
D. Level 3: Behavior

21. An HR planner projects next year's staffing needs by charting how headcount changed in each of the past five years and extending that pattern forward. Which demand forecasting technique is the planner using?

A. Nominal group technique
B. Ratio analysis
C. Delphi technique
D. Trend analysis

22. Company policy sets promotional pay at 25% range penetration in the new grade or a 5% increase, whichever is higher. An employee earning $68,000 is promoted into a grade with a range of $64,000 to $96,000. What should her new salary be?

A. $72,000
B. $85,000
C. $71,400
D. $80,000

23. The day after her interview, a key witness emails HR to say she now remembers events differently and that the accused did not make the remark she described. How should the investigator treat the two statements?

A. Disregard both statements, since a witness who changes her account cannot be relied on for anything.
B. Disregard the email, since first statements are given before witnesses can be influenced by others.
C. Keep both, follow up to learn why her account changed, and weigh both in the credibility analysis.
D. Replace the original statement with the email, since the witness has a right to correct her account.

24. Three months after a team created its engagement action plan, HR finds that none of the action items has an owner or a target date, and nothing has been done. What is the BEST intervention?

A. Report the manager to senior leaders for failing to carry out the team's plan
B. Leave the plan as it is until next year's survey shows whether it has worked
C. Meet with the manager to assign an owner and date to each action and set check-ins
D. Replace the team's plan with a standard company-wide engagement action plan from corporate HR

25. A newly promoted 27-year-old manager tells HR that several older direct reports ignore his direction and go around him to his boss. What is the BEST coaching for HR to give?

A. Meet each report to learn their experience and agree on goals and decisions
B. Assert his authority by issuing written warnings for not following direction
C. Avoid assigning important work to the older reports until they come around
D. Ask his boss to stop taking questions from his team for the next six months

26. A company with offices in six countries wants to launch virtual mentoring so employees can be paired across sites. Which pairing of a benefit and a challenge BEST describes virtual mentoring?

A. It replaces the need for mentor training, but it limits each mentor to a single mentee
B. It guarantees more frequent meetings, but it cannot work across different time zones
C. It removes the need for structured goals, but it usually costs more than in-person programs to run
D. It widens the pool of possible mentors, but building trust without face-to-face contact is harder

27. A committee assigns one member to argue against a proposed plan and point out its weaknesses before the group makes a final decision. Which technique is the committee using?

A. Delphi technique
B. Nominal group technique
C. Dialectical inquiry
D. Devil's advocacy

28. An employee at a 90-person distribution center died suddenly over the weekend. His spouse has asked that the cause of death not be shared, and his team of 12 arrives Monday unaware of the news. What is the BEST way for HR to inform the team?

A. Send a companywide email early Monday with the full details so everyone hears the same facts at once.
B. Have the supervisor tell each team member privately throughout the week as their shifts allow.
C. Tell the team together in person, share only what the family approved, and offer EAP grief support.
D. Wait until the family announces funeral plans so the team receives all of the information at once.

29. A bargaining-unit employee who chose not to join the union complains that the union ignored her grievance over a missed promotion because she is not a member. Which statement is accurate?

A. The union owes nonmembers the duty only in discipline cases, while promotion grievances are reserved for members.

B. The union owes the duty of fair representation only to dues-paying members, so nonmembers must pursue claims alone.

C. The union owes nonmembers the duty only in states without right-to-work laws, where nonmembers may still be charged agency fees.

D. The union owes the duty of fair representation to every employee in the unit, whether or not the employee is a member.

30. Which statement BEST describes a pivotal role as defined by Boudreau and Ramstad?

A. A role with the highest pay grade and the broadest span of control in the company

B. A role whose incumbent is expected to retire or leave within the next two years

C. A role where improving performance makes the biggest difference to strategic results

D. A role that is hardest to fill because very few qualified candidates exist in the labor market

31. An employee with certified chronic asthma has flare-ups every few weeks and misses a day of work each time. She sees her doctor several times a year but not during each flare-up. Her supervisor says the one-day absences cannot be FMLA leave because she does not see a doctor each time. What should HR advise?

A. The absences can qualify under her chronic serious health condition

B. The absences qualify only if she sees a doctor within 7 days of each

C. The absences should be treated as sick days outside of the FMLA

D. The absences qualify only if each one lasts more than 3 calendar days

32. During an internal audit, HR reviews a random sample of 50 Forms I-9 and finds that 10 have missing or incomplete entries. The company has 1,200 employees. What should HR do next?

A. Suspend the 10 employees until they provide new identity documents

B. Have all 1,200 employees complete new Forms I-9 and present fresh identity and work authorization documents

C. Review all forms, correct errors properly without backdating, and fix the process

D. Report the error rate to immigration authorities before making corrections

33. A company is moving its production lines to self-directed teams. Several supervisors resist because they fear losing authority and status. What is HR's BEST approach?

A. Explain that the move is final and that supervisors who resist will be held accountable

B. Involve supervisors in designing their new coaching roles and provide training for them

C. Delay the move to self-directed teams until the supervisors have retired or moved on

D. Keep supervisors' current titles and authority while the teams operate alongside them

34. Under the federal WARN Act, how much advance notice must a covered employer give before a plant closing or mass layoff, and which employers are covered?

A. 90 calendar days; employers with 500 or more employees at a single site.

B. 60 calendar days; employers with 100 or more employees, not counting part-time.

C. 60 calendar days; employers with 50 or more employees within a 75-mile radius.

D. 30 calendar days; employers with 100 or more employees, not counting part-time.

35. An employee reports that a coworker grabbed her arm and made threatening remarks. When HR explains the investigation process, she says she will quit unless the coworker is fired today, before anyone else is interviewed. What is the BEST response?

A. Explain that a prompt investigation must come first and put interim measures in place, such as separating the two employees.

B. Terminate the coworker today, since the allegation involves physical contact and threats and the complainant may otherwise resign.

C. Tell her the company cannot act on ultimatums and that her complaint will be handled on the usual timeline.

D. Offer her a paid leave of absence until the investigation ends so that she does not have to work near the coworker.

36. A unionized manufacturing plant plans to launch a registered apprenticeship program for maintenance technicians. The collective bargaining agreement covers the job classifications and wage rates involved, and the union has proposed a joint apprenticeship committee. What should HR do?

A. Let the union run the apprenticeship program on its own, since apprentice training falls outside management's usual rights.

B. Delay the program until the next contract negotiation so that all of its terms can be bargained at once.

C. Design the program within management alone and then present it to the union as a finished company policy.

D. Work with union representatives on the joint committee to set selection criteria, curriculum and wage progression.

37. An HR manager used an AI tool to translate a written attendance warning into Spanish for an employee. The employee says the translation states that a doctor's note is required for any absence, which the policy does not require. What should HR do?

A. Ask the employee to sign the English version to confirm that she understands the policy.

B. Have a qualified translator check the warning, then reissue a corrected version to her.

C. Keep the warning as is, since the English original is the controlling version of record.

D. Withdraw the warning entirely and drop the underlying attendance issue with this employee.

38. A company reports annual turnover of 15%, and a manager concludes its retention rate must be 85%. Why is this conclusion not necessarily correct?

A. Turnover includes only voluntary leavers, while retention reflects every type of exit, including layoffs

B. Retention is calculated monthly, while turnover can only be calculated on an annual basis

C. Turnover counts all leavers, including mid-year hires, while retention tracks the starting group

D. Turnover is measured against year-end headcount, while retention uses budgeted headcount

39. Under the Use of Information section of the SHRM Code of Ethical and Professional Standards in HR, what is an HR professional expected to do with confidential information?

A. Safeguard restricted or confidential information and use only appropriate information in employment decisions.

B. Share confidential information only with senior leaders, who are entitled to all employee information.

C. Release confidential information on request if the employee it concerns has already left the company.

D. Keep confidential information only as long as needed, then destroy it promptly no matter what records retention rules say.

40. A leader's 360-degree results show that her peers and direct reports see her as impatient in meetings, though she rated herself highly on patience. In the Johari window, this trait sits in which quadrant?

A. Unknown, which is known neither to the leader nor to the people around her

B. Hidden, which is known to the leader but not shared with others

C. Blind, which is known to others but not to the leader herself

D. Open, which is known to both the leader and to the people around her

41. Under Young v. United Parcel Service (2015), how can a pregnant employee show a Pregnancy Discrimination Act violation when she was denied light duty?

A. By showing that the employer had any light-duty program at all and that she was not offered a position in it during her pregnancy.

B. By showing others similar in ability to work got light duty and the policy significantly burdens pregnant workers.

C. By showing that her pregnancy qualifies as a disability under the ADA and that she was denied light duty.

D. By showing that the employer acted with direct evidence of animus toward pregnant workers as a group.

42. An evaluation of a sales training program finds a benefit-cost ratio of 0.8:1. What is the program's ROI, and what does it indicate?

A. -20%; the program returned less in benefits than it cost.

B. -80%; the program lost most of the money invested in it.

C. 80%; the program returned 80 cents for every dollar spent.

D. 20%; the program returned 20 cents more than each dollar spent.

43. A manager plans to fix low motivation on his team by giving everyone a raise. According to Herzberg's two-factor theory, what result is most likely?

A. Motivation should rise only for workers whose lower-level needs are unmet

B. Motivation should rise sharply, since pay is the strongest motivator in the theory

C. Dissatisfaction and motivation should both rise, since the two always move together

D. Dissatisfaction may fall, but motivation is unlikely to rise from pay alone

44. Two months after leaving a company, a former employee files an EEOC charge alleging she was terminated because of her race. When a prospective employer later calls for a reference, her former manager gives an unfavorable one because of the charge. Under Robinson v. Shell Oil, how does Title VII apply?

A. The reference is lawful as long as the manager's statements are truthful, because truth is a full defense to retaliation.

B. Title VII protects only current employees, so conduct after the employment relationship ends falls outside the statute.

C. The former employee can pursue only a state defamation claim, because references are not employment actions under Title VII.

D. Title VII's anti-retaliation provision covers former employees, so the negative reference can be unlawful retaliation.

45. On a 5-point engagement item, nearly all responses are either 2 or 5, with very few 3s or 4s, and the mean is 3.5. Why is reporting only the mean misleading?

A. It should be replaced by the median, which shows the true center

B. It is pulled upward by a small number of extreme scores of 5

C. It cannot be computed for an item with only five response options

D. It implies mild agreement when employees are split in two

46. A manager asks HR for an immediate off-cycle raise for a key engineer who has received a competing offer that pays 15% more. The company has a written counteroffer policy. What should HR do FIRST?

A. Approve a raise that matches the offer, since losing a key engineer would cost much more

B. Offer a retention bonus equal to the pay gap so base pay and peer equity stay unchanged

C. Decline the request, since raises are granted only during the annual merit review cycle

D. Review the engineer's role, market data and peer pay as the counteroffer policy requires

47. An HR business partner is using the GROW model to coach a new manager. Which question belongs in the Options step?

A. "What are some different ways you could approach this problem?"

B. "What would you like to have achieved by the end of this session?"

C. "Which step will you take first, and by what date will you do it?"

D. "What is happening now, and what have you already tried so far?"

48. A company loses many new hires within their first year. Which onboarding practice is MOST likely to reduce this early turnover?

A. A structured 90-day plan with clear goals and regular manager check-ins

B. Self-paced online training modules assigned during the first month

C. A detailed welcome packet mailed to new hires before their start date

D. A full-day orientation session that covers policies, benefits, and forms

49. Based on her job's evaluation points, the company's pay line predicts a salary of $56,000 for an employee, but she actually earns $52,000. What is the residual, and what does it mean?

A. -$4,000; the pay line itself is set $4,000 too high for the job

B. +$4,000; she earns more than the pay line predicts for her job

C. -$4,000; she is owed a $4,000 increase under federal pay law

D. -$4,000; she earns less than the pay line predicts for her job

50. After a widely reported incident in which an employee at one warehouse brought a weapon to work, executives want to require background rescreening of all 6,000 employees. Company records show two violence-related incidents in ten years. What should HR do FIRST?

A. Ask a screening vendor to estimate the cost of rescreening the entire workforce

B. Implement the rescreening right away, since a single incident shows that a real and immediate risk exists

C. Present the company's actual incident data and risk factors so leaders can weigh the proposal

D. Begin rescreening at the warehouse where the incident occurred and expand from there

51. What is the primary purpose of e-learning authoring software?

A. To host live virtual classes with breakout rooms, polls and shared whiteboards

B. To let designers build interactive online courses without advanced programming

C. To enroll employees in courses and keep official records of their completions

D. To recommend courses to employees based on their job role and search history

52. Last year, Plant A, with 100 employees, had 12 grievances filed. Plant B, with 400 employees, had 20 grievances filed. Which plant had the higher grievance rate?

A. Plant B, because it had 8 more grievances filed in total during the year

B. Plant B, at 20 grievances per 100 employees versus 12 per 100 at Plant A

C. Neither, because both plants had about 6 grievances per 100 employees

D. Plant A, at 12 grievances per 100 employees versus 5 per 100 at Plant B

53. A plant's engagement results show the night shift scoring 20 points below the day shift on most items. Night-shift comments are vague, such as "things need to change." What should HR do NEXT?

A. Wait for next year's survey to confirm that the gap is real before taking any action at all

B. Raise the night-shift pay differential to close the gap as quickly as possible

C. Replace the night-shift supervisor, since a gap this large points to leadership

D. Hold facilitated focus groups with night-shift staff to learn what drives the gap

54. A director tells her HR business partner that she wants to reorganize her department into two teams and asks what HR thinks of the idea. What should the HRBP ask FIRST?

A. "What problem or goal is the reorganization meant to address?"

B. "Which managers do you plan to put in charge of the new teams?"

C. "What date do you want the new reporting lines to be effective?"

D. "How many positions will need to be added or eliminated overall?"

55. In the book Difficult Conversations, by Stone, Patton and Heen, which of the three conversations involves the internal question of what the situation says about who we are, such as whether we are competent or a good person?

A. The what happened conversation

B. The learning conversation

C. The feelings conversation

D. The identity conversation

56. Under the IRS common-law approach to deciding whether a worker is an employee or an independent contractor, evidence is grouped into which three categories?

A. Behavioral control, financial control and the relationship of the parties

B. Economic dependence, permanence of the relationship and the skill required

C. Financial control, integration into the business and the written contract

D. Behavioral control, economic dependence and the length of the relationship

57. A company uses a timed, game-based online assessment scored by AI to screen applicants. What is the employer's obligation under the ADA?

A. Give accommodations only to applicants who disclose a disability on the application before taking the assessment.

B. Ensure the vendor has certified the assessment as ADA compliant, which shifts any legal responsibility to the vendor.

C. None, because the ADA applies only to decisions made by people rather than to assessments that are scored entirely by software.

D. Provide reasonable accommodation, such as an alternative format, for applicants whose disability affects their results.

58. After a strike ends, returning strikers ask HR whether they will lose seniority. The return-to-work agreement is silent, and the CBA states that seniority continues to accrue during any unpaid absence. Management suggests giving employees who crossed the picket line extra seniority as a reward. What should HR advise?

A. Give crossovers bonus seniority, since rewarding employees who worked is a lawful incentive

B. Credit strikers' seniority like any unpaid absence and do not give crossovers bonus seniority

C. Credit strikers only for service before the strike, and give crossovers credit for all time worked

D. Reset strikers' seniority to their return date, since the strike broke continuous service

59. A union files a grievance challenging the subcontracting of maintenance work. The contract has a broad clause sending 'any dispute concerning the interpretation or application of this agreement' to arbitration and says nothing specific about subcontracting. The company asks a court to rule the grievance not arbitrable. How is the court MOST likely to rule?

A. In favor of arbitration, because doubts about a broad clause's coverage are resolved in favor of arbitrability.

B. In favor of the company, after the court first decides whether the subcontracting actually violated the contract.

C. Against arbitration, because subcontracting decisions are management rights that courts must protect from review.

D. Against arbitration, because the contract does not expressly mention subcontracting as an arbitrable subject.

60. An HR chatbot handled 9,000 employee conversations last quarter. Of these, 6,300 were resolved without being escalated to a human. What is the chatbot's containment rate?

A. 70%

B. 42.9%

C. 233%

D. 30%

61. A new lab technician studies the written testing manual and practices each procedure until she can perform the steps without referring to it. Which mode of the SECI model does this represent?

A. Combination

B. Socialization

C. Internalization

D. Externalization

62. A labor union operates a hiring hall that refers its members to construction contractors. Which statement accurately describes the union's obligations under Title VII?

A. It is covered only if it employs 15 or more people on its own staff

B. Its duties apply only to current members, not to people seeking referral

C. It may not deny referrals or cause employers to discriminate unlawfully

D. It is liable only if a contractor is also found to have discriminated

63. A newly hired HR manager discovers that last year's HR department goals were set without reference to the company's strategic plan, which calls for entering two new markets. What should the HR manager do FIRST when setting this year's HR goals?

A. Keep last year's HR goals and adjust the targets based on how the team performed

B. Review the company's strategic objectives and derive HR goals that directly support them

C. Benchmark the HR goals used by peer companies and adopt the most common of them

D. Survey the HR staff about which goals they believe matter most for the company in the coming year

64. A grocery chain is installing self-checkout kiosks in all stores. Front-end staff must clear common errors such as weight mismatches and occasionally troubleshoot rare faults that may occur only a few times a year. Which training approach BEST fits?

A. A full-day classroom course covering every error code before the kiosks go live

B. A short hands-on demonstration plus step-by-step job aids posted at each kiosk

C. An e-learning module that staff must pass with a high score before their next shift

D. Self-paced reading of the manufacturer's technical manual for the kiosks over a week

65. An employee's husband, a National Guard member, has been called to active duty in a foreign country. Which activity is a qualifying exigency for FMLA leave?

A. Caring for her husband's healthy adult brother while he is away

B. Covering her husband's shifts at the business that he owns

C. Doing household chores her husband usually handled at home

D. Arranging new childcare that the deployment makes necessary

66. An employer is found to have committed several unfair labor practices during an organizing campaign. Which remedy is NOT available from the NLRB?

A. Back pay with interest for employees who lost wages

B. Reinstatement of employees who were unlawfully fired

C. Posting of a notice that tells employees of their rights

D. Punitive damages to punish the employer for its conduct

67. A company's merit matrix gives an "exceeds expectations" employee with a compa-ratio of 0.92 a 5% increase. An employee with that rating and compa-ratio earns $58,000. What is the employee's merit increase?

A. $2,900

B. $3,152

C. $5,336

D. $2,668

68. An HR analyst is preparing performance-rating data to train an AI promotion-readiness model. One division of 400 employees never entered ratings in the HR system. What should the analyst do?

A. Have the vendor estimate the missing ratings using the model's own predictions for those employees.

B. Fill in the missing ratings with the company average so the division can be included in training.

C. Drop the division from the data and proceed, since the other divisions have complete and consistent rating records.

D. Flag the gap, find out why ratings are missing, and agree with stakeholders on how to handle that division.

69. An HR manager is drafting a stand-alone respectful workplace policy to address bullying. Which provision is MOST important to include?

- **A.** A requirement that all complaints be submitted in writing and signed before HR will review them
- **B.** A rule that employees must try to resolve concerns directly with the other person before reporting
- **C.** A list of the discipline that will be imposed automatically for each type of bullying behavior, from warning to discharge
- **D.** Several reporting channels, including one that bypasses the direct supervisor, plus a ban on retaliation

70. An HR project manager is running a benefits-enrollment project. Which issue should the project manager escalate to the executive sponsor?

- **A.** A team member needs to swap two internal tasks to balance her workload within the same week.
- **B.** A vendor's data file has formatting errors that the vendor has already agreed in writing to fix by the next week.
- **C.** Two department heads refuse to release staff for testing, and the PM cannot resolve it with them.
- **D.** The communication team asks to change the font and colors in the employee enrollment guide.

71. A metal fabrication company that struggles to hire welders learns that the local community college is launching a welding technician program. In a SWOT analysis, how should this development be classified?

- **A.** As an opportunity, since it is an external factor the company could use
- **B.** As a threat, since competitors could also hire the program's graduates
- **C.** As a strength, since it will improve the company's own welder pipeline
- **D.** As a weakness, since it shows the company lacks its own training program

72. Why do work sample tests usually show strong validity and favorable reactions from applicants?

- **A.** They closely mirror real job tasks, so scores reflect how candidates would actually perform the work.
- **B.** They measure broad traits that stay stable across all types of jobs, making them easy to reuse widely.
- **C.** They are short and inexpensive to develop, so many applicants can be tested quickly at the same time.
- **D.** They are scored on a pass-or-fail basis, which removes rater judgment and makes results more consistent.

73. In a positive (nonpunitive) discipline model, what is a decision-making leave?

A. A paid leave for the employee to prepare a written appeal of the discipline to senior management.

B. A paid day for the manager to decide whether the employee's conduct justifies ending employment.

C. An unpaid suspension for the employee to reflect on the conduct that led to the disciplinary action.

D. A paid day off for the employee to decide whether to commit to meeting standards or leave the job.

74. A supervisor casually asks an employee, "How are you doing?" The employee replies that she is worried because her sister just tested positive for the BRCA gene mutation. The supervisor reports this to HR. What is the BEST response?

A. No violation occurred, so the supervisor may ask follow-up questions to learn whether she has been tested.

B. A violation occurred, so HR must report the disclosure to the EEOC within 30 days of learning of it.

C. A violation occurred, because the supervisor now holds genetic information about the employee's family.

D. No violation occurred; keep the information confidential and make sure it plays no role in any decision.

75. A 49-year-old employee being laid off individually receives a severance agreement with a 21-day consideration period. On day 5 she says she has reviewed it with her lawyer and signs it, with no pressure from the company. What should HR conclude?

A. The early signature can be valid, and she still has 7 days after signing to revoke.

B. The waiver is valid only if she signs a second copy after the 21 days have run.

C. The waiver is valid, and her signing early cancels the 7-day revocation period.

D. The waiver is invalid, and she must wait the full 21 days before signing a new copy of the agreement.

76. An airline sets a mandatory retirement age of 60 for flight engineers, citing safety. Under Western Air Lines v. Criswell, what must the employer show to establish an age BFOQ under the ADEA?

A. The limit is rationally related to safety, so courts defer to its judgment

B. The limit is reasonably necessary to safety, and age is a valid proxy for fitness

C. Most workers over the age limit perform their duties less safely than younger workers

D. The limit matches a federal age rule that applies to a different position

77. Three weeks after a mediation, two team leads report that one of them is not following the agreed handoff checklist, and missed handoffs have resumed. The written agreement included a check-in date that has not yet arrived. What should HR do NEXT?

A. Wait until the scheduled check-in date so the parties have the full trial period to make the agreement work.

B. Meet with both leads now to review the agreement, find what is blocking compliance, and revise it if needed.

C. Refer the dispute to an external arbitrator because the mediated agreement has clearly failed to resolve it.

D. Issue a written warning to the lead who is not following the checklist, since the mediated agreement is binding.

78. After a confidential engagement survey, a department manager asks HR to tell him who wrote a harsh comment about his leadership so he can "clear the air." The comment contains no threats or reports of misconduct. What should HR do?

A. Ask the writer privately whether they would agree to meet with the manager to discuss it.

B. Remove the comment from the manager's report so the issue no longer causes a conflict.

C. Decline to identify the writer and help the manager respond to the theme of the feedback.

D. Identify the writer only if the manager promises not to treat the employee differently.

79. During a termination meeting for poor performance, the employee asks whether she can resign instead of being fired. Company policy allows this. What should HR explain before she decides?

A. That a resignation guarantees she will receive unemployment benefits.

B. That a resignation may affect unemployment eligibility and how records show it.

C. That she can resign only if she signs a release of all claims first.

D. That the company will remove all of her performance records from her file if she resigns.

80. After a union files an election petition, a supervisor tells HR that two employees said they never signed the cards the union may have submitted. The plant manager wants to see the cards and raise the issue at the pre-election hearing. What should HR advise?

A. Ask the hearing officer to order the union to produce the cards at the hearing so the company can review the signatures.

B. Interview the employees in the unit about whether they signed cards so the company can build a record.

C. Refuse to agree to an election date until the union proves to the company that all cards are genuine.

D. Give the specific evidence of possible forgery to the NLRB regional office, which checks the showing itself.

81. Using the Situational Leadership model, which style should a manager use with an enthusiastic new hire who has high commitment but low competence on the job?

A. Supporting, with low direction and high encouragement to build confidence

B. Directing, with clear instructions and close supervision

C. Delegating, with little direction or support needed

D. Coaching, with high direction and high personal support

82. A company is building a human rights due diligence process for its global supply chain in line with the UN Guiding Principles. Which activity is central to that process?

A. Requiring every supplier to sign a code of conduct each year

B. Publishing a human rights policy statement on its website

C. Identifying and assessing actual and potential adverse impacts

D. Auditing only those suppliers that have been involved in public scandals

83. A training team wants to match instruction to each employee's preferred learning style, such as visual or auditory. What has research found about this 'meshing' approach?

A. Well-designed studies have found little evidence that matching instruction to learning styles improves learning

B. Studies show that matching styles works for adults in workplace training but not for children in schools

C. Studies show that matching styles improves learning outcomes by roughly a third for most adult learners in the workplace

D. Studies show that matching styles improves learning for visual learners but not for auditory learners

84. HR is designing anti-retaliation training for supervisors. Which message is MOST important to include?

A. A complaint protects the employee only if the underlying allegation of discrimination is later found to have merit.

B. Retaliation includes subtle acts, like exclusion or extra scrutiny, that could deter a reasonable person from complaining.

C. Supervisors avoid retaliation liability as long as they were not personally named in the employee's original written complaint.

D. Retaliation occurs only when an employee who complained is terminated, demoted, or has pay reduced shortly afterward.

85. A company surveys 200 candidates about their hiring experience on a 0 to 10 scale: 110 give a 9 or 10, 50 give a 7 or 8, and 40 give a 6 or lower. What is the candidate net promoter score?

A. 60

B. 30

C. 35

D. 55

86. A recruiter at a growing software company proposes setting each new hire's offer by matching or slightly exceeding the candidate's salary at a prior employer. She says this approach is fast and keeps offers within budget. What is the BEST reason for HR to discourage the practice?

A. Federal law now bans every private employer from asking candidates about their salary history at any stage.

B. Matching prior salaries would push most offers above the top of the company's established pay ranges for each job.

C. Prior pay can carry forward past pay disparities and may not justify a pay gap between people doing equal work.

D. Candidates' salary history is protected health information that cannot be stored in the applicant system.

87. A known union supporter is fired after security video shows her taking merchandise. She files an NLRB charge alleging the firing was retaliatory. HR is building the company's defense. Which evidence is MOST important to gather?

A. Records showing that the employee had strong performance reviews before the theft

B. Records showing how the company has disciplined other employees caught stealing

C. Statements from managers saying they were unaware of the employee's union views

D. Statements from coworkers saying they did not support the union campaign

88. A coach using the OSKAR solution-focused model asks a manager, "On a scale of 0 to 10, where 10 means your team meetings run the way you want, where are you today, and what puts you at a 4 rather than a 0?" Which OSKAR element is the coach using?

A. Know-how

B. Review

C. Outcome

D. Scaling

89. To meet a fixed open-enrollment date, an HR project manager hires two temporary benefits analysts and approves overtime for the tasks on the critical path, increasing project cost. Which schedule-compression technique is she using?

A. Fast tracking

B. Crashing

C. Scope reduction

D. Resource leveling

90. The board of a fast-growing company states that it is willing to take significant risks to win market share. The CHRO then sets a target that voluntary turnover in critical roles must stay between 8% and 12% this year. The CHRO's range is an example of which concept?

A. Risk appetite

B. Risk-bearing capacity

C. Risk tolerance

D. Residual risk

91. What is the main purpose of keeping a risk register on an HR project?

A. To record problems that have already happened on the project and the steps taken to fix them

B. To document what went well and poorly so future project teams can improve

C. To track actual spending against the approved budget for each project phase

D. To log possible risks with their likelihood, impact, owner and planned response

92. Three surveys report these mean salaries for a job: Survey A, $70,000 (100 incumbents); Survey B, $76,000 (200 incumbents); Survey C, $64,000 (100 incumbents). What is the incumbent-weighted mean?

A. $71,500

B. $70,000

C. $73,000

D. $76,000

93. Which employers typically sponsor 403(b) plans and 457(b) plans?

A. 403(b): small businesses with no other plan; 457(b): mainly labor unions and multiemployer funds

B. 403(b): state and local governments; 457(b): mainly public schools and 501(c)(3) nonprofits

C. 403(b): private for-profit companies; 457(b): mainly federal agencies and the armed forces

D. 403(b): public schools and 501(c)(3) nonprofits; 457(b): mainly state and local governments

94. To cut costs, a technology company will end the free daily catered lunches that employees have enjoyed for five years. Leadership asks HR to help announce the change. What is the BEST approach?

A. Send a brief email on the day before the last catered lunch is served

B. Phase out the lunches gradually over several months without any announcement

C. Give advance notice, explain the reason honestly, and acknowledge the loss

D. Announce it as a new healthy-eating initiative rather than a cost decision

95. The lowest-scoring branch on last quarter's customer service audit received intensive coaching, and its score rose noticeably the next quarter. The regional manager credits the coaching alone and wants to expand it to all branches. What caution should HR raise?

A. The gain is most likely a Hawthorne effect, so the coaching results should be set aside for now.

B. Some of the gain may be regression to the mean, so compare with similar low branches not coached.

C. The gain is too small to matter until the branch keeps it for at least four more quarters in a row.

D. The gain proves the coaching worked, but the program should be expanded only to other low branches.

96. A manufacturer pays a production shift lead well above the highly compensated employee (HCE) level and labels him exempt under the HCE test. He spends his shifts operating and adjusting machinery, does not direct other employees and performs no office work. Is the classification proper?

A. No, because the HCE test applies only to executives and not to leads in production roles.

B. No, because even under the HCE test he must regularly perform at least one exempt duty.

C. Yes, because pay above the HCE level exempts an employee regardless of the duties he performs.

D. Yes, as long as he is also paid at least the standard salary amount on a weekly salary basis.

97. Under the job characteristics model, which core job dimension most directly gives employees knowledge of the actual results of their work?

A. Task identity

B. Task significance

C. Feedback

D. Autonomy

98. A vendor bidding on HR's new learning management system provides a Voluntary Product Accessibility Template (VPAT). What does this document provide?

A. A plan the buyer must complete to show how the product will be accessible internally.

B. An independent certification that the product is fully compliant with all ADA requirements.

C. A legal guarantee that the vendor will cover the cost of any accessibility complaints.

D. The vendor's report of how its product conforms to accessibility standards such as WCAG.

99. A plant is considering moving production staff from 8-hour to 12-hour shifts. Before the decision is made, HR is asked to conduct a change impact assessment. Which activity is MOST central to that assessment?

A. Review how other plants in the industry have structured 12-hour shifts

B. Identify each affected group and how pay, schedules and safety would change for it

C. Survey all employees on whether they personally prefer working 8-hour or 12-hour shifts

D. Calculate the overtime cost savings for the operation as a whole

100. An employee in a calendar-year medical plan reached the plan's in-network out-of-pocket maximum in October after surgery. She calls HR to ask what she will owe for covered in-network care for the rest of the year. What should HR tell her?

A. Her normal copays through December, since copays never count toward the plan's out-of-pocket maximum.

B. Only her coinsurance through December, since the maximum applies to her deductible amount alone.

C. Nothing for covered in-network services through December, though her premium contributions continue.

D. Nothing for covered care and no premiums through December, since the maximum includes premiums.

101. A new HR manager at a plant is setting HR's annual goals. The plant's goals for the year are to increase output by 10% and reduce defects. What is the BEST way to align HR's goals with the plant's goals?

A. Identify people factors behind output and quality, such as staffing, skills and absence, and set goals on them

B. Set goals for HR's core functions, such as cutting time to fill and finishing policy updates, and report on them monthly

C. Ask each department manager what HR services they need most this year and set HR goals around those requests

D. Adopt the plant's output and defect goals as HR's goals so that HR shares accountability for the same results

102. According to Patrick Lencioni, which leader behavior best models vulnerability-based trust on a team?

A. Openly admitting a mistake to the team and asking members for help in fixing it

B. Consistently meeting every commitment so the team can predict her behavior

C. Keeping personal concerns private so the team stays focused on its shared goals and results

D. Delegating decisions widely to show the team that she trusts their judgment

103. A store manager in a discount retail chain that competes on low prices wants to give his staff free meals and extra paid days off to boost morale. The chain's profit margins are thin. What is the BEST approach for the HR manager?

A. Suggest low-cost recognition and scheduling options that fit the cost strategy
B. Deny the request and tell the store manager that morale is not a priority
C. Approve the perks for this store as a pilot and charge the cost to the regional budget
D. Approve the perks, since higher morale will pay for itself through better service

104. At a nonunion retail company, three cashiers post comments together on a public social media page complaining that their pay is lower than at a competitor's stores. A manager wants to discipline them for disloyalty. Under the NLRA, how should HR assess the posts?

A. They are likely protected only if the employees first raised the issue through the open-door policy.
B. They are likely protected concerted activity, because the employees are jointly discussing pay.
C. They are unprotected, because the NLRA protects only employees who are represented by a union.
D. They are unprotected, because the posts were made publicly rather than to the company directly.

105. During a system migration, an accounts payable clerk tells HR: "Leadership has been open with us, but nobody knows yet what our roles will look like after go-live, and that is what keeps me up at night." What is the MOST likely source of her resistance?

A. Fear of the unknown
B. Loss of control
C. Force of habit
D. Distrust of leaders

106. An HR analyst is classifying data fields in the company's HRIS. Which set of data elements is personally identifiable information (PII)?

A. Total number of new hires by location in each calendar quarter of the year
B. An employee's full name combined with date of birth and home address
C. Annual voluntary turnover rate by job family across the company
D. Average base salary by department for the prior fiscal year

107. Two weeks ago, an HR specialist promised an employee that a $600 underpayment would be corrected on his next paycheck. It was not, and the employee is now furious. What should the specialist do FIRST?

A. Explain that the payroll team caused the delay and refer him to payroll for a new date
B. Promise that the correction will be on his next paycheck without fail
C. Offer him a gift card to make up for the inconvenience he experienced
D. Apologize, own the miss, and arrange an off-cycle payment with a firm date

108. A company is forming a crisis management team with members from operations, legal, communications, security and HR. Which responsibility BEST fits HR's role on the team?

A. Deciding which legal claims the company will settle once the crisis has ended

B. Coordinating employee communication, welfare and support, and applying leave and pay policies

C. Serving as the sole spokesperson for all statements made to news media and the public

D. Directing the physical response at the scene, such as evacuation routes, perimeter control and site security

109. An HR project manager is meeting for the first time with the newly assigned executive sponsor of a company-wide job-architecture project. What is MOST important to establish in this meeting?

A. A complete inventory of project risks along with a mitigation plan for each of them

B. The list of vendors the project team will evaluate as sources of job-pricing data

C. Shared goals, the sponsor's role and decision rights, and how the two will communicate

D. A detailed project schedule with tasks and due dates assigned to each member of the team

110. A formal mentoring program costs $60,000 a year. After two years, HR's evaluation shows no measurable difference in retention, promotion or performance between participants and similar nonparticipants, though participants rate it highly. What should HR recommend?

A. Expand the program to more employees, since higher participation should make its effects easier to measure

B. Share the results and recommend ending or redesigning the program, redirecting funds to options with better evidence

C. Continue the program for another year, since development programs often take several years to show measurable results

D. Keep the program as it is, since high participant ratings show that it is valued and supports employee engagement

111. Which ordering ranks these channels from richest to leanest according to media richness theory?

A. Video conference, face-to-face, email, phone call

B. Face-to-face, email, video conference, phone call

C. Face-to-face, video conference, phone call, email

D. Face-to-face, phone call, video conference, email

112. An HR team is developing a new employee recognition program. Leaders expect the program's features to change as the team learns what employees value, and they want usable pieces delivered early. Which project approach fits BEST?

A. An agile approach that delivers in short iterations and adjusts to feedback

B. A waterfall approach that fixes all requirements before design begins

C. A phase-gate approach that delivers the complete program all at once

D. A critical path approach that locks the full schedule and all requirements before launching

113. A financial-wellness vendor that offers employee loans proposes paying the HR department a fee for each employee who takes out a loan. HR would promote the product in benefits communications. What should the HR manager do?

A. Decline the per-loan fee, since it would give HR a financial interest in employees' borrowing.

B. Accept the fee if the vendor's loan rates are lower than those of most local banks and lenders.

C. Accept the fee if the money goes into the HR department's budget rather than to individuals.

D. Accept the fee if the company discloses the arrangement in a footnote in benefits materials.

114. A food processing plant brings in 80 seasonal workers for a six-week harvest run, starting work on Monday. Many have never worked in a processing plant. What should be the TOP priority of their onboarding?

A. A full presentation of the company's history, mission and values before any training

B. Safety training on the equipment, hazards and procedures for the jobs they will do

C. Team-building activities that help seasonal workers get to know the permanent staff

D. Enrollment in the company's benefits programs during the first day of the assignment

115. A company is adopting a bring-your-own-device policy so employees can access work email on personal phones. Which approach BEST balances company security and employee privacy?

A. Allow access without security controls, since the company has no rights over a personal device.

B. Require employees to agree to a full device wipe whenever any company data is thought to be at risk.

C. Use tools that separate work data on the device so the company can secure or wipe only that data.

D. Require employees to give IT full access to their phones so that security can be confirmed at any time.

116. During an organizing drive, a supervisor tells an employee, "I know you went to the union meeting at the diner last night." The employee had not told anyone at work about the meeting. HR learns of the comment the next day. What should HR conclude?

A. The comment is lawful because the supervisor made no threat or promise to the employee

B. The comment is unlawful only if the supervisor or someone else actually watched the meeting

C. The comment is lawful because the meeting took place off the company's property

D. The comment likely creates an unlawful impression of surveillance and should be addressed

117. A call center manager asks HR for refresher training because agents' quality scores are low. HR's analysis shows that agents follow procedures correctly, but the knowledge base they use to answer customers contains outdated product information. What should HR recommend?

A. Update the knowledge base and set up a process to keep it current.

B. Deliver the refresher training first, and then reassess quality scores.

C. Add quality scores to agents' goals to increase their effort and focus.

D. Retrain agents on how to search the knowledge base more efficiently.

118. An employee shows HR that his annual review, which his manager drafted with a generative AI tool, credits him with projects he never worked on and criticizes delays on a project he did not lead. The review has not yet been finalized. What should HR do?

A. Let the employee add a written rebuttal to his file and leave the review as the manager drafted it.

B. Void the review and skip his rating this cycle to avoid any further disputes about it.

C. Have the manager correct the review with accurate facts before it is finalized or used.

D. Remind the employee that reviews reflect the manager's judgment and cannot be changed.

119. An HR manager is launching 360-degree feedback for team leaders. Which set of rater sources is typical of this approach?

A. Self, manager, peers, direct reports and in some cases customers

B. Manager and HR business partner only, plus the leader's own self-rating

C. Peers and direct reports only, with the manager excluded

D. Manager, skip-level manager and HR business partner only

120. When an applicable large employer assesses whether its health coverage is affordable under the ACA, what does it compare?

A. The employer's total premium for self-only coverage in the lowest-cost plan, against the employee's household income

B. The employee's out-of-pocket maximum under the lowest-cost plan, against the federal poverty line for the household

C. The employee's cost for the most popular family coverage tier offered by the employer, against a measure of income

D. The employee's cost for the lowest-cost self-only coverage that provides minimum value, against a measure of income

121. An HR department keeps every applicant's résumé and interview notes indefinitely "in case they're useful someday." Which practice BEST applies the storage limitation principle?

A. Adopting a retention schedule that keeps records for the required period and then securely disposes of them

B. Deleting each applicant's records as soon as the position is filled so that no data is kept at all

C. Asking applicants for consent to keep their records indefinitely when they submit their applications

D. Moving all older applicant records to a secure, encrypted archive so that they can be kept indefinitely for future openings

122. A company began the fiscal year with retained earnings of $2.5 million. During the year it earned net income of $600,000 and paid $200,000 in dividends to shareholders. What are its retained earnings at year-end?

A. $2.9 million

B. $3.3 million

C. $3.1 million

D. $2.3 million

123. A U.S. company opens an office overseas and finds that local employees are uncomfortable with individual awards and prefer recognition that goes to the whole team. Which Hofstede dimension BEST explains this preference?

A. Individualism versus collectivism
B. Masculinity versus femininity
C. Uncertainty avoidance
D. Long-term versus short-term orientation

124. A company places HR staff with local decision-making authority inside each business unit. What is the main advantage of this decentralized HR structure?

A. Easier enterprise-wide workforce reporting
B. Greater responsiveness to each unit's local needs
C. More consistent policy application across units
D. Lower HR staffing costs through economies of scale

125. A business owner had 17 employees on every business day last year and offers a group health plan. She asks HR whether federal COBRA applies to the plan. What is the correct answer?

A. No; COBRA applies to employers with 20 or more employees on over half of last year's business days.
B. Yes; federal COBRA covers plans of employers with 15 or more employees for 20 or more weeks in a year.
C. No; federal COBRA covers only plans of employers with 50 or more employees within 75 miles.
D. Yes; federal COBRA covers every employer-sponsored group health plan regardless of how many employees it has.

126. An HR manager is coaching a supervisor who will notify an employee that his position is being eliminated. According to common guidance, about how long should the notification meeting last?

A. About 60 to 90 minutes
B. About 30 to 45 minutes
C. About 10 to 15 minutes
D. About 2 to 3 minutes

127. HR is revising the code of conduct for a 900-employee company after a merger. Leadership wants employees to see the code as their own rather than a legal document handed down from above. What is the BEST approach?

A. Have legal counsel finalize the code and require every employee to sign an acknowledgment
B. Post the code on the intranet for comment after legal counsel has approved the final wording
C. Have the CEO introduce the final code in a video that explains why each section matters
D. Hold focus groups across levels to shape the draft and show how their input changed it

128. During a culture survey, a department manager persuaded the vendor to send him his team's raw comments before results were released. Employees were promised that comments would be reported only in aggregated, de-identified form. What should HR do FIRST?

A. Tell all employees that their comments were shared with a manager

B. Let him keep the comments but remind him not to act on them

C. Retrieve the comments, close the access gap, and investigate

D. Cancel the survey and rerun it later with a different vendor

129. A retail distribution center needs 60 additional warehouse workers for eight weeks during the holiday peak. After the peak, volume returns to normal levels. What is the BEST talent approach?

A. Require mandatory overtime for current staff for eight weeks

B. Bring in temporary workers through a staffing agency

C. Cross-train office staff to work in the warehouse for the peak

D. Hire 60 regular employees and lay them off after the peak

130. Recruiters at a 600-employee company check references for some finalists, usually through informal phone calls, but skip references for others when the hiring manager feels confident. What is the BEST fix?

A. Check references only for candidates whose interview scores raise some concerns.

B. Allow hiring managers to decide case by case when references are needed for a hire.

C. Stop checking references, since informal calls rarely provide any useful information.

D. Check references for all finalists for a role using the same job-related questions.

131. An allegation involves harassing texts that an employee sent from a company-issued phone. Before reviewing the device, what should HR do?

A. Ask the employee to forward the relevant texts to HR so the phone does not have to be taken from him.

B. Ask the employee for passwords to his personal social media apps on the phone to check other messages.

C. Confirm the device policy allows company inspection and have IT preserve a copy before anyone reviews it.

D. Review the phone at once without telling IT, so that the employee does not have time to delete any of the messages.

132. An analysis at a call center shows that most unscheduled absences among parents of young children occur on days when schools or child-care centers close unexpectedly. These employees' performance is otherwise strong. What should HR recommend?

A. Exclude child-care absences from the attendance policy for employees who have young children.

B. Explore flexible scheduling or shift-swap options that let affected employees cover these disruptions.

C. Apply progressive discipline consistently, since attendance rules must treat every employee the same way.

D. Require affected employees to arrange backup child care as a condition of their continued employment.

133. A manager asks HR to keep breaking down training evaluation data by different groups and time periods until some result shows the program was effective. What should HR do?

A. Run the extra breakdowns if the manager approves the list of groups in writing beforehand.

B. Run the extra breakdowns, and report only the ones that reach statistical significance.

C. Run the extra breakdowns, but use a looser significance level so the program gets a fair test in each subgroup.

D. Decline, explain that repeated slicing will find chance results, and report the planned analysis.

134. A hospital's medical-surgical unit has lost eight nurses in a year. Exit interview data shows most left because fixed rotating schedules made it hard to manage family obligations, not because of pay. What is the BEST retention tactic?

A. Give all unit nurses an across-the-board raise to bring their pay above the local market rate

B. Offer larger sign-on bonuses to fill the open positions on the unit more quickly

C. Introduce self-scheduling that lets nurses choose shifts within required staffing levels

D. Expand exit interviews to every unit to gather more data before making any changes

135. Why is firm-specific human capital generally a stronger source of competitive advantage than general human capital?

A. It raises employees' market value, which in turn reduces their voluntary turnover.

B. It is cheaper to develop, since employees learn it mostly on their own time.

C. It is less useful to other employers, so competitors find it harder to hire away.

D. It can be bought easily in the labor market at the moment it is needed.

136. A safety committee wants to add a leading indicator to its monthly dashboard. Which metric is a leading indicator of safety performance?

A. Workers' compensation claim costs for the past year

B. Total recordable incident rate for the past calendar quarter

C. Number of days-away cases recorded this quarter

D. Number of near-miss reports submitted and investigated

137. A benefits specialist's laptop holding unencrypted claims data for 300 group health plan participants is stolen from her car. A risk assessment cannot show a low probability that the PHI was compromised. By when must the plan notify the affected individuals?

A. Within 72 hours after the breach is discovered, the same deadline that applies to every breach involving electronic PHI

B. Within 30 calendar days after the plan completes its investigation of the incident

C. Without unreasonable delay and no later than 60 calendar days after the breach is discovered

D. Within 60 days after the end of the calendar year in which the breach was discovered

138. An HR manager is evaluating whether to outsource onboarding at a company whose distinctive culture is central to its employer brand. Which factor MOST strongly favors keeping onboarding in-house?

A. A vendor could deliver onboarding at a lower cost for each new hire than the internal team

B. The HR team has limited capacity during peak hiring periods

C. Onboarding involves many forms and routine system tasks for HR

D. Onboarding shapes culture and helps set the company apart as an employer

139. A company with 1,250 employees ran an engagement survey and received 800 responses. Of those respondents, 640 answered favorably on the engagement index items. What is the engagement index, expressed as percent favorable?

A. 51.2%

B. 20.0%

C. 64.0%

D. 80.0%

140. A software company is piloting anonymized resume screening for engineering roles to reduce bias at the first review stage. Recruiters ask which information should be removed before resumes go to the hiring team. What is the BEST guidance?

A. Remove names and photos only, since other details are needed to judge culture fit and stability.

B. Remove all employer and school names, along with job titles, so that reviewers rely on skills alone.

C. Remove names, photos, addresses and graduation years, but keep skills and job-relevant experience.

D. Remove everything except a skills list, so reviewers see only the keywords matched to the role.

141. A company has earnings before interest and taxes (EBIT) of $2 million and annual interest expense of $400,000. What is its interest coverage ratio?

A. 0.2 times

B. 5.0 times

C. 4.0 times

D. 20 times

142. What does it mean to cascade goals in a performance management system?

A. Translating organizational goals into department, team and individual goals that support them

B. Allowing each employee to set goals freely and then adding them all up to form the company goals

C. Moving any goals not completed this year into the next year's goal plan for each person

D. Assigning identical goals to every employee so all staff work toward the same targets

143. Groups of employees at a nonunion company take the following actions together. Which action would most likely fall outside Section 7 protection because it lacks the mutual aid or protection element?

A. Collecting donations to help a coworker during an unpaid medical leave of absence
B. Asking management together to revise the tuition reimbursement policy
C. Recruiting coworkers to join a private book club that meets on weekends
D. Asking management together to add lighting to the employee parking lot

144. Engineering and sales at a software company blame each other for missed launch dates. Engineering values thorough testing before release, while sales commits to customer deadlines it sees as fixed. What is HR's BEST intervention?

A. Coach each department head separately on how to reduce blame within their own team.
B. Have the CEO decide which department's deadline norms are correct and apply them to both.
C. Facilitate a joint session to surface each group's constraints and agree on shared deadline norms.
D. Separate the teams' workflows so engineering and sales interact only through a dedicated project manager.

145. A manager-development program pairs each participant with an AI coaching tool. One participant asks for a human coach, saying the AI feels impersonal for working through a sensitive conflict on his team. What is HR's BEST response?

A. Arrange access to an internal or external human coach for complex issues the AI handles poorly.
B. Explain that every participant must use the AI coach so the program stays consistent for the whole cohort.
C. Tell the participant to bring the team conflict to HR rather than discuss it in coaching.
D. Remove the participant from the program and offer to re-enroll him in next year's cohort.

146. An HR team using Scrum to build a new onboarding portal needs to decide which features to build first. Which Scrum role is responsible for managing and ordering the product backlog?

A. Project sponsor
B. Product owner
C. Scrum master
D. Developers

147. HR and an operations manager agreed on weighted criteria for selecting a training vendor. The manager now wants to choose the vendor his former employer used, although he has no financial ties to it and its bid has not yet been scored. What should HR do?

A. Remove him from the selection process because of his past experience
B. Score all bidders against the agreed criteria and share the results with him
C. Select his preferred vendor, since he will be the main day-to-day user of its service
D. Rebid the project with new criteria that better fit his preferred vendor

148. An employee in a high-deductible health plan has a $3,000 deductible, 20% coinsurance after the deductible, and a $6,000 out-of-pocket maximum. She has not yet paid anything toward the deductible this year when she incurs $10,000 in covered in-network charges. How much will she pay?

A. $4,400
B. $1,400
C. $6,000
D. $5,000

149. An internal review finds that a former HR coordinator's HRIS account was still active three weeks after her last day, and logs show it was used once after she left. What is the BEST process fix?

A. Have the offboarding checklist trigger same-day access removal and run periodic access reviews
B. Have the HR coordinator's manager change the password for the account on her last day
C. Require departing HR staff to sign an acknowledgment that they will not access company systems
D. Have IT disable any HRIS account that shows no login activity for 90 consecutive days

150. A department's eligible payroll is $2.4 million, and the approved merit budget is 3.5%. What is the total merit pool?

A. $72,000
B. $8,400
C. $84,000
D. $96,000

151. A company requires every job opening to have an approved requisition in its ATS before the job can be posted. What is the PRIMARY purpose of this rule?

A. To make sure each opening is budgeted and fits the approved headcount plan
B. To make sure each job posting is written in language that attracts more applicants
C. To make sure each candidate's background check is finished before an interview
D. To make sure each hiring manager has completed interviewer training before hiring

152. Which description BEST explains role-based access control in an HRIS?

A. Users receive access permissions based on their job function, so each sees only the data needed for that role.
B. Access to the system is granted individually by the HRIS administrator when an employee submits a request.
C. Users are required to verify identity with a password and a second factor before they can access the system.
D. Each user may view all employee records but may edit only the records of employees in his or her own department.

153. During a panel interview for a production supervisor role, a manager asks a candidate whether her childcare arrangements will keep her from working mandatory overtime. The HR business partner is on the panel. What is the BEST way for HR to handle the situation?

A. Let the candidate answer, then remind the panel privately afterward to disregard her reply when scoring.

B. Stop the interview at once and tell the candidate the manager will be removed from the hiring decision.

C. Step in to restate it as whether she can meet the overtime schedule, then coach the manager afterward.

D. Say nothing during the interview, then report the manager's question to legal before any offer is made.

154. Manager A rates one employee high on every dimension because the employee is exceptionally punctual. Manager B rates another employee low on every dimension because the employee once missed a major deadline in the second quarter. Both managers rate their other employees accurately. Which classification is correct?

A. Manager A shows the halo effect and Manager B shows recency error

B. Manager A shows the horns effect and Manager B shows the halo effect

C. Manager A shows the halo effect and Manager B shows the horns effect

D. Manager A shows leniency error and Manager B shows strictness error

155. An HR manager coaches a team lead to use the DESC script with a peer who keeps taking credit for shared work. Which sequence matches the DESC components?

A. Discuss the situation, empathize with the peer, suggest options, commit to a shared plan

B. Describe the behavior, express your feelings, specify the change wanted, state consequences

C. Define the problem, explore its causes, select a solution, check the results afterward

D. Describe the behavior, explain the policy, set a firm deadline, confirm agreement in writing

156. Change management research consistently finds that middle managers can be among the most resistant groups during a change. Which is a common reason for their resistance?

A. A lack of direct access to the change's executive sponsor

B. Fear of losing control while being given more work

C. A preference for receiving change news in writing

D. A belief that frontline staff should lead change

157. An HR team wants to use several years of employee performance and engagement data to train an internal AI model that predicts turnover. Which approach BEST meets ethical expectations for using the data?

A. Use the data once the vendor certifies its security, since protecting the data is the main concern.

B. Rely on the handbook clause stating that data created on company systems belongs to the company.

C. Tell employees how their data will be used, define the model's purpose, and use only the data it needs.

D. Use every available data field to maximize prediction accuracy, then remove employee names from the model's outputs.

158. A district manager at a retail chain staffs a store in a predominantly Black neighborhood only with Black sales associates, reasoning that customers will feel more comfortable. White and Asian associates who asked to transfer there were turned down. What is the BEST assessment HR should give?

A. It is a race-based assignment that Title VII bars, and race cannot be a BFOQ

B. It is permissible as a voluntary diversity effort if a written plan documents it

C. It may be defended as a BFOQ if sales data show customers prefer it

D. It is lawful if the assignments carry no difference in pay or job title

159. While preparing next year's pay budget, an HR manager notes that inflation is at a ten-year high and employees are asking whether raises will keep up. The company's revenue growth is modest. How should the HR manager factor inflation into the merit budget recommendation?

A. Set the merit budget equal to the inflation rate so employees keep buying power

B. Replace merit increases with a flat bonus for all employees equal to inflation

C. Treat inflation as one input, weighed with market pay movement and affordability

D. Leave the merit budget unchanged, since inflation is temporary and outside HR's control

160. A company decides to report its performance using the triple bottom line. Which three dimensions does this framework measure?

A. Environmental, social and governance performance

B. Financial, customer and internal process performance

C. Social, environmental and economic performance

D. Economic, legal and ethical performance

161. For one month, an employer's part-time employees work a combined 1,200 hours, and none of them works more than 120 hours in that month. How many full-time equivalent (FTE) employees does this produce under the ACA employer shared responsibility rules?

A. 10

B. 7.5

C. 9

D. 40

162. A salary range has a minimum of $64,000 and a range spread of 50%. What are the range maximum and midpoint?

A. Maximum $128,000; midpoint $96,000

B. Maximum $96,000; midpoint $72,000

C. Maximum $80,000; midpoint $72,000

D. Maximum $96,000; midpoint $80,000

163. Which set of tasks takes place mainly in the Development phase of the ADDIE model?

A. Writing the learning objectives, choosing the delivery methods, and drafting the overall assessment strategy

B. Building storyboards, course materials, and job aids, then reviewing them with subject matter experts

C. Delivering the course to learners, managing the logistics, and coaching the facilitators

D. Interviewing stakeholders and analyzing gaps to decide whether training is the right solution

164. A hospital spends heavily on staffing agencies to fill nursing and technician shifts, using more than a dozen agencies with different rates. Leaders ask HR to reduce the spending. What is the BEST action?

- **A.** Stop using agencies for technician shifts and require current staff to cover those shifts with overtime instead
- **B.** Analyze agency spend by vendor and role, then consolidate to a few preferred agencies at negotiated rates
- **C.** Ask each agency to lower its markup by the same percentage or risk losing the hospital's business going forward
- **D.** Shift all agency spending to the single agency that offers the lowest rate for each type of nursing position

165. A company plans to eliminate 60 positions at a site with 400 employees and asks HR to estimate the cost of the reduction in force. Which components should HR include?

- **A.** Severance, benefit subsidies, accrued leave owed, outplacement, legal review and transition productivity loss
- **B.** Lost salary savings from the 60 positions over the first year, minus severance pay, which gives the net RIF savings
- **C.** Severance and any pay owed under the WARN Act, since those are the only costs required by law or company policy
- **D.** Severance based on years of service multiplied by each affected employee's current weekly pay under the company plan

166. Applicants challenge a company's hiring process under a disparate impact theory. Under Title VII as amended by the Civil Rights Act of 1991, what must they generally do to establish a prima facie case?

- **A.** Identify a specific employment practice that causes a significant disparity
- **B.** Show that managers intended to keep members of their protected group out of the jobs
- **C.** Show that the overall workforce mix differs from the local labor market
- **D.** Show that the employer passed over a less discriminatory alternative

167. A department head wants to give raises only to the three analysts who have told him they are interviewing elsewhere. The other five analysts in the same job, with similar performance, would get nothing. What should HR advise?

- **A.** Explain that this rewards threats and can create pay inequity, and review market pay for the role
- **B.** Approve the raises, since paying to keep those at risk is the cheapest and fastest way to cut turnover
- **C.** Delay any decision until the three analysts actually resign and present written offers
- **D.** Approve the raises as long as the three analysts agree to keep the amounts confidential

168. In a dispute over vacation scheduling, an HR facilitator asks both teams to list as many possible scheduling solutions as they can, with no criticism allowed until the list is complete. Which principled negotiation principle does this illustrate?

A. Insisting on objective criteria

B. Inventing options for mutual gain

C. Separating the people from the problem

D. Developing a strong BATNA

169. An inclusion leader says the company's ERGs should apply an intersectional lens when planning programs. What does this MOST likely mean for ERG programming?

A. Combine all ERGs into one inclusion council so that every program serves the whole employee base.

B. Rank the identities each ERG represents so that the inclusion budget goes first to the most underrepresented group.

C. Ask each employee to choose one primary ERG so that membership counts do not overlap across groups.

D. Plan joint events across ERGs, since employees hold multiple identities that shape their experience.

170. An employee in a state with no fair employment practices agency is demoted on May 10 and believes the demotion was based on her race. Assuming the deadline falls on a business day, what is the last day to file a Title VII charge with the EEOC?

A. November 10

B. November 6

C. March 6 of the next year

D. August 8

171. Which sequence BEST reflects the typical stages of a mediation session?

A. Each party's story, opening statement, options, issue identification, agreement

B. Opening statement, options, each party's story, agreement, issue identification

C. Issue identification, opening statement, agreement, each party's story, options

D. Opening statement, each party's story, issue identification, options, agreement

172. To isolate the effect of a sales coaching program, HR asks participants to estimate how much of their improvement came from the coaching. One participant reports a $50,000 sales gain, attributes 60% of it to the coaching, and is 75% confident in that estimate. Using this method, how much benefit should HR credit to the program for this participant?

A. $22,500

B. $30,000

C. $50,000

D. $37,500

173. Under the Pregnant Workers Fairness Act (PWFA), which employer action is unlawful even if the employee's accommodation request is ultimately granted?

A. Telling the employee that pressing the request could hurt her chances of promotion
B. Asking for reasonable documentation when the need for accommodation is not obvious
C. Offering a different effective accommodation from the one the employee first proposed
D. Taking a few days to review the request through the normal interactive process

174. HR must terminate a warehouse employee for repeated attendance violations. Last week he angrily told coworkers that his manager would "get what's coming," and he has mentioned owning several firearms. What should HR do FIRST?

A. Postpone the termination until his anger subsides over the next few months
B. Ask security to search his vehicle for weapons before the meeting begins
C. Convene the threat assessment team to plan security, timing and support
D. Have the manager hold the meeting alone to avoid singling him out as a risk

175. A for-profit company wants to offer unpaid summer internships. Which test does the U.S. Department of Labor use to decide whether the interns must be paid under the FLSA?

A. The duties and salary test
B. The primary beneficiary test
C. The economic reality test
D. The common-law right-to-control test

176. An HR assistant asks lawful permanent residents to show an extra document, such as a Social Security card, on top of their Permanent Resident Card, but asks nothing extra of U.S.-born new hires. The assistant says it is for extra security. What should the HR manager conclude?

A. This is an unfair documentary practice based on citizenship status and must stop
B. This is permissible, as long as the extra document is not used in the hiring decision
C. This is permissible, because the extra document only confirms the employee's identity
D. This is an I-9 paperwork error, which is fixed by noting it in Section 2 of each form

177. A manager's draft performance review says an employee "has a bad attitude." The manager asks HR to sign off on the review. How should HR coach the manager?

A. Replace the phrase with specific, observable behaviors and their effect on the team's work
B. Soften the phrase to "needs to improve attitude" to lower the risk of a later dispute
C. Keep the phrase but lower the rating so that the concern is reflected in the overall score
D. Delete the phrase and discuss the employee's attitude separately in a verbal conversation

178. A boat repair company has decided to stop serving the general recreational market and focus only on repairing luxury yachts. What staffing approach BEST supports this focus strategy?

A. Hire generalists who can be moved across many different types of repair work
B. Fill most roles with low-cost temporary workers to keep repair prices down
C. Hire and develop staff with deep, specialized expertise in luxury yacht work
D. Recruit broadly through mass job postings to build a large applicant pool

179. In planning meetings, a peer manager voices support for HR's new attendance policy. Afterward, several of his supervisors tell HR he has been criticizing the policy to his team and predicting it will fail. What is the BEST response for the HR manager?

A. Report the manager's behavior to his director and ask that it be addressed in his performance review.

B. Ignore the comments, since he supports the policy officially and the policy is going ahead as planned.

C. Meet privately with the manager, share what she has heard, and ask about his concerns with the policy.

D. Raise the issue at the next planning meeting so the whole group can hold the manager to his stated support.

180. A manager reviewing candidates for an urgent opening stops after interviewing the third applicant because that person meets all the requirements, rather than continuing to seek the best possible candidate. Which concept from Herbert Simon describes this choice?

A. Escalation of commitment to a choice

B. Satisficing under bounded rationality

C. Anchoring bias in the candidate review

D. Rational optimization of the choice

181. A 300-employee company tracks goals in its performance system. Of the 240 employee goals entered, 180 are linked to a company objective. What is the goal alignment rate?

A. 33%

B. 25%

C. 60%

D. 75%

182. Under Title VII, when may an employer ask for more information to confirm that an employee's request for religious accommodation is based on a sincerely held belief?

A. When it has an objective basis for questioning the belief's sincerity

B. Whenever the employee has not practiced the belief consistently

C. When the employee is unable to provide a letter from a religious leader

D. Whenever the belief is not part of a recognized organized religion

183. A witness in a harassment investigation is more comfortable speaking Spanish than English, and the investigator does not speak Spanish. What is the BEST approach?

A. Ask the witness to submit a written statement in Spanish instead of being interviewed in person.

B. Hold the interview in English and give the witness extra time to answer each of the questions.

C. Ask a bilingual coworker from the witness's team to interpret, since the witness trusts that person.

D. Use a qualified, neutral interpreter who has no connection to the parties or to the complaint.

184. Which Belbin team role describes a dynamic member who thrives on pressure, challenges the team and drives it to overcome obstacles?

A. Shaper
B. Coordinator
C. Teamworker
D. Implementer

185. During a six-month sales training pilot, lower-performing employees drop out of the pilot group at a much higher rate than they leave the comparison group. HR then compares the average sales of employees who remain in each group. How does this pattern most likely affect the results?

A. The comparison is unaffected, as long as the remaining pilot group is still large enough for a valid analysis.
B. The training effect will likely be overstated, because the remaining pilot group is skewed toward stronger performers.
C. The training effect is still accurate, but the results cannot be generalized to the company's other sales teams.
D. The training effect will likely be understated, because the pilot group now has fewer people and less statistical power.

186. Halfway through a leadership development program redesign, the executive sponsor has missed the last three steering meetings and has not replied to two decision requests. What should the HR project lead do?

A. Pause all project work until the sponsor resumes attending meetings and answers the decision requests.
B. Continue making the pending decisions without the sponsor so that the project stays on schedule.
C. Report the sponsor's absence to the CEO and ask that a more engaged executive be appointed as sponsor instead.
D. Meet with the sponsor one-on-one to learn what has changed and reconfirm the sponsor's role and priorities.

187. Which list BEST describes the main types of benefits that state workers' compensation systems provide?

A. Medical care, paid family leave, legal fees, and lost-promotion damages
B. Medical care, wage replacement, awards for pain and suffering, and punitive damages against the employer
C. Wage replacement, short-term disability, severance, and unemployment pay
D. Medical care, wage replacement, vocational rehabilitation, and death benefits

188. According to Kotter and Schlesinger, which approach to managing resistance is MOST appropriate when the change initiators lack the information needed to design the change and others have considerable power to resist?

A. Negotiation and agreement
B. Participation and involvement
C. Education and communication
D. Explicit and implicit coercion

189. HR plans to hire a consultant to recommend a new HR technology platform. Which pre-engagement check would BEST show whether the consultant can give an independent recommendation?

A. A review of its staff's professional certifications and work history

B. A written disclosure of any financial ties to vendors it may recommend

C. Samples of reports and recommendations it has written for other clients

D. Calls with references from clients where it has done similar projects

190. An interviewer rates nearly every candidate a 3 on a 5-point scale, regardless of how well each one answered. Which rating error is this?

A. Halo effect

B. Strictness error

C. Central tendency

D. Leniency error

191. A private community pool's snack bar wants to hire 15-year-olds for July. The manager plans to schedule them for 8-hour shifts, five days a week, closing at 9 p.m. Under the FLSA, what should HR advise?

A. The schedule must be cut to 3 hours a day, the cap that applies to minors

B. The schedule is allowed, because summer rules permit work until 9 p.m.

C. The schedule must end by 7 p.m., the latest time a 15-year-old may work

D. The schedule is allowed only if the teens work no more than 18 hours a week

192. During a lawful strike, picketers have physically blocked the plant driveway for two days and threatened nonstriking employees as they tried to enter. The plant manager asks HR what recourse the company has under federal labor law. What should HR recommend?

A. Seek a federal court injunction to end the strike, since a strike with misconduct is wholly unlawful.

B. Ask the Federal Mediation and Conciliation Service to order the union to remove its picket line.

C. Discharge every striker on the line, since misconduct by some strikers makes the strike unprotected.

D. Document the incidents and file an unfair labor practice charge against the union with the NLRB.

193. A product costs $60 to make and sells for $100. Which statement correctly compares its gross margin and markup?

A. Gross margin and markup are both 40%, since each uses the same $40

B. Gross margin is 40% of price, and markup is about 66.7% of cost

C. Gross margin is 40% of cost, and markup is about 66.7% of price

D. Gross margin is about 66.7% of price, and markup is 40% of cost

194. An HR generalist is drafting training on exceptions to employment at will. How widely do U.S. states recognize the implied covenant of good faith and fair dealing as an exception?

A. It is recognized under federal law and applies in every state.

B. It is recognized by a minority of states, often narrowly.

C. It is recognized by nearly all states, alongside public policy.

D. It is recognized by most states, but only for union members.

195. Six months after a company added a new pre-employment assessment, hiring managers say new hires seem weaker. Over the same period, the company also changed its job board and raised starting pay. What should HR do FIRST?

A. Compare hires before and after the change on the same performance measures, and account for other changes

B. Survey hiring managers in more detail to find out which specific skills and behaviors the new hires are missing on the job

C. Raise the passing score on the new assessment so that only the strongest candidates move forward

D. Drop the new assessment and go back to the old process until the quality problem has been resolved

196. In a promotion cycle, 30% of eligible white candidates and 21% of eligible Hispanic candidates were promoted. Under the 80% rule of thumb, does the data suggest possible adverse impact?

A. No; the ratio is 0.91, which stays well above 0.80

B. Yes; the ratio is 1.43, which is above 1.25

C. No; the 9-point gap is under a 20-point limit

D. Yes; the ratio is 0.70, which falls below 0.80

197. Weeks after a merger announcement, employees are distracted, rumors about worst-case outcomes spread, executives make decisions in crisis mode with little communication, and each side criticizes the other. Marks and Mirvis call this pattern:

A. Survivor syndrome

B. Change fatigue

C. Merger syndrome

D. Culture shock

198. An HR generalist emails an invitation to a new support group for employees caring for family members with cancer. She sends it to 40 employees who had expressed interest and puts all of their addresses in the To line. What is the BEST response?

A. Report the incident to HHS as a HIPAA breach, since health information about employees was disclosed.

B. Acknowledge the error to recipients, ask them not to forward it, and use blind copy from now on.

C. Resend the invitation to the same list with an apology so that everyone has the corrected version.

D. Take no further action, since the email itself did not include any medical details about the recipients.

199. An HR team pilots a new onboarding program. It values the pilot's benefits (lower early turnover and faster ramp-up) at $150,000, and the pilot's total costs were $100,000. What is the pilot's return on investment (ROI)?

A. 50%
B. 67%
C. 150%
D. 33%

200. Last year, 12 employees left a company, and HR estimates the replacement cost at $15,000 per departure. A retention program costing $60,000 a year is expected to cut departures in half. What net annual savings should HR project?

A. $180,000
B. $120,000
C. $30,000
D. $90,000

201. A distributor reports annual cost of goods sold of $6 million and average inventory of $1.5 million. How many times did it turn over its inventory during the year?

A. 4 times
B. 0.25 times
C. 6 times
D. 91 times

202. HR and corporate communications have drafted a new crisis communication plan. They schedule a session in which team members sit together and talk through how they would respond to a simulated chemical spill. What is the main purpose of this tabletop exercise?

A. To meet an OSHA requirement for an annual live drill at every covered worksite
B. To prepare final press releases that can be issued unchanged during a real event
C. To test roles and decisions in the plan through discussion and find gaps before a real crisis
D. To train all employees on evacuation routes through a timed, full-scale building drill with outside responders

203. A job board's sales representative claims that applicants from its site are twice as likely to be hired as applicants from other sources. How should HR evaluate this claim?

A. Run a one-month trial and count the number of applicants the board sends in.
B. Compare applicant-to-hire rates and quality of hire by source using its own ATS data.
C. Accept the claim if the job board's figures come from a large number of employers in many industries.
D. Ask other local HR professionals whether they had similar results with the board.

204. At a nonunion company, an employee who was investigated for harassment and issued a final warning asks HR for a full copy of the investigation report and the names of every witness. No state law in his location requires release of investigation files. What should HR do?

A. Explain the findings and reasons for the warning but decline to release the full report or witness names

B. Refuse to discuss the investigation at all, since all findings must remain fully confidential

C. Give him the full report and witness list, since he has a federal right to all records the company holds about him

D. Give him the report with names removed and invite him to contact the witnesses to rebut them

205. Engagement survey results for one department are well below the company average, and HR must review them with the department manager, who is known to become defensive. What is the BEST approach?

A. Share the results at a leadership meeting so that peer comparison motivates the manager to act.

B. Meet privately, frame the data as a starting point, and agree together on a few priorities.

C. Present the results to the manager's team first so employees know that their feedback was heard.

D. Soften the findings by presenting only the items on which the department scored above average.

206. A company must train 500 employees across 10 sites on a new quality system and is choosing between instructor-led classroom sessions and an e-learning course. What is the BEST way to compare costs?

A. Compare the hours each method requires, since the method that takes employees away from work least will cost least

B. Compare travel and facility costs, since those are the main expenses that differ between classroom and online training

C. Compare total cost per learner, including development, delivery, travel and employee time away from work

D. Compare the vendor price quoted for building the e-learning course with the cost of hiring classroom instructors

207. What is the KEY difference between the nominal group technique and the Delphi technique when used for judgmental forecasting?

A. Nominal group sessions use outside experts, while the Delphi method uses only internal staff.

B. Nominal group participants meet face to face, while Delphi experts never meet one another.

C. Nominal group participants reach consensus aloud, while Delphi experts vote by secret ballot.

D. Nominal group results are statistical forecasts, while Delphi results are qualitative opinions.

208. Before ending a meeting with an employee who raised several workload concerns, an HR manager summarizes the key points discussed. What is the main purpose of this summary?

A. To give the employee one last chance to raise any additional complaints

B. To create a word-for-word record that can be used in later legal proceedings

C. To signal that the HR manager's view of the issue is now final and settled

D. To confirm a shared understanding of what was said and the agreed next steps

209. An employer facing an Equal Pay Act claim wants to justify a pay difference between a male and a female employee doing equal work. Which set lists the four affirmative defenses available under the Act?

A. A seniority system, a bona fide occupational qualification, business necessity, and a factor other than sex

B. A seniority system, a merit system, a system based on quantity or quality of production, and a factor other than sex

C. A merit system, differences in education, differences in job title, and a system based on quality of production

D. A seniority system, a merit system, prevailing labor market rates, and the employee's salary history at a prior employer

210. A cross-functional project team has delivered its final product and will disband next week. Which leader action is MOST appropriate at this stage?

A. Facilitate open debate to resolve any remaining conflicts about the work.

B. Recognize individual and team contributions and document lessons learned.

C. Set stretch goals to keep the team's momentum going through the final week.

D. Clarify each member's role and responsibilities for the remaining work.

211. A 30-person nonprofit will use appreciative inquiry to plan its next three years. The facilitator is designing the Discovery phase. What is the BEST way to structure the interviews?

A. Pair staff to interview each other about peak moments

B. Send an anonymous survey rating gaps against strategic goals

C. Hold focus groups on the root causes of recent program failures

D. Have the director interview each employee about current problems

212. A company's engineering team runs R&D on new products and automates manufacturing processes. In Porter's value chain, which activity does this work represent?

A. Procurement

B. Operations

C. Human resource management

D. Technology development

213. An employer plans to rescind a job offer based partly on information in a background report from a consumer reporting agency. Under the FCRA, what must the employer do BEFORE making the final decision?

A. Give the applicant a written explanation of the specific reasons for rescinding

B. Give the applicant a copy of the report and ask the agency to reinvestigate it

C. Give the applicant a final adverse action notice with the agency's contact details

D. Give the applicant a copy of the report and a summary of FCRA rights

214. A former cashier was fired after a documented and admitted theft of company funds. She signed a release letting the company discuss her employment, and her company policy routes reference requests to HR. A prospective employer hiring for a cash-handling job calls her former manager, who says he is afraid to say anything. What should HR advise?

A. Tell the caller the company has no comment and suggest they rely on a criminal background check instead.

B. Have HR take the call and share the documented facts in good faith, since qualified privilege protects truthful statements.

C. Have the manager describe the theft and give his personal opinion of her honesty, since she signed a release.

D. Have the manager confirm dates of employment only, since any negative statement about a former employee invites a defamation suit.

215. An organization's annual turnover rate rose from 10% to 12%. Which statement describes the change accurately?

A. Turnover rose 2 percentage points, a 12% relative increase.

B. Turnover rose 2 percentage points, a 20% relative increase.

C. Turnover rose 20 percentage points, a 2% relative increase.

D. Turnover rose 2%, which is a 2 percentage point relative increase.

216. An HR project team prioritizes stakeholders by multiplying influence by interest, each rated from 1 to 5. Stakeholder A has influence 4 and interest 5, Stakeholder B has influence 5 and interest 2, and Stakeholder C has influence 3 and interest 3. What is the correct priority order, from highest to lowest?

A. A, C, B

B. C, A, B

C. A, B, C

D. B, A, C

217. A company has just acquired a 300-employee firm that never had a code of conduct. HR must roll out the parent company's code to the new employees. What is the BEST approach?

A. Introduce the code through manager-led sessions and training, explain key changes, and collect acknowledgments.

B. Email the code to all new employees and require signed acknowledgments within two business days of receipt.

C. Wait until the integration is complete next year so the employees are not overwhelmed by too many changes.

D. Post the code on the intranet and audit the past year of the acquired firm's conduct against its standards to find any gaps.

218. A company is moving from a PPO to a high-deductible health plan with an HSA, and department managers will announce the change in team meetings next week. Several managers tell HR they cannot answer basic questions about deductibles or HSA contributions. What is the BEST way for HR to support the managers?

A. Brief managers ahead of time with talking points and an FAQ, and give them a way to route hard questions to HR.

B. Cancel the team meetings and replace them with a single email from HR so that the message stays consistent.

C. Tell managers to share only the effective date and to send every question to the benefits vendor's call center.

D. Have managers read a prepared script word for word and avoid taking any questions during the meetings.

219. An annual culture survey shows that trust in management scores 30 points lower at one plant than at a similar plant in the same division. The survey data do not show why the two sites differ. What should HR do NEXT?

A. Hold follow-up focus groups at both plants to explore the gap

B. Launch a trust-building workshop for all leaders at the low plant

C. Rerun the survey at both plants next quarter to confirm the results

D. Present the low plant's scores in a meeting with its manager's peers

220. An HR analyst is estimating the full cost of turnover for customer service representatives. Which cost component is MOST often underestimated or left out of these estimates?

A. Background check fees charged for the new hire

B. Lost output while the replacement gets up to speed

C. Job board posting fees for the replacement search

D. Processing final pay and benefit continuation notices

221. HR is choosing between a quarterly cash bonus and a three-year deferred bonus for production staff at a site in a country that scores very low on Hofstede's long-term orientation dimension. Which approach would MOST likely be more motivating?

A. The deferred bonus, because delayed payouts reduce turnover in any culture.

B. The quarterly cash bonus, because the culture values quick, visible results.

C. A blend weighted toward deferral, so that the payouts reward persistence and loyalty over time.

D. The three-year deferred bonus, because it builds loyalty over the long run.

222. A highly skilled accountant has become anxious and hesitant since the company introduced a new reporting system, though she has the expertise to use it well. According to the Situational Leadership model, which style should her manager use?

A. Delegating, with full responsibility for the system

B. Coaching, with detailed direction, close monitoring and encouragement

C. Directing, with step-by-step instructions on the system

D. Supporting, with encouragement and joint problem-solving

223. A company needs 12 hires. Its yield ratios are: 50% of applicants pass screening, 40% of those screened are interviewed, 25% of those interviewed receive offers, and 80% of offers are accepted. If the offer acceptance rate falls to 60% and the other yields stay the same, how many applicants will the company need?

A. 375, up from 300
B. 500, up from 300
C. 400, up from 300
D. 360, up from 300

224. An outdoor gear retailer encourages employees to post about its new products on their personal social media accounts. Under FTC endorsement rules, what should employees disclose?

A. Only that the views are their own, using a short disclaimer placed in their profile biography
B. Only the price they paid for the product, if they bought it at an employee discount
C. Nothing at all, as long as they post from personal accounts rather than company accounts
D. That they work for the company, clearly and close to the post's content about the product

225. HR is launching a monthly five-item pulse survey. Past annual surveys showed that participation drops when employees think nothing happens with their feedback. What is the BEST way to sustain participation?

A. Make the pulse mandatory and have managers track which of their team members have completed it each month.
B. Share results and the actions taken after each pulse so employees see their input being used.
C. Change the items each month so the pulse stays new and interesting to employees.
D. Hold a monthly prize drawing for the employees who complete each pulse survey on time.

226. A division's year-end data show that 85% of its employees were rated in the top category, compared with about 20% in other divisions with similar business results. What does this pattern MOST likely signal?

A. Recency error caused by managers reviewing only the most recent quarter
B. Central tendency error caused by the division's use of an odd-numbered rating scale
C. Leniency error that weakens the ratings' ability to differentiate performance
D. Strictness error that has compressed the division's ratings toward the top

227. An employee who signed a predispute arbitration agreement sues his employer in court under the Age Discrimination in Employment Act. In Gilmer v. Interstate/Johnson Lane Corp., what did the Supreme Court hold about such claims?

A. ADEA claims can be arbitrated only under a union contract
B. ADEA claims can be arbitrated only after the EEOC dismisses them
C. ADEA claims must be heard in court regardless of any agreement
D. ADEA claims can be subject to a valid agreement to arbitrate

228. According to Kotter and Schlesinger, when is explicit or implicit coercion an appropriate way to deal with resistance, and what is its main risk?

A. When speed is essential and initiators have power; it can leave people resentful

B. When resisters have power to block change; it can grow costly and invite more deals

C. When people resist from fear of adjusting; it can cost time and money and still fail

D. When resistance comes from poor information; it can take a long time with many people

229. In a nonunion distribution center, employee surveys show that workers feel their concerns about safety and scheduling go unanswered. HR wants a complaint process that resolves issues quickly. Which design is BEST?

A. An open door policy that requires employees to raise all concerns with their supervisor only

B. A tiered process with set response times that lets employees go past their supervisor if needed

C. A committee of elected employees that negotiates schedules and safety rules with managers

D. A suggestion box reviewed by HR each quarter, with written responses posted to the company intranet

230. An employee complains to HR that several posts in an ERG's company chat channel urge members to support specific political candidates. The company's communications policy limits partisan campaigning on company systems for all channels. What is the BEST response?

A. Ask the complaining employee to leave the channel, since membership in an ERG is voluntary.

B. Take no action because ERG channels are protected spaces for members to share their views.

C. Review the posts against the existing policy and apply it the same way it is applied to any channel.

D. Shut down the ERG's chat channel until the group's leaders agree in writing to stricter content rules for posts.

231. A company has 60 managers who together supervise 540 nonmanagement employees. What is the average span of control?

A. 1:12

B. 1:10

C. 1:8

D. 1:9

232. An HR director is ranking data stored in the HRIS by the harm that would result if it were exposed in a breach. Which combination of data poses the HIGHEST risk to employees?

A. Employee name with job title, hire date and work office location

B. Name with Social Security number and bank account number

C. Employee name with work email address and department name

D. Employee name with home address and emergency contact name

233. A unionized employer decides to deploy AI software that will eliminate a group of bargaining-unit data-entry jobs. Assuming the decision itself is not a mandatory subject of bargaining, what must the employer still bargain over on request?

A. The technical design of the AI software and the data that will be used to train it

B. The effects on affected workers, such as severance, transfer rights and timing

C. Whether the AI software is purchased from the vendor the union prefers to use

D. Nothing further, since a decision that is not bargainable ends all bargaining duties

234. HR wants to add a health risk assessment with questions about blood pressure, smoking and current conditions to the company wellness program. A manager suggests making it mandatory and sharing results with supervisors so they can encourage healthier habits. What is the BEST advice?

A. Make it voluntary but give supervisors individual results so they can steer employees toward resources.

B. Make it voluntary and have a vendor hold results, with the employer seeing only aggregate data.

C. Make it mandatory, since the ADA allows any medical inquiry that is part of an employee health program.

D. Make it mandatory but limit what supervisors see to a simple pass or fail health score for each person.

235. A diversified company employs workers in several roles. Which of the following workers is excluded from the National Labor Relations Act's definition of employee?

A. A farmworker who harvests crops at the company's orchard

B. A part-time clerk who stocks shelves at the company's hardware store

C. A truck mechanic at the company's repair garage

D. A forklift operator at the company's machinery plant

236. A requisition for customer service representatives drew 400 applicants. Recruiters advanced 80 of them to interviews, and 16 received offers. What is the applicant-to-interview yield ratio?

A. 4%

B. 5%

C. 80%

D. 20%

237. Why should an employer assume that its position statement in response to an EEOC charge may be seen by the charging party?

A. The employer must send a copy to the charging party at the same time it files with the EEOC.

B. The statement becomes a public record as soon as the EEOC receives it from the employer.

C. The EEOC may give the statement to the charging party, who can then respond to it.

D. The charging party's attorney is entitled to depose the author once the statement is filed.

238. Which remedies does the Dodd-Frank Act provide to an employee who proves retaliation for reporting securities violations to the SEC?

A. Three times back pay and punitive damages, but with no right to reinstatement

B. Front pay only, with attorney fees capped by the reviewing federal court

C. Reinstatement, two times back pay with interest, and attorney fees and costs

D. Reinstatement, back pay without interest, and capped compensatory damages

239. A manager emailed a senior accountant her annual goals without any prior discussion. Since then the accountant has stopped volunteering ideas and tells HR she feels the targets were handed to her. What should the manager do to BEST address the situation?

A. Attach a bonus to the goals so she has a stronger financial reason to commit to them

B. Send a written explanation of the goals' business rationale and ask her to acknowledge it

C. Meet with the accountant to discuss the goals and adjust them together where warranted

D. Lower the goals so they are easier to reach and restore her confidence and motivation

240. An AI drafting tool saves each of 40 recruiters 3 hours per week. The loaded hourly cost of a recruiter is $45, and recruiters work 48 weeks a year. What is the annual value of the time saved?

A. $280,800

B. $6,480

C. $216,000

D. $259,200

241. HR is planning the year-end celebration for a workforce that includes Christian, Jewish, Muslim, Hindu and nonreligious employees. What is the BEST approach?

A. Hold separate parties for each religious group so all feel represented

B. Hold a voluntary year-end celebration with varied food options

C. Hold a Christmas party, since most U.S. employees observe the holiday

D. Cancel the celebration to avoid any risk that someone feels excluded

242. After a team meeting, a supervisor joked that a long-tenured employee was "too old-school to learn the new system." When the employee told HR she felt demeaned, the supervisor said he meant no harm and was only teasing. Which principle should HR use to frame its coaching conversation with the supervisor?

A. The listener's reaction should be weighed against the speaker's track record

B. A remark's effect on the listener matters even when no harm was intended

C. A remark is a conduct concern only when the speaker meant it to offend

D. A single remark made without ill intent does not call for any follow-up

243. Three weeks after an hourly worker complained to HR that she was not being paid for overtime, her supervisor recommends terminating her for tardiness. What should HR do FIRST?

A. Approve the termination, since tardiness is unrelated to an overtime complaint.

B. Pay the disputed overtime and then approve the termination as recommended.

C. Delay the termination for six months so that the timing will look less suspicious.

D. Compare her tardiness record before and after the complaint with that of peers.

244. A newly hired manager tells HR she plans to eliminate her team's long-standing Friday huddles and celebration traditions in her first week because they seem like a waste of time. What should HR advise?

A. Learn what the rituals mean to the team before deciding what to change

B. Keep all the rituals indefinitely to avoid upsetting the team

C. Ask the team to vote on each ritual at her very first staff meeting with them

D. Make the changes now, since early action establishes her authority

245. A newly hired HR manager learns that, under her predecessor, her four-person team had a reputation among managers for sharing confidential employee information. No specific incident is under investigation. What should she do FIRST?

A. Tell the company's managers that the leaks have stopped and that HR can now be trusted.

B. Meet with the team to set clear confidentiality expectations and explain why they matter.

C. Have each team member sign a new confidentiality agreement before handling any further employee cases.

D. Discipline the team members most often named in past complaints from line managers.

246. Why should a remote-work policy state that the company may modify or end remote arrangements?

A. It makes clear that remote work is a business-based arrangement rather than a guaranteed entitlement

B. It prevents remote employees from later requesting remote work as a disability accommodation

C. It allows the company to end remote arrangements at any time without considering any other legal obligations

D. It removes the need to document performance concerns before ending a remote arrangement

247. Participants in a company's 401(k) plan sue the benefits committee, claiming it breached its ERISA duties by keeping high-fee investment options. Which coverage is designed to protect the committee members against this type of claim?

A. Fiduciary liability insurance

B. An ERISA fidelity bond

C. Commercial general liability insurance

D. Employment practices liability insurance

248. On a cross-department team redesigning onboarding, Maria attends meetings of both the facilities and IT groups, translates their constraints for the team, and brings back resources the team needs. Which network role does Maria play?

A. Central connector

B. Peripheral specialist

C. Gatekeeper

D. Boundary spanner

249. Midway through a five-year contract, a union demands to bargain over a new attendance bonus that was never discussed during negotiations. The employer points to a clause in the agreement. Which clause is the employer MOST likely relying on?

A. A zipper clause, stating the contract is the complete agreement and waiving the right to demand bargaining during its term

B. A reopener clause, allowing either party to renegotiate specified economic terms at a set point during the contract

C. A maintenance-of-standards clause, freezing all existing benefits, practices and working conditions for the full term of the contract

D. A savings clause, preserving the rest of the contract if any provision is found unlawful or unenforceable by a court

250. An employee asks how Roth 401(k) contributions differ from traditional pretax 401(k) deferrals. Which statement is accurate?

A. Roth contributions are made pretax, and all distributions, including earnings, are taxed as income.

B. Roth contributions are made after tax, and only the original contributions are tax-free on withdrawal.

C. Roth contributions are made pretax, and qualified distributions, including earnings, are tax-free.

D. Roth contributions are made after tax, and qualified distributions, including earnings, are tax-free.

251. A software company offers a new engineer a $15,000 sign-on bonus with a provision requiring repayment of a prorated share if she resigns within 12 months. What is the MAIN purpose of this provision?

A. To let the company withhold the bonus until her first review is complete

B. To protect the company's investment by discouraging early departure

C. To convert the bonus into a loan that is exempt from payroll taxes

D. To give the company a basis to deny her unemployment benefits later

252. A company sponsors a self-insured health plan. At year-end, its benefits consultant recommends an incurred-but-not-reported (IBNR) claims reserve. What does this reserve represent?

A. Expected cost of care that covered employees and dependents will receive in the next plan year

B. Claims already submitted and approved but not yet paid to providers

C. Stop-loss premiums owed to the insurer for coverage in the current year

D. Estimated cost of care already received but not yet submitted to the plan

253. A U.S.-based multinational wants to send performance and attendance data on its employees in Germany to a U.S. AI vendor for workforce analytics. Which issue must HR address before the data is transferred?

A. Whether U.S. privacy law permits the vendor to keep the data longer than the German subsidiary normally would.

B. Whether a valid GDPR transfer mechanism, such as approved contract clauses, covers the transfer to the U.S.

C. Whether each German employee has signed a waiver releasing the company from all EU data-protection claims.

D. Whether the vendor has registered the analytics tool with the U.S. Department of Labor before processing begins.

254. At what point in the international assignment cycle should repatriation planning begin?

A. About six months before the assignment ends

B. Once the employee returns to the home country

C. Midway through the assignment, at the first review

D. Before the employee leaves for the assignment

255. During a short trip abroad on a business visitor visa, which activity is MOST likely to require a work permit instead?

A. Attending an industry conference and its training sessions

B. Negotiating the terms of a contract with a new supplier

C. Installing and repairing equipment at a client's site

D. Attending meetings with the company's local partners

256. A fire broke out overnight at a company warehouse, and two employees were treated for smoke inhalation. By morning, several employees had posted photos and comments about the fire on their personal social media accounts. What is the BEST guidance for HR to give employees?

A. Tell employees to delete their posts and that discussing the fire online is prohibited until the company's investigation ends.

B. Announce that anyone who posted photos will be disciplined for disclosing confidential company information.

C. Share official updates, send media questions to the spokesperson, and ask staff to respect injured coworkers' privacy.

D. Ask managers to monitor employees' personal accounts and report any new posts about the fire to HR.

257. How does an executive sponsor of a change differ from a change champion?

A. The sponsor leads daily implementation tasks; a champion approves the budget and overall project scope.

B. The sponsor is usually an outside consultant; a champion is an internal leader who owns the final results.

C. The sponsor authorizes and funds the change; a champion is a peer who promotes it within work groups.

D. The sponsor represents employees who resist; a champion represents the leaders who launched the change.

258. A team-building consultant asks each team member to define the purpose and duties of his or her role. Teammates who depend on that role then add their expectations, the member states what he or she needs from them, and the group agrees on a written role profile. Which technique is this?

A. Role negotiation technique

B. Appreciative inquiry

C. Role analysis technique

D. Responsibility charting

259. A company sets starting pay by adding 5% to each candidate's prior salary. An audit shows this has produced a pay gap between men and women hired into the same role. Management says prior pay is a "factor other than sex." What is the BEST advice?

A. Agree, since all federal courts accept prior salary as a neutral factor that is not based on sex.

B. Agree, but require candidates to submit recent pay stubs or W-2 forms so the prior salaries can be verified as accurate.

C. Keep the practice but cap the prior-pay adjustment at 3% so any gap produced will be smaller.

D. Warn that several courts reject prior pay as a defense, and set pay from job-related factors instead.

260. A company closes its acquisition of a 300-employee firm on the 10th of the month, and the first payroll after closing is due on the 25th. The acquired employees will move to the buyer's payroll system later in the year. What should HR prioritize FIRST?

A. Move all acquired employees to the buyer's payroll system now so everyone is on one platform from the first payroll.

B. Announce the new combined benefits plan so employees know what will change at open enrollment.

C. Begin mapping the acquired firm's job titles to the buyer's job architecture and salary grades.

D. Confirm that every acquired employee will be paid accurately and on time, with correct withholding.

261. An engineer who has never worked outside the U.S. will lead a construction project in Saudi Arabia starting in two months. The business asks HR what preparation to provide. What should HR's pre-departure program include?

A. Training on local culture, business norms, basic language and safety

B. A brief orientation on the expatriate allowances in the assignment package

C. A detailed technical review of the project plans and the contract terms

D. A self-study reading list on the host country's history and geography

262. A new account manager is hired at a $60,000 annual salary to replace an employee who quit. HR estimates the new hire will be about 50% productive during the first three months on the job. Using salary as the measure of value, what is the estimated cost of lost productivity during ramp-up?

A. $15,000
B. $3,750
C. $7,500
D. $30,000

263. A hiring team often rejects candidates for not being a good "culture fit" without explaining what that means. HR recommends assessing "culture add" instead. Why is culture add generally preferred?

A. It favors candidates whose work styles and backgrounds closely mirror the current team.
B. It removes the need to assess values, so it focuses on technical skills.
C. It lets interviewers rely on rapport, which predicts later teamwork well.
D. It looks for new skills and perspectives in candidates who share core values.

264. An HR manager has spent four months pushing a vendor to accept the company's contract terms. Even after it becomes clear that the vendor will not move and other vendors offer better terms, he keeps pressing, saying, "We've invested too much to switch now." Which bias is MOST evident?

A. Escalation of commitment
B. Mythical fixed-pie bias
C. First-offer anchoring
D. Loss-gain framing effect

265. A payroll specialist at a 600-employee company receives the approved merit increase list and sees that it includes her husband, who works in the engineering department. She is the only specialist assigned to process the increases this cycle. What should she do?

A. Enter the increase herself, since it was approved by others and she is only keying it.
B. Enter the increase herself, then ask a coworker to spot-check the final payroll register.
C. Hold her husband's increase until the next cycle, when a different specialist is assigned.
D. Tell her supervisor and have another specialist key in and audit her husband's change.

266. A company already uses a cognitive ability test to hire technicians. A study shows that adding a hands-on work-sample test significantly improves the prediction of job performance beyond what the cognitive test predicts alone. Which concept does this demonstrate?

A. Incremental validity
B. Convergent validity
C. Content-related validity
D. Face validity

267. Organizations using OKRs commonly set team-level OKRs on what cycle, and why?

A. Every two years, which allows enough time for large strategic projects to finish
B. Quarterly, which is short enough to adapt but long enough to show results
C. Monthly, which allows teams to reset their objectives after every pay period
D. Annually, which matches the performance review cycle and the budget process

268. The company's top sales representative refuses to use the new CRM system, saying it slows him down, and threatens to quit if forced to use it. The CRM is now required for all sales reps. What should HR advise the sales manager to do?

A. Find out his specific objections, offer support, and explain that use is required of all reps

B. Begin progressive discipline right away to show other reps the requirement is enforced

C. Ask an assistant to enter his sales data into the CRM for him so he can keep selling

D. Exempt him from the CRM requirement so that the company does not risk losing its top source of revenue

269. A retailer's operations leader wants to pilot a new sales incentive for two weeks in mid-December and use the results to decide whether to adopt it year-round. What is HR's BEST advice?

A. Run the pilot in December but in all stores, so that every employee has the same chance to earn it

B. Run the pilot in December as planned, since holiday volume gives the largest possible sample of sales to measure

C. Run the pilot in December and then reduce the results by a set percentage to adjust for holiday sales

D. Run the pilot longer and in a more typical period, with a comparison group, so results reflect normal sales

270. Which two documents are the primary outputs of a job analysis?

A. A performance review and a development plan

B. A job evaluation and a salary range

C. A job posting and an offer letter

D. A job description and a job specification

271. During planning for an HRIS migration, the project team identifies a risk that data conversion errors will require rework. The team estimates a 30% probability that the risk will occur and a cost impact of $50,000 if it does. What is the expected monetary value of this risk?

A. $15,000

B. $50,000

C. $35,000

D. $1,500

272. An HR manager notices that the last several facilitated meetings on safety improvements produced good ideas, but none of them were carried out. What should the HR manager change FIRST?

A. Invite more senior leaders so the ideas carry greater authority

B. Shorten the meetings so participants stay more focused on ideas

C. Send a survey asking participants why the ideas were not carried out

D. End each meeting by assigning owners and due dates to every action

273. At a food-processing plant, a line worker wears a long, loose skirt for religious reasons. The safety manager is concerned because loose clothing near the conveyor rollers creates an entanglement hazard. What should HR do FIRST?

A. Meet with the worker to explore safe alternatives, such as a fitted skirt or a protective wrap over it.

B. Reassign the worker to a lower-paid role away from machinery until the safety review is done.

C. Require the worker to wear the standard uniform pants, because safety rules override religious practice.

D. Allow the skirt as worn, because denying religious dress requires proof of an actual past injury.

274. A company using broad pay bands places market reference zones, sometimes called shadow ranges, inside each band. What is the MAIN purpose of these zones?

A. To identify employees whose pay will be frozen until the band is restructured

B. To show the pay range used only for new hires during their introductory period

C. To mark the pay levels at which employees must be promoted into the next band

D. To guide pay decisions for specific jobs within the band using market data

275. During due diligence, HR finds that the target company treats 40 full-time workers as independent contractors. They work set schedules under company supervision, use company equipment, and have done so for several years. What should HR do?

A. Flag the likely misclassification, estimate potential liability, and advise on fixes and deal protections.

B. Recommend converting the workers quietly after closing without disclosing the issue to the deal team.

C. Note the arrangement but take no action, since the seller alone is responsible for pre-closing practices.

D. Recommend ending all 40 contracts right after closing to eliminate the classification issue going forward.

276. In round two of a Delphi forecast, seven experts estimate the number of nurses a hospital will need to hire next year: 60, 45, 110, 50, 40, 70 and 55. The facilitator will feed back the median with the interquartile range in round three. What median should be reported?

A. 61

B. 50

C. 75

D. 55

277. An HR team is configuring an AI tool that predicts which new hires may need extra onboarding support. Which practice BEST reflects the data minimization principle?

A. Giving the tool the full HRIS record so that it can find any patterns that might matter

B. Feeding the tool only the data fields that are needed for predicting onboarding needs

C. Deleting each new hire's data from the tool after the employee's first year of service

D. Encrypting every data field the tool uses, both while it is stored and while it is sent

278. In an email promoting a leadership development program, HR notes that only 15 seats remain and that enrollment closes Friday. Which principle of influence is HR applying?

A. Scarcity
B. Social proof
C. Authority
D. Reciprocity

279. During a training needs assessment, an HR specialist reviews the company's strategic goals, available budget and trainers, and whether managers will support employees in using new skills. Which level of needs analysis is the specialist conducting?

A. Task analysis
B. Organizational analysis
C. Person analysis
D. Competency gap analysis

280. A plant has one supervisor for every 12 production workers and plans to keep that ratio. Production staff will grow from 240 to 300 next year. How many supervisors will the plant need in total?

A. 36
B. 5
C. 20
D. 25

281. A company licensed an AI assistant for 2,400 employees. In the most recent quarter, 1,800 of them used it at least once a week. What is the weekly adoption rate?

A. 133%
B. 33%
C. 25%
D. 75%

282. Two months after a new HRIS went live, employees have stopped using the old system but still feel unsure and slow in the new one, and some are frustrated. Which stage of Bridges' transition model does this describe?

A. The ending stage
B. The refreezing stage
C. The new beginning
D. The neutral zone

283. An HRIS analyst wants to copy all production employee records, including Social Security numbers and pay data, into a test environment to check a new payroll module. The test environment has broader access and weaker controls. What should the HR manager do?

A. Approve the copy because testing is an internal use that does not count as disclosure.
B. Approve the copy as long as the analyst deletes all of the records once testing of the module is complete.
C. Require masked or synthetic data in the test environment instead of live employee records.
D. Approve the copy but limit it to employees who agree to have their records used.

284. A pregnant forklift operator will be unable to operate a forklift, an essential job function, for the last four months of her pregnancy. Under the Pregnant Workers Fairness Act, can she still be a "qualified employee"?

A. Yes, if the inability is temporary, she can perform it again soon, and it can reasonably be set aside.

B. Yes, but only if she can be reassigned to an open position with the same pay grade and shift as her own forklift job.

C. No, unless her doctor certifies that operating the forklift poses a direct threat to the pregnancy.

D. No, because a worker who cannot perform an essential function is not qualified under any federal law.

285. Under the Institute of Internal Auditors' Three Lines Model, where does internal audit's independent and objective assurance on governance and risk management belong?

A. The first line

B. The governing body

C. The second line

D. The third line

286. An HR department is drafting a policy on the use of AI. Which policy element defines which tools employees may use for HR tasks?

A. An acknowledgment form signed by each employee who uses the approved tools

B. A data retention schedule for records that the tools create

C. An approved-tools list naming permitted applications and uses

D. An incident response plan for errors involving the AI tools

287. A union disputes an employee's discharge, arguing that it violated the just-cause clause of the current collective bargaining agreement, and the parties cannot settle it in the grievance steps. What type of arbitration will MOST likely resolve the dispute?

A. Fact-finding before a neutral panel

B. Final-offer wage arbitration

C. Grievance (rights) arbitration

D. Interest arbitration

288. Which employee social media post is MOST likely to be unprotected individual griping rather than concerted activity under the NLRA?

A. A post relaying complaints that her team asked her to raise about unsafe loading-dock practices

B. A post that she personally dislikes her new desk location, with no mention of coworkers or group action

C. A post that continues a discussion several coworkers began about understaffing on the night shift

D. A post inviting coworkers to share how they feel about the new overtime rules before a scheduled staff meeting

289. An employee with chronic migraines has exceeded the company's no-fault attendance limit because of migraine-related absences and is about to be terminated under the policy. She has told her supervisor about her migraines before. What should HR do?

A. Proceed with termination, since a no-fault policy applies equally to all employees in the role
B. Remove all of her absences from the count, since disability absences never count
C. Proceed unless she provides a doctor's note covering every absence she has taken
D. Pause the termination and assess modified attendance rules or leave as accommodations

290. New hires in Brazil, Poland and Singapore say the global onboarding program uses examples that only make sense in the U.S., such as 401(k) enrollment, Thanksgiving events and U.S. sports. What is the BEST adaptation?

A. Remove all examples so the content is neutral and the same for every country
B. Let each country replace the program entirely with its own locally designed orientation
C. Add a glossary explaining U.S. terms so international hires can follow along
D. Keep the global core and add locally relevant examples, built with regional input

291. A project leader feels a sharp surge of frustration when a client rejects a deliverable in a meeting. She pauses, keeps her tone calm, and waits until she has thought it through before responding. Which component of Goleman's emotional intelligence model is she demonstrating MOST directly?

A. Emotional self-awareness
B. Self-regulation
C. Social skill
D. Empathy

292. An IT director wants to develop a current data analyst into a cybersecurity specialist role. The role must be filled within six weeks to meet a client contract requirement, and the analyst has no security training. What should HR advise?

A. Development takes too long here, so use a contractor or hire while the analyst trains
B. Proceed with developing the analyst, since building talent strengthens retention
C. Postpone the client contract until an internal candidate can be developed
D. Enroll the analyst in an intensive security course and assign the role at the six-week mark

293. In the last merit cycle, 10 employees received a 3% increase, 30 received 4% and 60 received 2%. What was the overall average merit increase across all 100 employees?

A. 3.0%
B. 3.5%
C. 2.0%
D. 2.7%

294. A caller says he works for a mortgage lender and needs to verify an employee's salary for a home loan. The company's policy allows release of salary only with the employee's written consent. What is the BEST way for HR to handle the call?

A. Confirm only dates of employment and job title, and decline to verify salary under any circumstance

B. Confirm the salary verbally, since mortgage lenders are allowed to verify income under federal law

C. Ask the caller for his company name and phone number, call him back at that number, and then confirm the salary

D. Get the signed authorization, confirm it is valid, and release only what policy and consent allow

295. The HR coordinator at a small nonprofit must get the volunteer board members who lead its youth programs to adopt a new background-screening process for volunteers. The board members are unpaid and protective of their time. What is the BEST influence approach?

A. Have the executive director handle all screening so board members never need to be involved with it.

B. Explain how screening protects the youth and the mission, and make the steps simple for them to follow.

C. Tell the board members that the new process is required and that they will be removed if they do not comply.

D. Offer small gift cards to board members who complete the new screening steps by the end of the quarter.

296. The plant manager at a private manufacturer wants to give hourly employees 1.5 hours of compensatory time off next month for each overtime hour instead of overtime pay. The employees like the idea. What should HR advise?

A. Decline, because comp time instead of overtime pay is allowed only for public employers.

B. Approve, as long as the comp time is used within the same calendar quarter it is earned.

C. Approve, as long as comp time accrues at 1.5 hours for each overtime hour that is worked.

D. Approve, if each employee signs a voluntary written agreement to take comp time instead.

297. A talent review shows that no internal candidate is likely to be ready within two years to replace the chief information security officer, who plans to retire in 12 months. Development of internal candidates has been underway for a year. What should HR recommend?

A. Plan an external search for the role while continuing to develop internal talent for later

B. Leave the role open after retirement and split its duties among the security managers

C. Promote the strongest internal candidate now and give her intensive coaching while in the role

D. Ask the current officer to delay retirement until an internal candidate becomes ready

298. A remote employee trips over her laptop cord and breaks her wrist while walking from her desk to her home printer to retrieve a work report during scheduled hours. Is the injury generally covered by workers' compensation?

A. Generally no, because workers' compensation applies only to injuries on premises the employer controls

B. Generally no, unless the employer inspected and approved the home workspace before the injury

C. Generally yes, because it arose out of and in the course of work duties, though state law governs

D. Generally yes, because any injury at home during scheduled hours is covered without further review

299. Finance asks how soon a $60,000 forklift safety course will pay for itself. Since the training, product damage has fallen by $10,000 per month, and the savings are expected to continue at that rate. What is the payback period?

A. 12 months

B. 5 months

C. 6 months

D. 60 months

300. HR plans to launch a new mentoring program. Instead of a company-wide rollout, it first tests a simple version with 20 employees in one department. What is the main reason for this approach?

A. To cut costs by keeping the program limited to a small group for good

B. To meet a federal rule that new programs be tested before full rollout

C. To learn what works and refine the design before investing in full rollout

D. To create a legal record that the program was offered fairly to all employees

301. An HR team must redesign a pay structure. The relationship between cause and effect can be determined, but only through careful study by compensation specialists. Under the Cynefin framework, what approach fits this situation?

A. Sense, categorize and respond, applying a single best practice already in use

B. Sense, analyze and respond, using expert study to pick among good practices

C. Act, sense and respond, taking quick action to stabilize before analysis

D. Probe, sense and respond, letting solutions emerge from safe-to-fail tests

302. A regional bank is rolling out a new teller platform. The branch manager at one location is anxious about the change, and the HR generalist assigned to the branch wants to act as a change agent. What is the BEST way for the HR generalist to do this?

A. Take over all communication with tellers so the manager can focus fully on branch operations

B. Help the manager plan how she will explain the change and coach tellers through it

C. Write the system's step-by-step procedures for tellers to follow during rollout

D. Wait for the vendor's trainers to raise any people issues that come up on site

303. In the first week after a new HRIS went live, HR support tickets tripled and several managers complained that they could not find how to approve time-off requests. The HR director wants to stabilize the situation quickly. What is the BEST response?

A. Ask the vendor to rebuild the approval screens so they match the layout of the old system

B. Schedule mandatory full-day refresher training sessions for all managers within the next month

C. Staff a hypercare period with ticket triage, daily issue reviews and quick-reference guides

D. Pause the new system and return managers to the old process until every ticket is resolved

304. Hiring managers have been given AI-generated structured interview guides, but many set the guides aside and ask off-script questions, including questions about candidates' family plans. What is the recruiter's BEST approach?

A. Drop the guides and let each hiring manager use his or her own questions for every interview going forward.

B. Ask candidates after each interview whether they were asked any inappropriate personal questions.

C. Coach the managers on why consistent, job-related questions matter and how to probe within the guide.

D. Have the AI tool record all of the interviews and automatically flag any off-script questions asked.

305. In Rogers' diffusion of innovations, the final group to adopt a new practice is tied to tradition and suspicious of change. Which group is this, and which approach usually works BEST with it?

A. Late majority; rely on proven results, peer evidence and clear phase-out dates

B. Early majority; stress novelty and the chance to be among the first to try it

C. Laggards; rely on proven results, peer evidence and clear phase-out dates

D. Laggards; recruit them as early champions to turn their resistance around

306. After an acquisition, a company adds 1,200 employees from the acquired firm to its AI attrition model. Prediction accuracy then drops sharply across the combined workforce. What should the HR analyst do FIRST?

A. Remove the acquired employees from the model permanently so accuracy returns to its prior level.

B. Retrain the model right away on the combined data set and redeploy it to managers that month.

C. Compare the acquired firm's data with the training data to find differences in definitions.

D. Ask the vendor to replace the model with a newer version that is built for larger workforces.

307. Six months after a merger, the two legacy teams in a combined finance department sit in separate areas, use their old processes, and blame each other for errors. What is HR's BEST action?

A. Ask each legacy team's manager to reduce blame within their own group's meetings.

B. Form mixed teams on shared goals, co-locate where possible, and recognize joint successes.

C. Wait for tension to fade as employees naturally adjust to the merged structure.

D. Hold separate town halls for each legacy team so each group can voice its concerns freely and confidentially.

308. Which behavior BEST shows that an HR business partner is speaking the language of the business with operations leaders?

A. Linking a proposed training program to its expected effect on defect rates and production costs

B. Describing the proposed training using the terms and categories from the HR department's own learning framework

C. Explaining which competency model the training program is based on and why it was selected

D. Reporting how many employees completed last year's training and their satisfaction scores

309. Which statement correctly describes an FLSA workweek?

A. A fixed period of five consecutive workdays set by the employer's schedule

B. A Sunday-through-Saturday period that every covered employer must use for all of its staff

C. A fixed, recurring 168-hour period that may start on any day and at any hour

D. Any 168-hour period chosen each week, with hours averaged over two weeks to figure overtime

310. A trainer begins a module on new expense-reporting rules by explaining how the rules will affect employees' reimbursements and the errors they will avoid. Which principle of adult learning is the trainer applying?

A. Adults are motivated mainly by external rewards, such as grades and certificates

B. Adults learn best when the trainer controls the pace and sequence of the material

C. Adults need to know why they should learn something before they invest effort in it

D. Adults learn best when new material is presented without reference to their prior experience

311. A covered employer plans a plant closing under the WARN Act. How much advance notice does federal law require?

A. 90 calendar days' written notice

B. 60 calendar days' written notice

C. 30 calendar days' written notice

D. 60 working days' written notice

312. A manufacturer's leaders want to launch a quality-improvement initiative, but most employees believe current quality is good enough. Using Kotter's change model, which action would BEST establish a sense of urgency?

A. Form a steering committee of senior managers to draft the quality strategy privately before anyone else is told

B. Schedule quality training for all supervisors before the initiative is announced

C. Announce a new quality bonus that will be paid once defect rates fall below target

D. Share customer complaint data and competitor quality benchmarks openly with all employees

313. Researchers separate three sources of differences between age groups. Which statement CORRECTLY describes a cohort effect?

A. A difference due to changes people undergo as they grow older
B. A difference due to experiences shared by those born in one era
C. A difference due to an employee's length of service with a firm
D. A difference due to events affecting all age groups at one time

314. In Daryl Conner's change roles, what is the person or group responsible for carrying out the change called?

A. The change agent
B. The change advocate
C. The change target
D. The sustaining sponsor

315. Which idea-generation technique has participants silently write down their ideas and pass them to others, who add to or build on them?

A. Delphi technique
B. Brainstorming
C. Brainwriting
D. Devil's advocacy

316. An HR project manager is running an HRIS implementation. She learns that a data-cleanup task, which is not on the critical path and has 4 weeks of total float, will finish 6 weeks late. Assuming no other tasks change, what is the effect on the project's end date?

A. The project will finish 2 weeks late.
B. The project end date will not change.
C. The project will finish 6 weeks late.
D. The project will finish 4 weeks late.

317. After a new productivity app was introduced, a team's output rose 15% over three weeks. The team manager wants to declare the app a success and buy licenses for all 2,000 employees. What is HR's BEST advice?

A. Buy the licenses now, since a 15% gain over three weeks clearly shows the app is effective
B. Buy licenses for the team's department first, since that group has already shown results
C. Keep tracking output over a longer period, since early gains from something new often fade
D. Survey the team about the app and buy licenses if most members say that they like using it

318. A plant manager believes that no one ever deserves a rating above "meets expectations" and rates all of his employees at or below that level, including several who exceeded every target. Which rating error does this describe?

A. Central tendency error
B. Contrast effect
C. Horns effect
D. Strictness error

319. An HR learning team is redesigning onboarding using Universal Design for Learning (UDL) so the program works for people with a wide range of abilities and learning preferences. Which set of principles is UDL built on?

A. Multiple means of engagement, representation, and action and expression

B. Analysis, design, development, implementation, and evaluation phases

C. Separate tracks for visual, auditory, and kinesthetic learning styles

D. Multiple means of assessment, instruction, and accommodation on request

320. A 600-employee insurance company will launch a generative AI drafting tool next month. HR has identified 25 managers who piloted the tool and are enthusiastic about it. Which step BEST uses these early-adopter managers to drive adoption?

A. Ask them to review their teams' usage logs each week and report employees who are not logging in to the tool.

B. Have them send a company-wide email endorsing the tool and listing the main productivity benefits it offers.

C. Assign them to write the formal AI-use policy, since they understand the tool better than HR or legal does.

D. Train them as champions who coach peers, share real examples, and relay concerns back to the project team.

321. An operations director is deciding how many employees each supervisor can manage effectively. Which condition would BEST support giving supervisors a wider span of control?

A. Employees spread across several distant sites and different shifts

B. Complex work that changes often and needs close coordination

C. A newly formed team with many employees still in their first year

D. Routine, standardized work done by experienced, well-trained staff

322. Employee tenure at a fast-growing company is right-skewed: most employees have one to three years of service and a small group has more than 20 years. Which ordering of the three averages is typical for this distribution?

A. Median lowest, then the mode, with the mean highest

B. Mode lowest, then the mean, with the median highest

C. Mode lowest, then the median, with the mean highest

D. Mean lowest, then the median, with the mode highest

323. A company's self-insured group health plan is adding a wellness vendor that will receive employees' biometric screening results and claims data to run health coaching. What should HR ensure is in place before the vendor receives any data?

A. A copy of the vendor's posted privacy policy for HR's records

B. A nondisclosure agreement between the employer and the vendor covering employee data

C. A signed consent form from each employee who decides to participate

D. A business associate agreement between the health plan and the vendor

324. An employer received a background screening company's consumer report, including an AI-generated risk score, on an applicant. It sent the pre-adverse action notice with a copy of the report, waited a reasonable period, received no response, and decided not to hire. What does the FCRA require next?

A. A written explanation of the specific factors that caused the applicant's AI-generated risk score to be low

B. No further steps, because the pre-adverse action notice already told the applicant about the report's use

C. An adverse action notice with the screening company's contact details and the applicant's dispute rights

D. A second copy of the consumer report, followed by another waiting period before the decision becomes final

325. A distribution center rolled out a new handheld scanning system that was chosen without any input from warehouse staff. Workers complain that it slows their picking routes, and some are skipping scans. What should HR recommend FIRST?

A. Involve a group of workers in finding and fixing workflow issues

B. Offer a bonus to workers who reach full scanning compliance

C. Remind workers that scanning is required and log missed scans

D. Schedule refresher training on the system's standard scanning features

326. What must be current and accurate before job evaluation can produce reliable results?

A. Each incumbent's salary history and pay grade

B. Performance ratings for the current incumbents

C. Job analysis and the job descriptions based on it

D. The organization's approved annual merit increase budget

327. In Ulrich's "6B" model of talent strategies, what does "bind" mean?

A. Bringing in outside contractors to supply skills for a set period

B. Removing poor performers who do not meet expectations

C. Moving employees into new roles to develop their skills

D. Retaining critical talent the organization cannot afford to lose

328. A manager is traveling abroad for the first time to finalize a supply contract with a partner whose culture expects personal relationships before business. He tells HR he plans to skip the dinner invitation and go straight to contract terms at the first meeting to save time. What is the BEST pre-trip advice?

A. Accept the dinner, but steer the conversation there toward the contract terms to save time.

B. Bring a senior executive to the first meeting so the partner agrees to the terms more quickly.

C. Accept the dinner, invest time in getting to know the partner, and expect terms to come later.

D. Decline the dinner politely and send the partner a detailed term sheet before the meeting.

329. During an organizing campaign, an employee approaches her supervisor alone and asks, 'What will happen to me if I sign a union card?' What is the supervisor's BEST response?

A. Tell her the choice is hers, no one will be penalized either way, and share the facts about what a card means.

B. Ask her which coworkers have already signed cards so the supervisor can better understand where support in the unit stands.

C. Tell her that signing may make it harder for management to be flexible with her schedule in the future.

D. Tell her the company is considering raises and that employees should give it a chance before signing.

330. Which statement accurately describes the "severe or pervasive" standard for hostile work environment claims under Title VII?

A. Conduct must be both severe and pervasive to create a hostile work environment

B. A pattern of lesser acts qualifies only when a supervisor commits them

C. One very serious act or a pattern of lesser acts can each meet the standard

D. Only conduct that causes a diagnosed psychological injury can qualify

331. A long-standing payroll team has been highly productive for years. A newly hired specialist keeps questioning established procedures in meetings, and veteran members are becoming irritated. What is the team leader's BEST response?

A. Tell the specialist to learn the existing procedures fully before suggesting changes.

B. Facilitate a discussion of the new ideas on their merits and review norms with the full team.

C. Assign the specialist to work independently on separate tasks where the established procedures matter less.

D. Support the veterans' approach publicly so the team can return to its usual pace.

332. A UK operation is outsourcing its 25-person facilities team to a contractor. The contractor plans to take on the staff but wants to cut their pay by 10% as of the transfer date to make the bid profitable. What should HR advise?

A. The staff must first be made redundant, after which the contractor may rehire them

B. The contractor may set new pay if staff accept written offers before the transfer

C. Staff move on existing terms, and pay cuts due to the transfer are generally void

D. The contractor must keep current pay for 12 months and may then reduce it freely

333. While browsing on his own, a hiring manager found a finalist's personal social media posts supporting a political candidate he dislikes. He wants to reject her, though she ranks first on the structured interview and work sample. What should HR do?

A. Keep the posts out of the decision and evaluate her only on the job-related criteria applied to all finalists.

B. Allow the rejection, since federal law does not protect the political views of private-sector applicants.

C. Have the manager save copies of the posts in her file so the reason for the decision is fully documented.

D. Invite the finalist to a second interview so she can explain her posts and describe how she would act at work there.

334. Employees at a plant were scheduled for 12,000 workdays last quarter, and 480 of those days were lost to unscheduled absence. What was the absence rate?

A. 4.0%

B. 0.4%

C. 40.0%

D. 25.0%

335. An AI coding assessment used for internship hiring rejects a much larger share of coding bootcamp applicants than university applicants. What should the recruiter check?

A. Whether the bootcamps are accredited, since applicants from unaccredited programs can be excluded.

B. Whether bootcamp applicants should be routed into a separate, lower-level internship track.

C. Whether it measures job-related skills or factors like academic terminology unrelated to the work.

D. Whether the passing score can be raised to further reduce the number of applicants to review.

336. When the Department of Labor evaluates whether an employee's primary duty is exempt work, how is "primary duty" determined?

A. As the duty producing the largest share of revenue for the employer in each workweek

B. As any duty taking more than half of total work time, applied as a strict numerical cutoff

C. As the main or most important duty, judged on all facts, with time spent as a guide only

D. As the duty listed first in the employee's written job description and in the offer letter

337. A project manager on a global team notes that colleagues in one office regularly change the order of tasks as new priorities arise and treat interim deadlines as approximate. Under Erin Meyer's Culture Map, this behavior is MOST typical of which type of culture?

A. A linear-time culture on the scheduling scale

B. A low-context culture on the communicating scale

C. A flexible-time culture on the scheduling scale

D. A top-down culture on the deciding scale

338. During the company's benefits renewal, its broker offers the HR manager two premium tickets to a playoff game. The company's code of conduct limits vendor gifts to items of nominal value. What should the HR manager do?

A. Accept the tickets and give them to members of her team as recognition for their work.

B. Politely decline, explaining the gift policy and the conflict an active renewal creates.

C. Accept the tickets but tell her supervisor about the gift right away so that it is on the record.

D. Accept the tickets after the renewal decision is final so they cannot sway the choice.

339. A six-person billing team has had three different managers in the past year. The company now plans to launch a new invoicing process for the team next month, and the latest manager reports that people seem exhausted and cynical. What should HR suggest?

A. Postpone the launch until the team's engagement scores have recovered

B. Acknowledge the turnover, involve the team in pacing, and phase in the launch

C. Offer the team a one-time bonus for adopting the new invoicing process

D. Launch on schedule so the team is not hit with yet another delay or change of plans

340. During a case meeting about attendance problems, an employee becomes very distressed, begins crying and says she cannot cope with things at home. What should the HR professional do?

A. Finish the agenda quickly so the meeting ends sooner, then give her the EAP number.

B. Pause the meeting, offer EAP information and set a time to resume when she is ready.

C. Close the attendance case for now, since personal problems explain what happened.

D. Ask her to describe in detail what is happening at home so HR can decide what help she needs.

341. An HR team is configuring a new global HRIS. Why should name fields be built to handle family-name-first order and employees who have only one name?

A. Single-name fields cut storage costs and remove the need for data checks

B. Payroll tax filings abroad are made using only the employee's given name

C. Data privacy laws in most countries require family names to be stored first in HR records

D. Many cultures order names differently, and some people have a single legal name

342. A company hires an outside investigation firm to look into suspected employee theft. The firm's report is used only by the employer and its counsel, and does not address the employee's creditworthiness. Under the FCRA as amended by the FACT Act, how is the report treated?

A. It is an investigative consumer report, so the employer must notify the employee within three days of requesting it.

B. It is a consumer report, so the employer must get the employee's written authorization before the firm begins its work.

C. It is excluded from the definition of a consumer report, so advance disclosure and authorization are not required.

D. It is excluded from FCRA coverage entirely, so the employer has no notice obligations even after taking adverse action.

343. A company has introduced a mandatory arbitration agreement for all employees. A 15-year employee with a strong record refuses to sign and says he will not give up his right to go to court. His manager wants to terminate him. What should HR do FIRST?

A. Approve the termination, since signing a new arbitration agreement may be made a condition of continued employment.

B. Tell the employee he is bound anyway because continuing to work after the rollout counts as his legal acceptance.

C. Hold off on adverse action and ask employment counsel how the agreement and state law treat employees who refuse.

D. Exempt the employee from the program and tell the rest of the workforce that signing is now optional for anyone.

344. Two directors have spent several meetings trying to build a solution that fully meets both of their concerns about a shared budget, but they have stalled and the funding deadline is next week. Which conflict mode is the recognized fallback in this situation?

A. Accommodating

B. Avoiding

C. Collaborating

D. Compromising

345. During a union campaign, a supervisor asks HR whether she may tell her team how much the union charges in monthly dues and what its bylaws say about fines for members who cross a picket line. The figures come directly from the union's own published documents. What should HR advise?

A. She may share them only in writing, since any verbal mention of fines could be seen as a threat

B. She may share them, since accurate facts about dues and bylaws are lawful employer speech

C. She may not share them, since discussing union finances is reserved to the union during campaigns

D. She may share them only if employees ask her first, since raising them unprompted is interference

346. Which closing practice is MOST effective at the end of a facilitated work session where the group made several decisions?

A. Ask each participant to share one thing they learned in the session

B. Schedule the next meeting so the group can revisit the decisions

C. Thank participants and send the full meeting notes within a week

D. Confirm each action item with a named owner and a due date

347. A family medical plan costs $1,500 a month in total premium. The employee pays $375 a month and the employer pays the rest. What percentage of the premium does the employer pay?

A. 25%

B. 67%

C. 75%

D. 33%

348. A U.S. manager in Japan tells HR he is frustrated because local partners never say no directly. Twice he assumed a deal was agreed, only to learn later that the partners had serious objections. What should HR advise him to do?

A. Hand future negotiations to a U.S. colleague with more deal experience.

B. Learn to read indirect cues and confirm agreement through tactful follow-up.

C. Treat any silence in negotiations as acceptance and document it in a written summary.

D. Ask the partners at each meeting to answer plainly with a clear yes or no.

349. HR is preparing to announce a new HRIS to 2,000 employees across several locations. Different groups, such as managers, hourly staff and payroll, will use different features. What is the BEST communication approach?

A. Brief supervisors first, then cascade tailored messages on what changes for each group through several channels

B. Send one detailed companywide email on go-live day so that every employee at every location receives identical information

C. Hold one all-hands meeting led by the CEO and post the recording on the intranet for later reference

D. Post a full FAQ on the intranet and ask employees to contact the HRIS team with any further questions

350. A hospital is moving all staff to a new scheduling system. A person analysis shows that new hires and long-tenured staff will need different training on the system. What is the MOST likely reason?

A. Tenured staff are generally less able to learn new technology, so they need slower, simplified courses on the system

B. New hires have usually used similar software before, so they need only a short system overview

C. Tenured staff must unlearn old processes and habits, while new hires lack background on the hospital's workflows

D. Employment law requires that training content be adjusted based on how long employees have worked there

351. An employer discharged an employee with eight years of clean service for a first instance of leaving her workstation early without permission. The contract's discipline policy lists verbal warning, written warning, suspension and discharge. An arbitrator reduced the discharge to a suspension. What is the MOST likely reason?

A. The employer failed to give the union written notice of the discharge before the employee was told of it.

B. The employer was required to offer her a last chance agreement before any discharge could be imposed.

C. Arbitrators routinely reduce discharges to suspensions to give the employer and the union a split-the-difference compromise result.

D. The penalty skipped the progressive steps without justification and was too severe for the offense and her record.

352. A deaf employee starts next week, and the company's onboarding videos have no captions. HR has only a few days. What is the BEST approach?

A. Arrange an interim alternative such as an interpreter or transcripts now, and plan to caption all videos.

B. Delay the employee's start date until all of the onboarding videos have been professionally captioned and reviewed.

C. Use auto-generated captions without review now, since that fully resolves the accessibility issue.

D. Have the employee skip the videos and ask a coworker to summarize the key content afterward.

353. An investigation involves a complainant, an accused employee and three witnesses who work remotely in different states. What should the investigator do to protect the integrity of video interviews?

A. Interview all five people together on one call so that each account can be checked against the others in real time.

B. Use a secure platform with cameras on, confirm each person is alone in a private space, and state the recording rules.

C. Send each person a written questionnaire instead, since video interviews cannot meet investigation standards.

D. Let each person keep the camera off if preferred, since audio alone is enough to capture an accurate record of the answers.

354. In the VUCA framework, how does volatility differ from uncertainty?

A. Volatility is not knowing how events will unfold; uncertainty is fast, unstable change that is understood.

B. Volatility is fast, unstable change that is understood; uncertainty is not knowing how events will unfold.

C. Volatility is having many interconnected variables; uncertainty is having unclear cause-and-effect links.

D. Volatility is having unclear cause-and-effect links; uncertainty is having many interconnected variables.

355. A company with a calendar fiscal year has a $5 million annual payroll and approves a 3.5% merit budget. Increases take effect July 1. Assuming no other payroll changes, how much will the merit increases cost in the current fiscal year?

A. $43,750

B. $58,333

C. $175,000

D. $87,500

356. A retailer must cut labor costs by 10% for six months but wants to keep its trained workforce intact for the expected recovery. Which approach BEST meets both goals?

A. Reducing scheduled hours or using job sharing across the affected teams

B. Offering a voluntary separation package to employees with the most service

C. Laying off the lowest performers and rehiring once demand improves

D. Outsourcing selected functions to a vendor for the six-month period

357. Two months ago, an employee scheduled knee-replacement surgery, but he tells his manager about it only the day before. He has no reason for the delay, and the company's FMLA notice is posted and in the handbook. The manager asks if the leave can be delayed. What should HR advise?

A. FMLA coverage may be delayed until 30 days after he gave notice

B. FMLA coverage may be delayed until he gives 60 days' notice of the leave

C. FMLA coverage must start immediately, since surgery is a serious condition

D. FMLA leave may be denied entirely because he failed to give notice

358. An HR team is comparing applicant tracking systems for a three-year contract. Which approach reflects the total cost of ownership?

A. Compare annual license fees across vendors and select the one with the lowest quoted price

B. Add license fees to the expected savings in recruiter time over the term

C. Add license fees to implementation, integration, training and support costs

D. Add license and implementation fees, leaving out internal staff time

359. A training manager tells executives that training causes high performance, citing data showing that the top-rated employees have completed the most courses. In this company, managers nominate employees for most courses. What is the main flaw in the conclusion?

A. Strong performers may be picked for training, so cause may run in reverse

B. The data hold up only if the ratings were given before the courses were taken

C. The link means little unless the correlation between the two exceeds 0.50

D. Course attendance should have been measured in hours rather than in courses

360. Under federal law, is time that hourly warehouse workers spend waiting for and going through a required post-shift anti-theft security screening compensable?

A. Yes, because the employer requires the screening and it takes place on company premises.

B. No, because only activities that occur before the shift begins can ever be compensable.

C. No, because the screening is not integral and indispensable to their principal work.

D. Yes, because the screening benefits the employer by reducing theft and inventory losses.

361. A manager wants to fill a new supervisor role through an external search without posting it internally, although several team members appear qualified. The company has no policy requiring internal posting. What should HR advise?

A. Post it internally only, since outside candidates cannot be considered once current staff apply.

B. Post it internally as well, since this can lift morale and retention and speed onboarding.

C. Promote the most senior team member to avoid running a formal selection process.

D. Search only externally, since an outside hire will bring new ideas the team needs.

362. A trainer proposes judging a new onboarding course solely on end-of-course satisfaction surveys, which average 4.7 out of 5. What should HR explain about what these scores show?

A. They show whether new hires learned the content, but not whether the course affected the organization's business results.

B. They show both learning and behavior, provided the survey response rate is higher than 80%.

C. They serve as a valid behavior measure as long as the surveys are collected 90 days afterward.

D. They show how new hires reacted to the course, but not what they learned or how they now perform.

363. In the Thomas-Kilmann model, which conflict mode is described as power-oriented, with a person pursuing his own concerns at the other party's expense?

A. Competing

B. Accommodating

C. Collaborating

D. Compromising

364. Gallup's engagement research describes a hierarchy of workplace needs. Which need is MOST foundational, to be met before growth needs such as development?

A. Having a best friend at work
B. Knowing what is expected of them at work
C. Having opportunities to learn and grow
D. Receiving recognition within the last week

365. HR discovers that an AI screening tool uses applicants' graduation years and ranks those with earlier graduation dates lower. Analysis shows applicants 40 and older are advancing at a much lower rate. What should HR do?

A. Keep the tool, since it never uses date of birth and so does not make decisions based on age.
B. Ask the vendor for a written statement confirming that the model was never designed to consider any applicant's age.
C. Remove graduation year from the model, test results for age impact, and rescore affected applicants.
D. Add a note to job postings stating that the company welcomes applicants from all age groups.

366. A deaf employee tells HR she cannot complete the company's required annual compliance modules, which are narrated videos with no captions or transcripts. The deadline is in two weeks. What is the BEST course of action?

A. Have her manager summarize the content verbally and then mark the modules complete
B. Excuse her from the compliance modules this year and record the reason in her file
C. Provide captions or transcripts now and require accessible design for all future modules
D. Ask her to provide medical documentation of her hearing loss before HR considers any changes

367. A food-processing plant is rolling out a new mobile attendance app. About half of the 300 production workers speak Spanish or Vietnamese as their primary language and have limited English. What is the BEST way to build buy-in?

A. Involve bilingual workers to test the app and lead demos in each language on every shift
B. Hold optional training sessions in English with an interpreter available on request
C. Translate the English user guide into Spanish and Vietnamese and post it in the break rooms
D. Have supervisors explain the app at shift meetings and refer questions to the HR office

368. A talent acquisition manager tracks time-to-fill and quality of hire for all open roles. How are these two measures BEST classified?

A. Time-to-fill measures effectiveness, and quality of hire measures efficiency
B. Time-to-fill measures efficiency, and quality of hire measures effectiveness
C. Both measures are efficiency measures because both concern the hiring process
D. Both measures are effectiveness measures because both concern hiring results

369. An employee who started in her role eight months ago learns that her compa-ratio is 0.88 and asks HR whether she is underpaid. Her pay is within the range and her performance is solid. What is the BEST response?

A. Confirm that a 0.88 compa-ratio shows she is underpaid and request an equity adjustment for her.

B. Commit to raising her pay to the midpoint at the next merit cycle so that her compa-ratio reaches a full 1.00.

C. Tell her that compa-ratios are confidential and suggest that she raise pay concerns with her manager.

D. Explain how compa-ratio compares pay to the midpoint and how her growth in the role moves pay toward it.

370. A manufacturer is opening a plant in a state that runs its own OSHA-approved state plan. How do the state plan's standards relate to federal OSHA standards?

A. They must be identical to the federal standards and may not add any requirements

B. They apply only to public-sector employers, with federal OSHA covering private ones

C. They replace federal standards and may set protections below the federal level

D. They must be at least as effective as the federal standards and may be stricter

371. Two supervisors are arguing heatedly in the hallway about which of them should get the parking space closest to the entrance. Both are visibly angry, and the dispute has no effect on operations. According to the Thomas-Kilmann model, which conflict-handling mode is MOST appropriate for the HR manager at this moment?

A. Avoiding

B. Competing

C. Compromising

D. Collaborating

372. A manufacturer is issuing total rewards statements for the first time. Most plant employees do not have company email or regular computer access, and several speak Spanish as their first language. What is the BEST approach?

A. Give each plant employee a detailed statement by email to the personal address on file, written in English only to keep the format consistent.

B. Post a sample statement in the break room and give individual copies only to employees who ask.

C. Post statements on the employee portal and send managers the link to share with their teams.

D. Mail printed statements to homes in plain English and Spanish, with on-site sessions for questions.

373. A production supervisor with 25 direct reports tells HR she is exhausted, falling behind on coaching and performance reviews, and thinking about quitting. Her team does varied work, and several members were hired in the past six months. What should HR do FIRST?

A. Move half of her direct reports to another supervisor who currently has a smaller team

B. Offer her a retention bonus to keep her in the role while the company recruits a backup

C. Assess her workload and team needs, and consider whether a team lead role would ease her span

D. Enroll her in a time management course so she can handle the current span of 25 direct reports more efficiently

374. An HR manager receives a call from an HR contact she knows at another company. The contact asks why a former employee left and whether he was a good performer. Company policy limits references to dates of employment and job title. What is the BEST response?

A. Politely confirm only his dates and title, explaining that this is the company's policy.

B. Share general impressions informally, since the request comes from a trusted HR peer.

C. Answer only the question about performance and decline to say why the employee left.

D. Ask the contact to send a written request on letterhead so that she can answer both questions fully.

375. A company has 400 employees, expects 15% annual turnover, and plans to grow its workforce by 10% next year. Assuming turnover applies to the current headcount of 400, how many hires will the company need next year?

A. 40

B. 60

C. 100

D. 106

376. A candidate asks the recruiter why his offer is at the midpoint of the salary range when he asked for the maximum. He meets the job's requirements but has no experience beyond them. What is the BEST explanation?

A. The maximum is reserved for internal promotions and is never available to outside hires.

B. The midpoint is the most the company may legally offer a new hire under federal pay equity rules for external candidates.

C. Placement reflects his qualifications against the job and the pay of current employees in the role.

D. The company always hires at midpoint so that every new employee starts at the same pay.

377. Why is depreciation added back to net income when calculating cash flow from operating activities under the indirect method?

A. It is reclassified to investing activities as capital spending

B. It represents cash set aside each year to replace worn-out equipment in the future

C. It reduced net income but did not use any cash during the period

D. It is a tax refund the company receives for owning equipment

378. A unionized employee is called to a meeting where her supervisor will only hand her a written warning that management has already decided to issue. No questions will be asked. She asks for her union steward to attend. Under Weingarten, what is the correct answer?

A. No right applies, since the meeting only delivers a decision and asks no questions.

B. No right applies, since Weingarten covers only meetings that may lead to discharge.

C. The right applies, but only if she asks for the steward in writing before the meeting.

D. The right applies, since any meeting involving discipline requires a steward.

379. An HR manager regularly shares templates, introduces contacts to one another, and answers questions from peers in her network, long before she needs anything in return. Which principle is she applying?

A. Scarcity

B. Reciprocity

C. Homophily

D. Social loafing

380. In a vendor service level agreement (SLA), what are service credits?

A. A right to end the contract after repeated service failures

B. A prepaid balance the client draws down each month as contracted services are used

C. A fee reduction owed when the vendor misses agreed service levels

D. A bonus paid to the vendor for exceeding agreed service levels

381. A manager suspects an employee of stealing small tools and wants to search the employee's locked desk drawer after hours. The desk is company property, and the employee keeps the only key. What should HR do FIRST?

A. Confront the employee with the suspicion and ask him to open the drawer in front of his coworkers.

B. Check whether company policy reserves the right to search company property before deciding how to proceed.

C. Call the police and let them decide whether there is enough evidence to justify searching the drawer.

D. Let the manager open the drawer after hours, since the desk is company property and the search is therefore lawful.

382. A team has agreed on its working norms and members get along well. Which observation would BEST show that the team has moved from norming to performing?

A. Members accept the leader's decisions readily and no longer argue about assignments.

B. Members agree on ground rules for meetings and consistently keep to them without needing any reminders.

C. Members report that they trust one another and enjoy spending time together at work.

D. Members resolve problems among themselves and adjust roles without waiting for the leader.

383. Headquarters has decided to eliminate 60 jobs at a 400-employee site in France and wants to announce the cuts to all staff at the end of the week. The site has an elected social and economic committee (CSE). What should the HR director advise?

A. Announce the cuts on schedule and open CSE consultation the following week

B. Announce the cuts on schedule and offer enhanced severance to limit objections

C. Delay the announcement and first inform and consult the CSE on the plan

D. Notify the labor authorities first and then announce the cuts to all staff

384. A plant launched a no-blame safety reporting campaign last year, encouraging employees to report every injury. This year its total recordable incident rate rose from 2.1 to 2.9, and the plant manager is alarmed. What is the BEST interpretation for HR to offer?

A. Working conditions have worsened, so new safety controls must be put in place at once.

B. The campaign has failed and should be replaced with zero-injury incentives.

C. The rise may reflect better reporting, so review case types and severity first.

D. The change in the rate is too small to matter and needs no further review.

385. HR's service standard is to close routine cases within two business days. Last month HR closed 500 cases: 450 within two business days, 30 within three to five days, and 20 after more than five days. What was HR's SLA attainment for the month?

A. 111%

B. 96%

C. 90%

D. 10%

386. A company's ethics training completion rate is 98%, yet substantiated misconduct cases rose 25% over the same year. What does this MOST likely suggest?

A. The rise in cases is unrelated to the program, since training and misconduct are not connected.

B. Completion alone does not show behavior is changing, so the training and culture need closer analysis.

C. The company should focus on raising the completion rate to 100% so the remaining gap is closed.

D. The training is effective, since nearly all employees completed it and the rise reflects better detection.

387. An injured warehouse worker's doctor releases him for light duty with a 20-pound lifting limit. His supervisor tells HR there is no light work in the warehouse, so he should stay home until he is fully healed. What should HR do?

A. Accept the supervisor's view and keep the worker on full workers' compensation leave until fully healed

B. Ask the doctor to remove the lifting restriction so the worker can return to the warehouse right away

C. Require the worker to return to his regular duties, since the doctor released him to return to work

D. Work with managers to find temporary modified duties within his restrictions, such as inventory audits

388. A company's employee survey shows that most employees who saw misconduct did not report it because they feared being identified and treated differently afterward. Which hotline feature would MOST directly address this barrier?

A. An option to report anonymously, with a case number for follow-up questions

B. Translation services covering every language spoken in the workforce

C. Availability 24 hours a day, seven days a week, by phone, text, web and mobile app

D. Routing of each report straight to the reporter's own department head

389. Before a coaching engagement begins, a prospective coach and a senior leader hold a short initial meeting, often called a chemistry meeting. What is the main purpose of this meeting?

A. To give the coach baseline data on the leader's performance through a structured assessment interview.

B. To set the leader's formal development goals and the metrics the sponsor will use to judge success.

C. To negotiate the fees, number of sessions and confidentiality terms of the coaching contract.

D. To let both parties judge whether they can build the trust and rapport needed to work together.

390. In their HR scorecard framework, Becker, Huselid and Ulrich distinguish HR "doables" from HR "deliverables." Which statement BEST captures that distinction?

A. Deliverables are outcomes that drive strategy; doables are activities HR completes

B. Deliverables are transactional services, while doables are strategic HR programs

C. Doables are measured by finance, while deliverables are measured by the HR team itself

D. Doables are long-term strategic goals, while deliverables are short-term HR tasks

391. An employee filed a workers' compensation claim last month. This week his supervisor documented, with a witness, that he entered a confined space without the required permit. The supervisor asks whether the claim means the company should hold off on discipline. What should HR advise?

A. Apply the same discipline given to others for this violation, with full documentation.

B. Treat it as a lesser offense this time, given that the claim was filed so recently.

C. Hold off on discipline until the claim closes to avoid any look of retaliation.

D. Ask the insurer whether discipline would affect the claim before taking any action against him.

392. An employee tells HR that a coworker repeatedly corners her at her desk, shouts at her and punches walls when he is frustrated. Two other employees have witnessed the wall punching. What should HR do FIRST?

A. Assess it as a potential threat and take interim steps to protect her

B. Schedule a mediation session for the two employees to resolve the conflict

C. Advise her to avoid him and to report any further incidents that occur

D. Refer the coworker to the EAP for anger management and monitor the situation

393. An HR manager is helping a supervisor decide how long a performance improvement plan should run. Which factors should MOST influence the length of the plan?

A. The time left before the next scheduled annual performance review

B. How complex the job is and how long its work cycle takes to show results

C. The employee's tenure, with longer plans given to employees with longer service

D. A standard 30 days for every role, so all employees are treated alike

394. A software company must lay off 25 fully remote employees who live in several different states. Leadership suggests an email announcement to save time. What is the BEST approach to notification?

A. Send a personalized email to each employee with a link to a recorded message from the CEO

B. Hold one group video call for all 25 employees, followed by an email with standard severance and benefits details

C. Send each employee a letter by overnight mail so that all receive the news at the same time

D. Hold individual live video meetings, then send written details that reflect each state's rules

395. A woman files an EEOC sex discrimination charge against her employer. Three weeks later, the employer fires her fiancé, who works for the same company but never complained or took part in the charge. Under Thompson v. North American Stainless, what is the fiancé's legal position?

A. He may sue only if he can show that he also opposed the discrimination or helped her prepare the EEOC charge.

B. Only she may sue over his firing, because the harm was aimed at deterring her and he lacks standing as a mere bystander to her charge.

C. He has no claim of his own, because Title VII protects only the person who personally engaged in the protected activity.

D. He may bring his own Title VII retaliation claim, because harming him could deter her and he is within the law's zone of interests.

396. A collective bargaining agreement lets a senior employee whose job is eliminated move into a position held by a less senior employee, who is then displaced. What is this provision called?

A. Superseniority

B. Recall rights

C. Bumping rights

D. Successorship

397. A former top-performing sales representative who left 18 months ago for a competitor wants to return. The sales manager is hesitant because the rep "already left once." What is HR's BEST cost-based argument for considering the rehire?

A. The rep would bring the competitor's client list and pricing strategy, which would increase sales right away

B. Rehiring the rep would let the company offer a lower salary, since former employees often accept less to come back

C. Returning employees are less likely to leave a second time, so the company would avoid future turnover costs

D. The rep would need less recruiting, onboarding and ramp-up time than an unproven outside hire, with a known record

398. In the ADDIE model of instructional design, what is the main output of the Analysis phase?

A. A complete set of learning objectives, assessments, and a course outline for each module

B. Evaluation results showing whether the program changed behavior and business results

C. Finished course materials, such as slides, participant guides, and e-learning modules

D. A definition of the performance gap, the learners, and the constraints

399. To save on license fees, three HR assistants at a regional office share one HRIS user name and password. An audit finds that an employee's direct deposit account was changed, and no one can say who made the change. What is the MAIN problem and the BEST fix?

A. No one is individually accountable, so each assistant needs a separate role-based login

B. The office lacks oversight, so a supervisor should approve every change the assistants make

C. The password is too weak, so the shared login should get a stronger password changed monthly

D. The assistants lack training, so they should complete a refresher on direct deposit procedures

400. An expatriate is returning after a successful three-year assignment. She tells HR that the only job offered is the one she held before leaving and that a competitor has contacted her. What should HR do?

A. Remind her that the assignment letter only guaranteed her a return to a comparable position

B. Offer her a retention bonus to accept the prior role and stay with the company for at least two more years

C. Meet with her soon to discuss career goals and look for roles that use her international experience

D. Ask the competitor's offer details so the company can match the salary in her current role