SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 8

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

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

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How to Use This Set

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

SHRM-CP Practice Set 8

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. Why do HR departments typically store Form I-9 records separately from employees' personnel files?

A. Federal law requires I-9 forms to be kept in a locked, fireproof location apart from all other employee files.

B. It allows employees to review their personnel file without seeing the immigration documents they gave.

C. It ensures the forms can be destroyed at termination without affecting the rest of the personnel file.

D. It limits access to citizenship and identity information that should not influence employment decisions.

2. In a design review, a quieter engineer proposes a caching approach. A few minutes later a more senior colleague restates the same idea, and the group begins praising him for it. What is the BEST response by the team lead in the moment?

A. Note that the idea first came from the engineer and invite her to explain how she would build it.

B. Praise the idea without naming anyone so the discussion stays focused on the work, not on people.

C. Let the discussion continue, then privately tell the senior colleague afterward that he took credit.

D. Encourage the engineer in her next one-on-one to speak more forcefully when presenting her ideas.

3. An HR department builds a balanced scorecard for its own function. Which scorecard perspective should hold the metric 'internal client satisfaction rating with HR services'?

A. Learning and growth

B. Financial

C. Customer

D. Internal process

4. A salary survey reports that the 25th percentile base pay for a job is $58,000. What does this figure mean?

A. Organizations pay $58,000 to their lowest 25 incumbents

B. The average salary for the job is about 25% below $58,000

C. 25% of the reported salaries are at or below $58,000

D. 75% of the reported salaries are at or below $58,000

5. An employee gives his supervisor a doctor's note clearing him to return to work after surgery, and the note is placed in his personnel file. How is this note treated under HIPAA?

A. It is an employment record, not PHI, though the ADA may still require it to be kept confidential.

B. It is PHI that may be kept only by the plan administrator and must be removed from the file.

C. It is PHI only if the company's group health plan also paid for the surgery the note describes.

D. It is PHI because it came from a licensed health care provider, so HIPAA's Privacy Rule governs how the company may use and disclose it.

6. HR held a job fair that cost $12,000 and produced 6 hires, 2 of whom left within 90 days. In the same period, the employee referral program cost $9,000 and produced 5 hires, all still employed. Based on cost per retained hire, which conclusion is BEST?

A. Referrals cost $1,800 per hire versus $2,000 for the job fair, so referrals saved only about $200 per hire

B. The job fair produced more hires than referrals, so it was the more productive source despite its higher cost

C. The job fair cost $2,000 per hire versus $1,800 for referrals, so the two sources were about equally cost-effective

D. Referrals cost $1,800 per retained hire versus $3,000 for the job fair, so referrals were more cost-effective

7. A project to roll out a new applicant tracking system was planned to take 12 weeks. It was completed in 15 weeks. By what percentage did the schedule overrun?

A. 20%

B. 15%

C. 3%

D. 25%

8. Section 406 of the Sarbanes-Oxley Act and the SEC's rules under it require public companies to disclose whether they have adopted a code of ethics for certain officers. Which officers does this requirement cover?

A. The principal executive, principal financial, and principal accounting officers or controller

B. Only members of the audit committee and the company's independent outside auditors

C. Every employee who has access to material nonpublic financial information about the company

D. All officers and directors of the company, including members of the board's audit and compensation committees

9. Under OSHA's Hazard Communication Standard, what must an employer do with safety data sheets (SDSs) for hazardous chemicals used in its workplace?

A. Keep them on file only for chemicals that carry a label signal word of "Danger."

B. Give them to employees once at hire and have each employee sign a receipt.

C. Keep them readily accessible to employees in their work areas during each shift.

D. Keep them in the HR office and provide copies within 15 days of a written request.

10. A payroll audit finds that the timekeeping system rounds every clock-in up and every clock-out down to the nearest quarter hour. What should HR do?

A. Switch to neutral rounding or exact time, and review back pay owed for lost time.

B. Change the system going forward only, since past rounding is excused as a good-faith error.

C. Keep the system, since quarter-hour rounding is expressly allowed by DOL regulations.

D. Keep the system but post a notice so employees understand how their punches are rounded.

11. An AI screening tool advanced 84 of 350 applicants from one demographic group to the interview stage. What is the selection rate for that group?

A. 31.6%

B. 76%

C. 19.4%

D. 24%

12. An HR generalist promised a department manager an answer on a complex overtime policy question by Friday. On Wednesday she learns that legal counsel cannot review the issue until the following week. What should she do?

A. Ask the manager to raise the question with legal directly to speed things along.

B. Send her best interim answer on Friday as promised and correct it later if needed.

C. Tell the manager now about the delay, explain why, and give a realistic new date.

D. Wait until Friday to see whether counsel frees up and then notify the manager.

13. An analyst building an attrition model plans to drop every record that is missing a performance rating. Most of those records belong to employees hired in the past nine months, who have not yet had a review. What is HR's MAIN concern with this plan?

A. Excluding them causes the model to overstate how strongly performance ratings predict employee pay

B. Excluding them violates federal recordkeeping rules that require every employee to be included in HR reports

C. Excluding them shrinks the sample so much that the model can no longer reach statistical significance

D. Excluding them removes the newest hires, a group with distinct attrition patterns, and biases the model

14. Most exit interviews over the past year cite pay as the main reason for leaving, but a recent market study shows the company's pay for those roles is at the market median. What should HR do NEXT?

A. Raise pay ranges for the affected roles to the levels that leavers reported

B. Look deeper into other factors, such as manager relationships and career growth

C. Commission a second market pay study from a different survey vendor to check the first result

D. Discount the exit data, since the market study shows pay is not the problem

15. To forecast demand for data engineers over the next five years, HR asks a panel of experts to submit estimates anonymously. A facilitator summarizes the estimates and reasoning, shares the summary, and asks the experts to revise their estimates over several rounds until they converge. Which technique is this?

A. Brainstorming session
B. Nominal group technique
C. Trend analysis
D. Delphi technique

16. Which position MOST likely meets the duties test for the FLSA administrative exemption?

A. A receptionist who greets visitors, routes calls and schedules conference rooms
B. A payroll clerk who enters time records and processes routine pay adjustments
C. A warehouse lead who loads trucks and shows new hires how to scan inventory
D. An HR generalist who develops and recommends personnel policies for the company

17. An HR generalist has just joined a company to support its operations and finance departments. She wants to become effective quickly. With whom should she build relationships FIRST?

A. Fellow HR team members, so she can learn the department's internal routines
B. The CEO and other senior executives who set the company's strategic direction and priorities
C. Employees across the company through informal lunches and social gatherings
D. The managers she supports and key partners such as payroll and IT she will rely on

18. During team meetings, an employee repeatedly calls a 61-year-old coworker "grandpa." The coworker has told the employee he finds it demeaning, and others have started laughing. What should HR do?

A. Investigate promptly and take corrective action that ends the comments
B. Remind the whole team about respect without addressing the employee
C. Wait to act until the coworker files a formal written complaint
D. Tell the coworker the nickname is meant affectionately and not to worry

19. A call center's retention program cost $50,000. In its first year, it reduced voluntary quits by 10, and finance values each avoided quit at $15,000. What ROI should HR report to the director?

A. 33%
B. 200%
C. 300%
D. 67%

20. A manufacturing plant has 350 employees in its bargaining unit. During the last contract year, the union filed 28 grievances. HR wants to compare this with an industry benchmark expressed per 100 employees. What is the plant's grievance rate?

A. 0.8 grievances per 100 employees
B. 8 grievances per 100 employees
C. 2.8 grievances per 100 employees
D. 12.5 grievances per 100 employees

21. An HR manager is preparing a pay equity review that covers both salaried exempt managers and hourly staff. Which statement about the Equal Pay Act is accurate?

A. It is part of the FLSA and covers exempt as well as nonexempt employees

B. It is part of the FLSA but protects only nonexempt employees paid by the hour

C. It is a stand-alone statute that applies only to federal contractors' staff

D. It is part of Title VII and covers only employers with 15 or more employees

22. In a team meeting, a director tells an engineer, "This design is lazy and amateurish," then moves on without explaining or checking in with her. Colleagues say the criticism was accurate but humiliating. Under Kim Scott's Radical Candor framework, which quadrant describes the director's behavior?

A. Radical candor

B. Manipulative insincerity

C. Ruinous empathy

D. Obnoxious aggression

23. Why should an investigator interview witnesses one at a time and ask each not to discuss the interview with others?

A. To get each witness's own recollection without it being shaped by what other witnesses say.

B. To keep witnesses from learning that the accused has already been placed on administrative leave.

C. To make it easier to schedule interviews around the shifts and workloads of each department.

D. To meet the NLRA requirement that witness interviews in nonunion workplaces be held privately.

24. An HR generalist notices that new hires wait up to six weeks for benefits enrollment confirmations, which drives a flood of questions to the generalists. The benefits team reports to a different HR director and has not asked for input. What should the generalist do FIRST?

A. Ask her own HR director to require the benefits team to shorten its confirmation timeline

B. Draft a redesigned enrollment process and send it to the benefits director for approval

C. Collect complaints from new hires and present them at the next HR all-staff meeting

D. Meet the benefits lead to learn the process and its constraints before suggesting fixes

25. Four months into an HRIS implementation, the executive sponsor resigns. The project is on schedule, but several major design decisions still need executive sign-off. What should the project manager do FIRST?

A. Brief senior leadership on project status and ask that a new sponsor be named promptly

B. Ask the departing sponsor to approve all of the remaining decisions before leaving

C. Pause all project work until the departing sponsor's permanent replacement has been hired

D. Keep the team working and make the pending design decisions within the project team

26. HR is choosing an internal investigator for a complaint that one customer service representative has been sending sexual jokes to a peer. Which fact would most clearly disqualify a candidate?

A. She works in the finance department and has had little contact with either employee.

B. She is a different gender from the complainant and has a reputation for asking blunt questions.

C. She has not led a harassment investigation before but has completed formal investigator training.

D. She is the accused employee's direct supervisor and recently recommended him for promotion.

27. An HR generalist who triages the ethics hotline case system opens a new report alleging that the company's HR director has been approving overtime for a close friend who did not work the hours. The HR generalist reports to the HR director. What should the generalist do?

A. Forward the report to the HR director so she has the chance to respond before anyone else reviews it.

B. Route the report to the designated reviewer outside HR, such as compliance or legal, without alerting her.

C. Close the report as outside HR's role and tell the reporter to take the concern to the CFO directly.

D. Open the investigation personally by pulling the payroll records, since the case system assigned it to HR.

28. A retailer's AI scheduling tool assigns hours based partly on how much availability each employee enters. HR notices that employees who limit their availability for childcare pickup are consistently getting fewer hours, and most of them are women. What should HR do?

A. Stop using the tool and return permanently to manual scheduling by individual store managers to remove the algorithm's influence.

B. Analyze the tool's rules and outcomes and adjust it so stated availability limits are not penalized beyond business need.

C. Tell affected employees that widening their availability is the reliable way to qualify for more scheduled hours.

D. Keep the tool as configured, because rewarding broader availability is a neutral and legitimate business factor.

29. A product team spread across the U.S., India, and Germany keeps finding that important decisions were made in a group chat while some members were asleep, and those members feel excluded. What norm should the team leader set?

A. Make all decisions in a weekly live meeting held at the same time each week for everyone.

B. Let the team members in the time zone with the most people make decisions on their own.

C. Post decisions to a shared log, with a set window for comment, before they take effect.

D. Ask team members to check the group chat overnight when important decisions are expected.

30. A plant uses a no-fault attendance policy that assigns points for every absence. An employee with certified intermittent FMLA leave for migraines has been given points for each migraine absence and is near termination. What should HR do?

A. Keep the points, since the no-fault policy is applied to all employees
B. Freeze her points, but count FMLA absences if she reaches the next level
C. Remove the points only for absences she reported more than a day ahead
D. Remove the points for FMLA-protected absences from her attendance record

31. An HR manager must write a letter informing a long-time vendor contact that a training contract will not be renewed. Using the indirect structure for written bad news, which sequence is correct?

A. Buffer, the bad news, reasons, then a call to action
B. The bad news, reasons, buffer, then a positive close
C. Reasons, buffer, the bad news, then an apology
D. Buffer, reasons, the bad news, then a positive close

32. A 70-employee manufacturer's maintenance supervisor is the only person who can operate and troubleshoot the plant's boiler system. The company has no succession plan. What is the BEST first succession step?

A. Pick an employee to train with him and document the boiler procedures
B. Post an external opening for a second boiler-qualified maintenance supervisor
C. Contract an outside boiler service to be on call when needed
D. Build a formal succession plan covering every company position

33. A new marketing manager receives a 30-60-90 day plan on her first day. What is the main purpose of this tool?

A. To set the length of a probation period after which she can be released
B. To record each policy she has acknowledged and signed during her first three months
C. To schedule the dates when she becomes eligible for benefits coverage
D. To set phased goals that build toward full performance and guide check-ins

34. For purposes of a retaliation claim, is a request for a reasonable accommodation under the ADA considered protected activity?

A. No, because only filing a charge or opposing discrimination is protected activity under the ADA
B. Yes, but only if the accommodation that was requested is ultimately granted
C. Yes, a good-faith request is protected even if the person is later found not disabled
D. No, unless the employee first provides medical documentation proving a disability

35. A retailer with an average headcount of 400 hired 60 new employees during the year. Of those 60, 15 left within 12 months of their hire date. What was the first-year (new-hire) turnover rate?

A. 3.8%
B. 33.3%
C. 75%
D. 25%

36. A company's health plan costs $2,000,000 this year. Its broker projects an 8% medical cost trend for next year. Assuming no plan or enrollment changes, what is the projected cost for next year?

A. $2,160,000
B. $160,000
C. $2,173,913
D. $2,016,000

37. A team will rely on all of its members to carry out a major process change. What is the main drawback of making the decision by simple majority vote instead of by consensus?

A. Members on the losing side may not commit to it, which weakens implementation.
B. Majority voting results cannot be documented for later review by others.
C. Majority voting takes much longer than consensus does to reach a final group decision.
D. Majority voting lets the leader override the group without any discussion.

38. A company's in-plant cafeteria is run by an outside vendor, but the company sets its prices. The union demands bargaining over a planned price increase. What is the MOST accurate statement?

A. The company must bargain, because in-plant food prices are a term and condition of employment.
B. The company must bargain, but only over prices for meals eaten during paid rest periods at work.
C. The company need not bargain, because pricing decisions are a core entrepreneurial management right.
D. The company need not bargain, because the vendor rather than the company employs the cafeteria staff.

39. Six months after teams built engagement action plans, HR sends a short pulse survey on the items those plans targeted. What is the main purpose of this pulse?

A. To reset the baseline used for next year's external benchmark comparisons
B. To check whether the actions taken are improving the areas they targeted
C. To replace the annual census survey with a shorter and cheaper survey
D. To identify which employees have not yet joined action planning sessions

40. Which example BEST illustrates employee development as opposed to employee training?

A. A call-center agent practices de-escalation scripts for calls she handles every day
B. A forklift operator takes a refresher class required for his current certification
C. A new hire completes a course on the order-entry system used in her current job
D. A supervisor rotates through finance to prepare for a future plant manager role

41. When pricing jobs, which labor markets are normally used for clerical nonexempt jobs and for senior engineering jobs?

A. Local market for both, since pay should reflect where the work is done
B. Local market for clerical jobs and national market for senior engineers
C. National market for both, so all jobs share one consistent comparison
D. National market for clerical jobs and local market for senior engineers

42. A forklift operator tells HR that he hurt his back at work last week, but his supervisor told him not to file a workers' compensation claim because it would ruin the department's 300-day safety record. The employee is still in pain. What should HR do FIRST?

A. Help the employee report the injury and get care, then address the supervisor's conduct.

B. Let the employee decide whether to file, since it is his choice and his claim to make.

C. Talk to the supervisor first to confirm what was said before taking the employee's report.

D. Suggest the employee use his health plan and sick leave so the record is not affected.

43. To lead an enterprise-wide shift to skills-based hiring, an HR director recruits respected leaders from operations, finance, IT and sales to form a group with the credibility and authority to drive the change. Which step of Kotter's change model does this represent?

A. Communicating the change vision

B. Creating a sense of urgency

C. Forming a guiding coalition

D. Empowering broad-based action

44. An HR team scores four risks on 1-to-5 scales for likelihood and impact: a wage-and-hour class action (likelihood 2, impact 4), loss of a key executive (likelihood 4, impact 5), an HRIS outage (likelihood 3, impact 3), and a minor safety citation (likelihood 5, impact 2). Using likelihood times impact, which risk should receive the highest priority?

A. Loss of a key executive

B. HRIS outage

C. Wage-and-hour class action

D. Minor safety citation

45. An HR team is using MoSCoW prioritization to decide which features to include in the first release of a learning platform. What does the 'W' category represent?

A. Wanted; features that users requested but leaders have not approved

B. Weighted; features ranked by scores on several decision criteria

C. Wish list; features to add only if the project comes in under budget

D. Won't have this time; agreed to be left out of the current release

46. Why do most multinational codes of conduct reject pure ethical relativism?

A. It requires every country's workforce to follow the parent company's cultural customs in all matters.

B. It would permit practices such as bribery wherever local norms tolerate them, eroding core standards.

C. It holds that one universal set of rules applies everywhere, ignoring legitimate cultural differences.

D. It allows managers to make ethical decisions based only on whether the outcome is profitable.

47. HR wants to test the company's workplace violence response plan with managers, security and communications staff, but without disrupting operations or alarming employees. What is the BEST exercise design?

A. A tabletop exercise where key staff talk through a realistic scenario step by step and note gaps.

B. A written test on the plan's contents for each manager, with retraining for those who fail.

C. A full-scale drill in which local police respond to a staged incident during a regular shift.

D. An unannounced lockdown drill for all employees and visitors to test how they actually react under stress.

48. A company received 480 applications and made 120 hires for warehouse roles. Of these, 150 applicants and 45 hires came from one demographic group. What is that group's selection rate?

A. 70.0%

B. 31.3%

C. 30.0%

D. 37.5%

49. Because of an unexpected budget freeze, a company must rescind three offers that candidates have already accepted. Two of them have given notice to their current employers. What should HR do to BEST limit legal and reputational harm?

A. Call each candidate promptly, explain the reason, and offer fair compensation

B. Send a brief form email that cites at-will employment as the explanation

C. Keep the offers open but tell the candidates their pay will be reduced

D. Delay the start dates indefinitely and avoid using the word rescinded in any messages

50. Three employees in Group A were first promoted after 20, 24 and 28 months. Four employees in Group B were first promoted after 30, 33, 36 and 33 months. How much longer, on average, did Group B wait for a first promotion?

A. 16 months

B. 6 months

C. 9 months

D. 12 months

51. A company has just notified eight members of a 30-person department that their jobs have been eliminated. The department manager will meet with the remaining 22 employees that afternoon. What should the HR manager advise the manager to cover?

A. Assure the team there will be no more job cuts this year or next

B. Keep it brief and focus on the new team goals so the group can move forward quickly

C. What happened and why, how work will be covered, and where to get support

D. Review each affected person's performance to explain the choices

52. A top sales representative exceeds every target but regularly belittles coworkers in team meetings, contrary to the company's stated value of respect. Two peers have asked to transfer. The sales director wants to overlook it because of the rep's numbers. What should HR recommend?

A. Reduce the rep's bonus quietly this year to signal that the behavior is not acceptable to the leadership team

B. Approve the peers' transfer requests so they no longer have to work with the sales representative

C. Address the conduct directly with clear expectations and consequences, as would be done for any employee

D. Overlook the behavior for now because the rep's results are critical to meeting revenue targets

53. An employee at a 200-person office has tested positive for a contagious illness, and the employee's close coworkers have been identified and told. Other employees are now asking HR who is sick. What is the BEST message for HR to send?

A. Say nothing about the case to avoid alarm, and handle further questions individually as they arise.

B. Confirm a case, describe the steps taken and exposure guidance, and keep the person's identity confidential.

C. Name the employee so coworkers can judge their own exposure, and ask everyone to keep the name private within the team.

D. Confirm the case and name the department involved so employees in other areas know they are safe.

54. An employee accused of bullying coworkers declines to be interviewed, saying the complaints are lies and he has nothing to add. Several witnesses have already been interviewed. What should HR do?

A. Close the investigation as unsubstantiated, since the accused has not had any real chance to respond to the allegations.

B. Find the allegations substantiated automatically, since he refused to take part in the interview.

C. Put the investigation on hold until he agrees to participate and gives his account of events.

D. Explain this is his chance to respond, document his refusal and conclude on the available evidence.

55. During a scenario planning exercise, an HR team agrees to track local unemployment rates, competitors' wage moves and automation adoption in its industry so it can tell which future is unfolding. What are these indicators called?

A. Signposts

B. Lagging metrics

C. Driving forces

D. Critical uncertainties

56. A caller tells an HR generalist that he is an employee's husband and needs her current pay amount and home address to settle a bill. He sounds frustrated and says the matter is urgent. What is the BEST response?

A. Ask the caller to email the request so HR has a written record before it releases the data

B. Release the address but not the pay amount, since a spouse already knows the home address

C. Release both items after the caller correctly states the employee's date of birth

D. Decline to release the information and offer to pass a message to the employee instead

57. Research by the Ethics & Compliance Initiative on workplace ethics has consistently linked one factor to much higher rates of observed misconduct. Which factor is it?

A. Whether the organization is publicly traded or privately held

B. Employees feeling pressure to compromise the organization's standards

C. The percentage of employees who work remotely at least part of the workweek

D. The number of countries in which the organization has operations

58. A mining company works to keep the ongoing approval and trust of the communities near its sites, beyond the permits it holds from government regulators. What term describes this ongoing acceptance?

A. Stakeholder materiality approval

B. Corporate citizenship charter

C. Social license to operate

D. Community benefit agreement

59. What is the key difference between job enlargement and job enrichment?

A. Enlargement adds responsibility and autonomy, while enrichment adds tasks at the same level

B. Enlargement adds tasks and pay, while enrichment adds training without any change in duties

C. Enlargement moves people among different jobs, while enrichment adds pay for the added tasks

D. Enlargement adds tasks at the same level, while enrichment adds responsibility and autonomy

60. During a facilitated session on equipment budgets, two supervisors begin trading personal insults about each other's competence. Other participants go quiet. What is the BEST response from the facilitator?

A. Ask the other participants to vote on whose position is correct

B. Let the exchange run so the two can get the tension into the open

C. Interrupt calmly, restate the ground rules, and redirect to the issue

D. Adjourn the session immediately and report both supervisors to their managers

61. An HR team preparing for a new timekeeping system lists each employee group, describes how its daily work will change and rates how large each change will be. What is this activity called?

A. A post-implementation review
B. A stakeholder power mapping
C. A change readiness assessment
D. A change impact assessment

62. An employee's medical records include results of monitoring for exposure to a toxic substance. Under OSHA's access-to-records standard, how long must the employer keep these employee medical records?

A. For the duration of employment plus 30 years
B. For 10 years after the employee's last exposure
C. For 5 years after the end of the calendar year
D. For the duration of employment plus 3 years

63. An employee asks for Saturdays off for religious reasons and prefers to move to a weekday schedule. The employer instead offers a different shift pattern that also frees every Saturday with no loss of pay. Which statement BEST describes the employer's duty?

A. It may offer any reasonable option that removes the conflict
B. It must grant the employee's preferred option if it is feasible
C. It may offer an option only after the employee agrees to it
D. It must offer at least two options and let the employee choose

64. An investigator is starting a witness interview about an argument in the break room between two employees, Mark and Lisa. Which opening question is best?

A. "You were in the break room when Mark grabbed Lisa's arm, weren't you?"
B. "Tell me what you saw and heard in the break room on Tuesday afternoon."
C. "Why do you think Mark got so angry with Lisa in the break room on Tuesday?"
D. "Did you see Mark grab Lisa's arm in the break room on Tuesday afternoon?"

65. Why do some employees have 300 days, rather than 180 days, to file a Title VII charge with the EEOC?

A. The employee first raised the complaint internally, which pauses the 180-day filing clock.
B. The employer has more than 500 employees, which extends the period for all of its workers.
C. A state or local agency in their area enforces a law banning the same discrimination.
D. The charge alleges a continuing pattern of discrimination rather than a single discrete act.

66. During HR due diligence on a 1,200-employee acquisition target, the deal team has limited time and asks HR to focus on the items most likely to affect deal value and risk. What should HR prioritize?

A. Employee engagement survey results, eNPS trends, and recent recognition program data
B. Pending employment claims, union agreements, and unfunded benefit liabilities
C. The target's organization charts, job titles, and office floor plans
D. Training catalog content and learning management system usage rates

67. Which Supreme Court case is known for establishing that an employer may permanently replace economic strikers?

A. NLRB v. Fansteel Metallurgical Corp.

B. NLRB v. Gissel Packing Co.

C. NLRB v. Mackay Radio & Telegraph Co.

D. NLRB v. J. Weingarten, Inc.

68. In Bauer's four Cs of onboarding, which level focuses on making sure new employees understand their new job and what is expected of them?

A. Clarification

B. Socialization

C. Compliance

D. Connection

69. An HR team is reviewing a vendor's model card for an AI assessment tool before purchase. Which information should the model card provide?

A. The vendor's current client list, its pricing tiers and the expected implementation timeline for new customers

B. The model's full source code so that HR's own analysts can rebuild the tool internally

C. A guarantee that the tool complies with all applicable employment laws in each state

D. Intended uses, training data sources, performance results by subgroup and known limitations

70. A rival has studied a company's hiring, training and pay practices for years but still cannot match its customer service, because no one can pinpoint what actually produces the results. What barrier to imitation does this illustrate?

A. Path dependency

B. Switching costs

C. Economies of scale

D. Causal ambiguity

71. In a plant, the HR manager investigates an attendance problem and recommends a final written warning, but the production manager decides whether to issue it. What type of authority does HR hold in this situation?

A. Staff authority to advise and recommend

B. Shared line authority with production

C. Line authority to direct the employee's work

D. Functional authority over discipline

72. An employee with 10 points under a no-fault attendance policy is one absence from termination. In his final-warning meeting, he says he was recently diagnosed with Crohn's disease, which caused most of the absences. The company has 300 employees. What should HR do NEXT?

A. Ask him to provide his full medical records before the company decides whether to continue.

B. Remove all ten points at once and excuse every future absence related to his Crohn's disease.

C. Proceed with termination at the next absence, since he did not disclose the condition earlier in the process.

D. Pause the termination, begin the ADA interactive process, and check his eligibility for FMLA leave.

73. An HR department that handles medical certifications, investigation files and salary data adopts a clean desk and screen-lock policy. What is the PRIMARY purpose of this policy?

A. To keep others from seeing confidential records left on desks or on open screens

B. To reduce clutter so the HR office looks more professional to employees who visit it

C. To confirm that HR staff are using the HRIS instead of paper forms for their daily work

D. To keep confidential files safe from loss if a fire or flood occurs in the office building

74. Which description BEST defines benchmarking in HR?

A. Setting performance standards for each job based on detailed time studies

B. Ranking employees against one another to assign their performance ratings

C. Comparing HR practices and results with those of high-performing organizations

D. Monitoring internal and external trends that may affect the organization's future strategy

75. In a meeting with department heads, an HR generalist blamed the payroll coordinator for a bonus error that was later traced to a data-entry mistake in HR. Since then, the coordinator has been curt and avoids her. What should the generalist do?

A. Email the department heads about the process gap without naming anyone involved

B. Apologize to her privately, then correct the record with the department heads

C. Apologize to the coordinator privately and ask her to put the incident behind them

D. Give the coordinator time and space so the tension can fade on its own

76. Merit increases are tied to ratings. HR finds that one operations manager rates his team far lower than peer managers do, even though his team's productivity and quality metrics are above average, and his employees are receiving smaller raises as a result. What is the BEST HR response?

A. Raise his team's merit increases to the company average without changing any of the ratings

B. Override his ratings and replace them with HR-assigned ratings for each employee

C. Let the ratings stand because managers have discretion over their teams' appraisals

D. Review his ratings against performance data in calibration and address his rating standard

77. A manager reads a comment in his team's confidential survey report accusing him of favoritism. He tells HR that the phrasing sounds like one of his employees and asks HR to compare it with that employee's emails to confirm who wrote it. What is the BEST response from HR?

A. Decline, explain the confidentiality promise, and help him address the concern raised

B. Suggest he ask the team in a meeting for the comment's author to come forward

C. Ask the survey vendor to name the author so the concern can be resolved directly

D. Compare the phrasing privately and share any likely match only with senior HR leaders

78. Two payroll clerks have recurring disputes about how to share the workload during month-end close. No policy has been violated, both clerks are otherwise good performers, and their supervisor's attempts to settle it informally have not worked. Which step should HR recommend NEXT?

A. A formal investigation of both clerks' conduct

B. Mediation so the clerks reach their own agreement

C. Binding arbitration to decide how the clerks split the workload

D. Written warnings to both clerks for the conflict

79. A company's attendance policy is enforced strictly in the warehouse but loosely in the corporate office. Why does this inconsistency most likely erode employees' trust in HR?

A. It makes the policy harder for HR to administer efficiently across separate company locations.

B. It signals that outcomes depend on who people are rather than on rules applied equally to all.

C. It shows that the attendance policy itself is poorly written and should be fully redesigned.

D. It forces managers to rely on HR more heavily when making routine attendance decisions.

80. One month after launching a new time-tracking app, HR finds that only 55% of employees are using it; the rest still submit paper timesheets. What should HR do NEXT?

A. Schedule refresher training on the app for the entire company's workforce

B. Find which groups are not using the app and ask them why before acting

C. Report the rollout as a success, since a majority now uses the app

D. Send a reminder to all employees that use of the app is now mandatory

81. Why do many organizations treat learning agility as a key indicator of leadership potential?

A. People who learn quickly from new experiences tend to succeed in unfamiliar roles where past skills fall short.

B. Employees with high learning agility complete formal training programs faster and score higher on tests.

C. Learning agility measures the depth of a person's technical expertise, which is the main driver of success after promotion.

D. Learning agility is a fixed trait that shows up early, so it reliably predicts results over a full career.

82. A regional insurer wants its pay to be competitive enough to attract and keep qualified staff, but leadership does not want to pay a premium over what similar employers pay. Which pay strategy fits this goal?

A. Match the market by targeting the market median
B. Use a lead-lag policy that starts above market
C. Lag the market by targeting the 25th percentile
D. Lead the market by targeting the 75th percentile

83. What does the Professional Development section of the SHRM Code of Ethical and Professional Standards in HR expect of HR professionals?

A. To defer to more senior HR colleagues on any matter that falls outside their current expertise.
B. To strive for high standards of competence and strengthen their competencies on a continuing basis.
C. To earn a graduate degree in HR or a closely related field within five years of entering the profession.
D. To complete a set number of employer-funded training hours each year to remain in good standing.

84. After an EEOC charge is filed against an employer, how long must the employer keep personnel records relevant to the charge?

A. For one year from the date of the challenged action, as for other personnel records
B. Until final disposition of the charge or any related lawsuit, including appeals
C. For three years from the date of the charge, matching the payroll retention period
D. Until the EEOC issues its determination or a dismissal and notice of rights

85. Under the guiding principles of the Phillips ROI Methodology, how are benefits treated for participants who do not provide follow-up improvement data?

A. They are assumed to have received no benefit from the program.
B. They are excluded from both benefit and program cost totals.
C. They are assigned the average benefit reported by respondents.
D. They are given a benefit estimate based on supervisor ratings.

86. Under the NIST AI Risk Management Framework, which core function focuses on establishing the context in which an AI system is used and identifying its risks?

A. Map
B. Measure
C. Manage
D. Govern

87. An interviewer forms an opinion of a candidate within the first two minutes and spends the rest of the interview asking questions that confirm it. Which error does this describe?

A. Contrast effect
B. Central tendency error
C. First-impression error
D. Recency error

88. An HR director is presenting a new talent framework to a leadership team from a culture that Erin Meyer's Culture Map describes as principles-first. How should the director MOST likely structure the presentation?

A. Lead with a client success story and leave the method for the appendix.

B. Share an executive summary in advance and skip the conceptual discussion.

C. Explain the underlying theory and method first, then move to the conclusions.

D. Open with the recommendation and practical examples, then answer any questions the team has.

89. An HR initiative is expected to produce a single benefit of $110,000 one year from now. Using a 10% discount rate, what is the present value of that benefit?

A. $100,000

B. $110,000

C. $121,000

D. $99,000

90. Which condition is MOST likely to lead a group into groupthink?

A. A cohesive, insulated group whose leader states a preference early

B. A group that regularly brings in outside experts to review its decisions

C. A newly formed group whose members do not yet know or trust each other

D. A diverse group that has a facilitator and clear rules for decision-making

91. An HR director wants to add a key risk indicator, rather than a key performance indicator, to the HR dashboard. Which metric fits that purpose BEST?

A. Share of employees overdue on required safety certifications

B. Revenue per full-time-equivalent employee for the year

C. Average participant rating of last year's training programs

D. Average cost per hire for all positions filled during the last quarter

92. A multinational is considering an AI tool that analyzes employees' facial expressions on video calls to gauge their emotional engagement. How does the EU AI Act treat this use for its employees in the EU?

A. It is permitted if employees give their written consent beforehand.

B. It is high risk, so it may be used after a conformity assessment.

C. It is prohibited, except where used for medical or safety reasons.

D. It is minimal risk, so it carries only voluntary codes of conduct.

93. An analyst with Crohn's disease asks to work from home full time. Her manager says the role "needs to be in the office." How should HR evaluate whether in-person attendance is an essential function?

A. Allow it only if other analysts in the same department are already allowed to telework full time

B. Analyze whether the duties truly require on-site presence, such as in-person interaction

C. Accept the manager's view, since employer judgment on essential functions is final

D. Approve the request, since an employee's preferred accommodation must be granted

94. An HR service team is launching a three-month pilot of an AI case-routing tool. What does an executive sponsor contribute that the project manager typically cannot?

A. Day-to-day scheduling of pilot tasks and tracking of each milestone against the project plan.

B. Technical configuration of the routing rules and testing of the tool against sample HR cases.

C. Training of the service-center agents on how to use the new tool during their daily work.

D. Authority to secure resources, clear cross-department obstacles and visibly back the change.

95. A company is changing its shift schedules. Front-line employees care a great deal about the change but have little formal influence over the decision. Under the power/interest grid, how should HR manage this group?

A. Monitor them with minimal effort, since they cannot block the change from going ahead.

B. Keep them satisfied by meeting their requests while limiting how much they are told.

C. Keep them informed through regular updates and give them ways to raise their concerns.

D. Manage them closely by giving them a formal vote on the final schedule decision.

96. Three employees accuse their manager of bullying, citing his habit of yelling, swearing at staff and threatening to fire people in meetings. The manager tells HR the complaints are payback from low performers who resent his high standards. How should HR evaluate the complaints?

A. Review the complainants' performance records first to judge whether the complaints are retaliatory in nature

B. Accept his explanation if his team's results have improved since he took over the department

C. Focus on whether the specific behaviors occurred and were abusive, regardless of the standards he sets

D. Weigh his stated intent most heavily, since bullying requires a deliberate purpose to cause harm

97. An HR investigator is drafting the findings section of a report on a sexual harassment complaint. Why should the report state that the evidence shows a violation of the company's anti-harassment policy rather than that "sexual harassment occurred"?

A. Stating that harassment occurred would require the employer to report the finding to the EEOC.

B. Investigators decide whether policy was violated; legal conclusions are for courts and agencies.

C. Legal conclusions can be included only if the accused employee has signed the investigation report.

D. Policy findings carry more weight with the EEOC than legal conclusions written by an HR professional.

98. A jury finds that an employer with 80 employees intentionally discriminated and awards the plaintiff $120,000 in emotional distress damages and $80,000 in punitive damages. Under Title VII's caps, what is the most the plaintiff can recover for these two categories?

A. $100,000, or $50,000 for each of the categories

B. $200,000, since the jury's award stands as given

C. $50,000 total for both categories combined

D. $100,000 total for both categories combined

99. Last year a company had 25 leadership vacancies. It filled 15 of them with internal candidates and 10 with external hires. What was its internal fill rate for leadership roles?

A. 67 percent

B. 60 percent

C. 150 percent

D. 40 percent

100. During the organizational analysis for a new customer service training program, HR learns that several department heads will not release their staff for the four half-day sessions because they say the work cannot be covered. What should HR address BEFORE designing the program?

A. Shorten the program to a single half-day session so that department heads find it much easier to release their staff for it

B. Make attendance mandatory through a policy so that department heads are required to release their staff

C. Secure management support by linking the training to business goals and agreeing on how staff time will be covered

D. Convert the program to self-paced e-learning so employees can complete it on their own time after work

101. A manager plans to text an employee tonight to tell him he is being demoted from team lead to analyst, effective Monday. The employee is working remotely this week. What should HR advise?

A. Wait to tell him until his next in-office day, even if that means after the change takes effect.

B. Send the text as planned but attach the demotion letter so that the details are fully documented.

C. Deliver the news in a private live conversation, by video if needed, and then follow up in writing.

D. Send a formal email instead of a text, since email is more professional and creates a better record.

102. At a nonunion distribution company, a warehouse associate told several coworkers what she earns and encouraged them to compare pay. Her supervisor wants to issue a written warning, citing a handbook rule that bars employees from sharing pay information. What should the HR manager advise?

A. Do not discipline her, because discussing wages with coworkers is protected concerted activity under the NLRA.

B. Give a verbal warning instead, since a first violation of the rule calls for the lightest discipline.

C. Issue the warning, since NLRA protection for wage discussions applies only in workplaces with a certified union.

D. Issue the warning, since she acknowledged the handbook rule in writing when she was hired.

103. A software company signs a three-year, $900,000 contract in January. Its finance team records $900,000 in bookings but only $300,000 in revenue for the year. What explains the difference?

A. Bookings are the signed contract value; revenue is recognized as the service is delivered

B. Bookings include the full contract, and revenue counts only cash received in the year

C. Bookings are reported before taxes, and revenue is reported after taxes are deducted

D. Bookings are the gross amount, and revenue is the profit left after all operating costs are subtracted

104. Two months after a manager approved an employee's request to start work at 10 a.m., the employee's error rate has doubled and two deadlines were missed. The manager wants to cancel the schedule. What is the BEST action?

A. Cancel flextime for the entire team so the decision does not appear to single anyone out

B. Cancel the flexible schedule right away, since the decline began after it started

C. Address the specific performance problems with the employee and set clear expectations

D. Wait until the annual review so the decline can be judged over a full performance year

105. In Daryl Conner's change framework, what is a local manager who reinforces a change with direct reports, even though senior leaders started it, called?

A. A change agent

B. A change target

C. An initiating sponsor

D. A sustaining sponsor

106. During an internal I-9 audit, HR finds that a Form I-9 completed last year is missing the employee's first day of employment in Section 2. What is the BEST way to fix it?

A. Enter the date now and write last year's completion date next to it so it matches the original

B. Complete a new Form I-9 and destroy the original so the file contains only a complete form

C. Enter the date now, initial and date the entry with today's date, and attach a note explaining it

D. Leave the form as it is and put a note in the file, since changing a completed Form I-9 is prohibited by law

107. In HRIS planning, what is a gap analysis?

A. Identifying the staff who lack required training on the current system

B. Comparing current processes and capabilities with the desired future state

C. Comparing vendor price quotes against the approved project budget and contingency

D. Measuring the time between an employee request and its resolution

108. An HR director tells her team to think about the needs of their internal customers when redesigning HR processes. Who are HR's internal customers?

A. Job applicants and vendors who use HR processes

B. Employees, managers and leaders who use HR services

C. Senior leaders only, since they set HR's priorities

D. Clients who buy the organization's products

109. An HR project manager is leading a benefits-portal implementation. Two vendor delays mean the project is now trending three weeks behind its go-live date, though the sponsor has not asked about the schedule. The monthly status report is due tomorrow. What is the BEST approach to the report?

A. Report the status as yellow while the team works overtime to recover, then escalate if the gap persists next month.

B. Report the status as red, explain the cause and impact, and propose recovery options for the sponsor's decision.

C. Report the status as green because the vendor caused the delay, and address the issue in the vendor contract review.

D. Hold the report for a week until the vendor confirms a revised date so the sponsor receives complete information.

110. Under the Equal Pay Act, which employees may generally be compared when a female employee alleges that she is paid less than a man for equal work?

A. Employees in the same metropolitan labor market, as defined by the salary survey the employer uses

B. Any employees of the same employer nationwide who hold the same job title, regardless of work location or duties

C. Employees who work in the same establishment, which is generally a distinct physical place of business

D. Employees of different employers in the same industry who perform substantially equal work

111. Two plants report their average time-to-fill each month. Plant A reports 32 days and Plant B reports 44 days. HR then learns that Plant A counts business days and Plant B counts calendar days. What is the main problem with comparing the two figures?

A. The difference is small enough that the comparison is still reasonably valid

B. The figures use different day counts, so a standard method is needed first

C. Both plants should report median time-to-fill instead of the average

D. Business days understate time-to-fill, so Plant A's number should be removed

112. A company's liability policy covers a claim only if it is first made against the company, and reported, while the policy is in force, regardless of when the incident occurred (after any retroactive date). What type of policy is this?

A. An umbrella policy
B. An occurrence policy
C. A claims-made policy
D. A first-party policy

113. On the day an acquisition closes, employees of the acquired company flood their managers with questions about whether their jobs are safe. Integration planning has not yet set staffing needs, and decisions are expected within 60 days. What is the BEST day-one message from leadership and HR?

A. Refer all job questions to managers so that each team gets answers tailored to its situation.
B. Hold any message about jobs until staffing decisions are final so nothing has to be retracted.
C. State what is decided, admit what is still unknown, and commit to a date for the next update.
D. Assure employees that no jobs will be affected so that they stay focused during the integration.

114. An email describing an upcoming restructuring was forwarded by mistake, and a department learned of it two weeks before the planned announcement. Rumors are spreading quickly. What should HR do FIRST?

A. Issue a statement that the email was only a draft and that no decisions have been made
B. Keep to the original announcement date so that the communication plan stays on schedule
C. Work with leaders to address the leak quickly, confirming what is and is not decided
D. Identify who forwarded the email and discipline that person before addressing the rumors

115. After several internal complaints, an executive asks HR for turnover rates broken out by race and sex for each division. The data may reveal disparities that could matter in future litigation. What is the BEST approach?

A. Decline, since tracking turnover by protected group is not lawful for private employers.
B. Run the analysis but report only total turnover to limit legal risk.
C. Send the raw breakdown to the executive without any further review.
D. Analyze the data for disparities under guidance from employment counsel.

116. What is the main benefit of having a manager rehearse a difficult conversation with HR through role play before meeting with an employee?

A. The manager can document that HR approved the planned message
B. HR can decide in advance what discipline the employee will receive
C. HR can confirm the manager's account of the facts in the dispute
D. The manager can practice wording and responses to likely reactions

117. An HR manager is coaching a director on rebuilding trust with a team. Research on trust repair suggests that an apology works reasonably well when trust was broken by a competence failure, such as a missed deadline, but much less well when it was broken by an integrity failure, such as misleading the team. What BEST explains the difference?

A. People expect competence failures to repeat, so an apology for one is taken as a modest promise that is easy for the leader to keep

B. Competence failures affect more people at once, so an apology for them reaches a wider and more forgiving audience

C. People treat one integrity lapse as revealing character, so an apology must be backed by sustained, verifiable changes

D. Integrity failures usually carry legal risk, so an apology for them is read as an admission of potential liability

118. An AI recruiting vendor tells HR that an unauthorized party accessed a database holding the company's applicant names, contact details and résumés. The vendor is still investigating the scope. What should HR do FIRST?

A. Activate the incident response plan with legal and IT to confirm what data was affected.

B. Email every applicant in the system to warn them that their personal data was stolen.

C. Terminate the vendor contract right away and require the immediate return of all applicant data.

D. Issue a public statement that the company's own systems were not part of the breach.

119. HR asks an employee for medical certification to support a request for FMLA leave. Under the FMLA, what is the shortest deadline HR may set for returning the certification, unless it is not practicable despite diligent efforts?

A. 10 calendar days

B. 15 calendar days

C. 5 business days

D. 30 calendar days

120. A vendor selling an AI resume-screening tool tells HR that if the tool ever leads to a discrimination claim, the vendor, not the employer, will be responsible. What is the correct understanding?

A. The employer remains liable under Title VII and the ADA for discriminatory results from tools it uses

B. The vendor is solely liable because it designed the algorithm and controls the screening criteria

C. Liability is shared equally between the employer and the vendor once their indemnification contract is fully signed

D. The employer is liable only if it knowingly altered the tool's settings in a discriminatory way

121. An HR manager is choosing change champions, or super-users, to support a new HRIS across five departments. Which selection criteria are BEST?

A. The first employees to volunteer, regardless of role or peer credibility

B. IT staff members, since they understand the system's technical design

C. Supervisors in each area, since their formal authority will get staff to comply

D. Respected peers who are comfortable with technology and have time to help

122. The owner of a 25-person landscaping company says turnover does not matter because "workers are easy to replace." Six employees left last year, and HR estimates each departure costs about $8,000 in hiring, training and lost productivity. What is the BEST way for HR to make the case?

A. Show that the company's 24% turnover rate is above the industry average for landscaping companies of similar size

B. Explain that each departure costs between 50% and 200% of salary, based on widely cited research on turnover costs

C. Show the simple math, six departures times $8,000, or about $48,000 a year, and compare it with profit

D. Share examples of customer complaints that occurred after experienced crew members left the company last year

123. A company has used a vendor's online assessment for six months. HR's analysis shows an impact ratio of 0.70 for one group. The vendor's sales materials say the tool is 'bias-free and validated.' What should HR do FIRST?

A. Stop using the assessment for good and return to the screening process the company used before

B. Ask the vendor for its validation study and impact data for this job, and review them against the results

C. Rely on the vendor's claims, since the vendor rather than the employer is legally responsible for any adverse impact its tool causes

D. Report the findings to the EEOC so the agency can decide whether the tool may still be used

124. A warehouse employee asks for two weeks of unpaid leave to help rebuild her parents' home after a wildfire in another state. She has no remaining PTO, the absence does not qualify under FMLA, and no company policy addresses this situation. What is the BEST approach for HR?

A. Refer the decision to the employee's manager, since no HR policy applies to the situation

B. Deny the request, since granting leave that no policy covers would set an unwanted precedent

C. Approve the request, since denying leave in a family hardship would damage engagement

D. Weigh the request against business needs and company values, then decide and document why

125. Midway through a project to roll out a new performance-management module, the executive sponsor sends a casual email asking the project manager to "also add" 360-degree feedback and a succession dashboard. The scope, budget and schedule were approved last month. What is the BEST response?

A. Add the features to the plan, since the sponsor has the authority to change the project's scope

B. Decline the requests and remind the sponsor that the project scope has already been approved

C. Add the features and absorb the extra work by shortening the testing and training phases

D. Route the requests through change control, showing cost and schedule impact for a decision

126. Six bakers at a nonunion bakery walk off their shift together to protest not being paid for overtime. That evening the owner texts the group that anyone who left is fired. What is the MOST accurate assessment?

A. The walkout is unprotected because the bakers did not give advance notice of leaving

B. The walkout is unprotected because a strike requires a union to call it on employees' behalf

C. The firing is lawful if the owner pays the bakers the overtime they claimed were owed

D. The walkout is likely protected concerted activity, so firing the bakers would be unlawful

127. A company is creating a new AI operations specialist role that will maintain HR automation tools, monitor model outputs and train users. No similar job exists in the company's pay structure. What is the BEST way for HR to slot the role into a pay grade?

A. Place it in the same grade as the company's software engineers, since both of the roles involve working with technical systems.

B. Analyze the role's duties, rate it with the company's job evaluation method, and check market data for matched jobs.

C. Match it to market surveys for jobs that carry the same AI title, regardless of what those jobs require.

D. Use the salary the leading candidate is asking for, and then create a new grade built around that figure.

128. Why is line of sight important when designing an incentive plan?

A. Employees are more motivated by measures that are tied to the company stock price

B. Employees are more motivated when every unit uses the same companywide measure

C. Employees are more motivated by measures they can see their own actions affect

D. Employees are more motivated when payout formulas are kept simple and confidential

129. An employee received a low rating last year and has since met every goal in her development plan, as documented in quarterly check-ins. Her manager rates her "needs improvement" again, explaining that she has been a weak performer in the past. Which rating error is this?

A. Recency error

B. Contrast effect

C. Spillover error

D. Strictness error

130. Why should HR assess a prospective vendor's financial stability before signing a multi-year HR technology contract?

A. A vendor that fails or is sold mid-contract could disrupt service and data access

B. Financially strong vendors are legally required to offer lower contract prices

C. It confirms the vendor can pay for the employer's own legal liabilities if a claim arises during the term

D. The vendor's financial results determine the contract's service credit levels

131. A distribution company recently announced a strategy to fill more leadership roles from within. A warehouse supervisor rated as a top performer applied for an open operations manager role at another site, but her manager tells HR he will not release her until a replacement is fully trained, which could take six months. What is the BEST response from the HR manager?

A. Explain that internal candidates must be free to compete, and help plan her transition.

B. Offer her a raise in her current role so she withdraws and the manager keeps his team intact.

C. Let the manager decide, since he is best placed to judge the effect on his team's results.

D. Hold her candidacy until the manager has trained a replacement, then reopen the role to her.

132. A nonprofit's largest grant may be used only for salaries of staff who deliver the funded program. Facing a cash shortage, the executive director asks HR to pay two administrative assistants from the grant this quarter. What should HR do?

A. Confirm the grant terms with finance and charge only time the assistants actually spend on the program, with records

B. Charge the assistants' salaries to the grant this quarter and repay the grant from unrestricted funds once cash recovers

C. Reclassify the assistants as program support staff so their salaries qualify as an allowable cost under the grant

D. Charge half of each assistant's salary to the grant, since administrative work supports every program in some way

133. Under the Fair Labor Standards Act, how long must an employer keep payroll records, such as each employee's total wages paid and hours worked each week?

A. At least 5 years

B. At least 3 years

C. At least 7 years

D. At least 2 years

134. A sales rep tells her manager that her new annual quota is unattainable because her territory lost its two largest accounts last quarter. The quota was set using last year's territory revenue. What is the BEST manager response?

A. Keep the quota, since changing it for one rep would be unfair to the rest of the team

B. Lower her quota by the value of the lost accounts without reviewing any other data

C. Reassign her to another territory that has a more established customer base

D. Review the territory data with her and adjust the quota or add support if warranted

135. An HR analyst is preparing the quarterly report for the executive team. The HR director asks the analyst to exclude involuntary terminations from the turnover rate so the figure looks better, without labeling the change. What should the analyst do?

A. Report the voluntary-only rate as total turnover, since the HR director is responsible for the report's final content.

B. Calculate the rate both ways and let the HR director decide which number goes to the executive team.

C. Explain the concern and propose reporting total turnover with voluntary and involuntary rates clearly labeled.

D. Report the request to the ethics hotline without first raising the concern with the HR director.

136. A fully remote employee trips over her dog while walking to her kitchen for coffee during scheduled work hours and fractures her wrist. She files a workers' compensation claim, and her manager tells HR the claim should be denied because the injury happened at home. What should HR do?

A. Report the claim to the insurer promptly and let it decide compensability under state law.

B. Hold the claim until the employee provides photos proving her workspace met policy.

C. Pay her medical bills directly to avoid a claim on the company's workers' comp record.

D. Deny the claim, since injuries in an employee's home are outside the course of employment.

137. The vice president of operations at a manufacturer asks HR for a one-page monthly HR dashboard. The VP's priorities this year are output, safety and staffing the second shift. What should the dashboard contain?

A. A few metrics tied to those priorities, such as vacancies, overtime, absence and incidents, against targets

B. All the standard HR metrics HR already tracks, so the vice president has a complete picture of workforce activity

C. Metrics that show HR's own activity this month, such as interviews held, trainings delivered and policies updated

D. Industry benchmark comparisons for turnover, cost per hire and time to fill, since those are the most common HR metrics

138. A logistics company is introducing a new safety incentive for its 600 warehouse workers, most of whom do not have company email and do not use computers on the job. HR needs to make sure workers understand how to earn the incentive. What is the BEST approach?

A. Use shift huddles, break-room displays and a mobile text alert

B. Post a detailed announcement on the employee intranet homepage

C. Mail a printed letter about the program to each worker's home

D. Email the details to supervisors and ask them to forward the message

139. A plant's safety manager wants to cap weekly overtime because injury counts rise as overtime hours rise. HR notes that overtime peaks during high-volume production periods, when line speeds also increase and more temporary workers are on site. What should HR do before endorsing the cap?

A. Endorse the cap, since the correlation shows overtime hours are causing the injuries

B. Survey supervisors on whether they believe long hours lead to injuries on the line

C. Reject the cap, since a correlation cannot be used to support any safety decision

D. Compare injury rates at similar production levels to see if overtime still matters

140. In a company-wide survey, 85% of employees in the Northeast region responded but only 30% in the South region did. Why might HR weight the results when calculating the company-wide score?

A. So small regions are hidden in the overall score to protect respondent confidentiality.

B. So the overall score reflects each region's share of the workforce, not its response rate.

C. So regions with low response rates count less, because their data are less reliable overall.

D. So each region's own score is adjusted toward the company average for fair comparison.

141. An HR manager is preparing for a quarterly business review (QBR) with the company's leave administration vendor. What should the manager bring to the meeting?

A. Open tickets only, so the meeting stays focused on current problems

B. Service level results, issue trends and upcoming changes in leave needs

C. The vendor's product roadmap and its plans for new service offerings

D. Manager complaints collected to support a request for contract penalties

142. A manager will meet next week with an employee whose error rate has doubled over two months. She asks HR how to prepare. What should HR advise her to do BEFORE the meeting?

A. Gather specific examples and data, and define the expected standard and next steps

B. Draft a termination letter in case the employee reacts badly to the discussion

C. Write out a full script and plan to read it word for word to stay neutral

D. Ask the employee's coworkers to describe his recent attitude and level of effort on the team

143. HR is choosing a background-screening vendor. One finalist offers the fastest turnaround and lowest price but gives vague answers about how it verifies criminal records and handles disputes. Another is slightly slower but documents its accuracy checks, dispute process and support for FCRA notices. Which factor should weigh MOST in HR's decision?

A. The vendor's price per check, since screening volumes are high every year

B. The vendor's promise to absorb all legal liability for any reporting errors

C. The vendor's documented accuracy procedures and support for FCRA compliance

D. The vendor's turnaround time, since slow checks delay start dates and offers

144. An HR manager at a 400-employee company is deciding whether to keep benefits administration in-house or move it to a third-party administrator. Which factor should carry the MOST weight in the make-versus-buy decision?

A. Whether peer companies in the same industry have already moved their benefits administration out

B. Whether the vendor will agree to take on all legal liability for plan compliance going forward

C. How much benefits work the current team prefers to keep, since outsourcing will affect morale

D. The total cost and service quality of each option compared with in-house capability

145. A regional branch's balanced scorecard shows record quarterly profit, but training completion has fallen for three quarters and managers report widening skill gaps. The branch manager says the numbers prove the branch is in excellent shape. What should the HR business partner tell the branch manager?

A. Profit is the scorecard's most important result, so the learning measures can wait

B. Training completion has no clear link to results, so it should be dropped from the scorecard

C. Learning and growth measures are leading indicators, so the gaps may hurt future results

D. The learning results are lagging indicators that reflect problems already resolved

146. A call center's standard is that representatives resolve 85% of calls on first contact. One team currently resolves 70% of calls on first contact. In a needs assessment, how is the performance gap for this team defined?

A. The 15-point difference between the required 85% and the actual 70%

B. The 70% rate the team is currently achieving on first contact

C. The 15% of calls the standard allows to remain unresolved

D. The 30% of calls the team currently fails to resolve on first contact with the customer

147. An HR manager is training new supervisors on engagement survey results. Which statement BEST distinguishes an engaged employee from one who is merely satisfied?

A. The engaged employee is content with pay, benefits, and working conditions and fully expects to stay for years.

B. The engaged employee is emotionally committed to the organization's goals and gives discretionary effort.

C. The engaged employee reports feeling happy at work and rarely raises complaints with management.

D. The engaged employee has longer tenure and reliably meets the core requirements of the job.

148. An employee tells an HR generalist that her supervisor has said he will "make her regret it" if she reports his conduct, and that he punched a wall during their last meeting. She asks HR to keep this to itself and take no action. What is the BEST response?

A. Honor her request for now, document the conversation and check in with her again in two weeks.

B. Ask her to put the complaint in writing and sign it, since HR cannot take any formal steps until then.

C. Explain that HR must act on threats, will limit who is told and will protect her from retaliation.

D. Agree to wait, but advise her to call security right away if the supervisor approaches her.

149. Exit interviews at a 250-employee firm show that departing staff believed competitors paid more, but market data show the firm's base pay is competitive and its benefits are richer than average. Benefits cost the firm about 35% of payroll. What should HR do?

A. Run a new market pay study using a broader set of competitors to confirm that the firm's pay is competitive

B. Add more benefit options during the next open enrollment so employees have more reasons to stay

C. Shift part of the benefits budget into base pay raises, since employees seem to value cash more than benefits

D. Give employees individual total rewards statements showing the dollar value of benefits along with their pay

150. A company with 4,500 employees received 180 reports through its ethics hotline and other reporting channels last year. How many reports per 100 employees did it receive?

A. 4.0

B. 25.0

C. 0.04

D. 40.0

151. An employee returning from parental leave after a C-section provides a note saying she should not lift more than 15 pounds for six weeks. Her job sometimes requires lifting 30-pound boxes. She is not disabled under the ADA. What should HR do?

A. Treat it as a PWFA request and discuss options such as having others handle the heavy lifting.

B. Explain that PWFA protection ended at childbirth, so she must meet the full lifting requirement.

C. Extend her unpaid leave for six weeks so she can return once she has no lifting restrictions.

D. Deny an accommodation, since a temporary restriction that is not a disability is not covered.

152. An HR manager gives a capable HR specialist an open-ended assignment to propose ways to improve new-hire retention. Two weeks later, the specialist has not started and says she is waiting for clearer instructions on exactly what the final product should look like. What is the BEST coaching approach?

A. Remind her that the deadline is firm and that ambiguity is part of the role, then leave her to work it out alone.

B. Agree on the goal and a first small deliverable, then set a short check-in so she can move forward and refine as she learns.

C. Reassign the project to a more experienced colleague who is comfortable working without detailed direction.

D. Write a detailed outline of the final report so she has the exact structure, sections and content the manager expects to see.

153. A company's group health plan costs $650 per month for single coverage, counting both employer and employee shares. The beneficiary is not on a disability extension. What is the most the plan may charge for one month of COBRA coverage?

A. $650.00

B. $975.00

C. $676.00

D. $663.00

154. An expatriate in Singapore tells HR that a friend at a competitor gets a much larger housing allowance and demands that the company match it. The company sets housing allowances using data from an outside provider and applies the same policy to all assignees. What is the BEST response?

A. Confirm his allowance was set correctly and explain how the policy sets it.

B. Match the competitor's allowance to keep him engaged during the assignment.

C. Tell him that pay at other companies is not something HR will discuss.

D. Ask the outside data provider to raise the housing figures for Singapore.

155. In Walton and McKersie's behavioral theory of labor negotiations, which subprocess focuses on shaping the relationship, trust and attitudes between the parties?

A. Distributive bargaining

B. Intraorganizational bargaining

C. Attitudinal structuring

D. Integrative bargaining

156. Three weeks after an hourly employee complained to HR that she was not paid for required pre-shift work, her weekly scheduled hours dropped from 38 to 22. Her supervisor sets the schedule. What should HR do FIRST?

A. Restore her hours immediately and issue a written warning to the supervisor for retaliating against her.

B. Explain to her that hourly schedules are discretionary, so a reduction in hours cannot be retaliation.

C. Review the supervisor's reasons for the cut and compare them with how other employees' hours were set.

D. Advise the employee to file her wage complaint with the Department of Labor to secure legal protection.

157. A line manager asks the company's benefits coordinator what medical condition is behind the large group health plan claims for one of his direct reports. He says he wants to know "so I can support her." What should the benefits coordinator do?

A. Share the information if the manager agrees in writing to keep it confidential from his own team.

B. Ask the employee's doctor whether the information may be released to her manager at work.

C. Share the diagnosis only, without dollar amounts, since the manager's stated purpose is to support her.

D. Decline, since plan data cannot be used for employment purposes, and refer him to HR support options.

158. Before signing a five-year contract with a payroll outsourcing provider, HR asks to review the provider's audited financial statements. What is the MAIN reason for this step?

A. To check that the provider's pricing complies with federal wage and hour rules

B. To work out the provider's profit margin and use it to negotiate a lower price

C. To judge the risk that the provider can't serve for the full contract term

D. To confirm that the provider has filed and paid all of its federal income taxes

159. Which statement BEST describes a traditional defined benefit pension plan?

A. The employee chooses investments, and the employer guarantees a minimum account rate of return.

B. The employee bears the investment risk, and the benefit depends on the account balance at retirement.

C. The employer contributes a set percentage of pay, and the benefit depends on investment returns.

D. The employer promises a benefit set by a formula and bears the investment risk of funding it.

160. Which sequence correctly orders the four stages of Kolb's experiential learning cycle?

A. Concrete experience, reflective observation, abstract conceptualization, active experimentation

B. Reflective observation, concrete experience, active experimentation, abstract conceptualization

C. Concrete experience, abstract conceptualization, reflective observation, active experimentation

D. Abstract conceptualization, concrete experience, reflective observation, active experimentation

161. Which allowance compensates an expatriate specifically for physical risk, such as civil war, terrorism or violent unrest in the host country?

A. Foreign service premium

B. Hardship allowance

C. Cost-of-living allowance

D. Danger pay

162. After a required minimum wage increase, a warehouse's lead hands earn only $0.25 per hour more than newly hired associates. Leads have started asking why they should keep the extra duties. What should HR do?

A. Give the leads a one-time bonus this year and keep the hourly pay tiers the same as they are now

B. Make no change, since the leads' pay still meets the new minimum wage standard

C. Analyze the pay tiers and propose adjustments that restore planned differentials

D. Keep new-hire pay at the old rate until leads receive their next merit increase

163. According to J. Richard Hackman's research on team effectiveness, which of the following is one of the conditions that most increases a team's chance of success?

A. A team large enough that every function is represented in decisions

B. A leader who personally approves all of the team's work products

C. A compelling direction that is clear, challenging and consequential

D. Individual incentives that reward each member's personal output

164. Scrap on a manufacturer's new production line is running at twice the rate of its established lines, costing about $40,000 a month. The plant manager suspects operators were not trained well enough on the new equipment. What analysis should HR do FIRST?

A. Survey the operators on the new line about whether they feel prepared to run the equipment and meet standards

B. Calculate the ROI of a new training program using the $40,000 monthly scrap cost as the expected savings

C. Arrange retraining for all operators on the new line and track whether scrap falls in the month after retraining

D. Compare scrap rates by operator training status and shift, and ask engineering whether equipment plays a role

165. Late on a Friday, a payroll clerk receives an email that appears to come from the CEO. It says the CEO is in a board meeting, needs PDF copies of all employees' W-2 forms within the hour for an audit, and asks the clerk not to call. What should the clerk do?

A. Send the W-2 forms in a password-protected file and email the password separately.

B. Reply to the email and ask the sender to confirm the request and the deadline in writing.

C. Verify the request with the CEO using a known phone number before sending any data.

D. Send only the W-2 forms for the executive team to limit exposure if the request is false.

166. A laid-off employee asks HR whether she will qualify for unemployment benefits. Under the federal-state unemployment insurance system, who sets the rules on benefit eligibility?

A. The state, under its own unemployment insurance law

B. The employer, under its separation pay and benefit plan

C. The U.S. Department of Labor, under federal FUTA rules

D. The IRS, based on the employer's FUTA tax filings

167. In talent management, how does potential differ from performance?

A. Performance reflects results in the current role, while potential reflects capacity to grow into larger roles.

B. Performance applies to individual contributors, while potential applies only to current managers.

C. Performance is rated by the employee's direct manager, while potential is rated only by external assessment firms.

D. Performance looks at past years, while potential looks only at the results in the most recent year.

168. A manager tells HR he informed a combative employee that he has "a bad attitude" and needs to change, but nothing improved. What coaching should HR provide?

A. Repeat the message more firmly so the employee understands

B. Describe the situation, the specific behavior and its impact

C. Explain the consequences of continued poor attitude in writing

D. Ask coworkers to give the employee feedback on his attitude

169. A company uses an AI game-based assessment that measures reaction speed. An applicant with a motor impairment tells the recruiter the format will unfairly lower her score. What does the ADA require?

A. Use her score as is, since every applicant takes the same assessment

B. Provide a reasonable accommodation or an alternative way to be assessed

C. Waive the assessment and move her directly to the final interview round

D. Require medical documentation before discussing any change at all

170. During a 360-degree feedback debrief, a plant manager says the low scores on listening are unfair and come from a few people who resent his decisions. What is the BEST response from the coach?

A. Acknowledge his reaction, then look with him at patterns across rater groups and what might be driving them.

B. Remind him that perception is reality and ask him to commit to an action plan before the session ends.

C. Agree that a few raters may be biased and suggest he give the most weight to his own manager's ratings instead.

D. Tell him which raters gave the lowest scores so he can approach them and understand their concerns.

171. A small family-owned parts shop has annual gross sales well below the FLSA enterprise coverage threshold. Its office clerk spends much of each day processing orders from customers in other states and arranging out-of-state shipments. Is the clerk covered by the FLSA?

A. No, unless the shop is a hospital, school or public agency that runs enterprises

B. Yes, but only if the shop has at least 15 employees on its payroll this year

C. Yes, through individual coverage because her work involves interstate commerce

D. No, because businesses under the enterprise threshold are fully exempt from it

172. Experienced customer service representatives at a company now earn only slightly more than newly hired representatives, because starting rates have climbed faster than annual increases. What is this condition called?

A. Pay inversion

B. Salary range overlap

C. Red-circling

D. Pay compression

173. New hires say the company's AI onboarding assistant answers their questions quickly, but they feel disconnected from their teams. What adjustment should HR make?

A. Extend formal orientation by two days so new hires spend more time together in group sessions.

B. Replace the bot with HR staff who answer every onboarding question in person instead.

C. Add content to the bot so it can also answer new hires' questions about team culture.

D. Keep the bot for routine questions and add scheduled manager check-ins and a peer buddy.

174. A supervisor in a unionized plant calls an employee into a meeting to question him about missing inventory and tells him discipline is possible. The employee does not ask for a union representative, and the supervisor goes ahead with the questioning. Later, the union claims the supervisor violated the employee's Weingarten rights. Is the union right?

A. No, because the employee must make the request, and the employer need not advise him of the right

B. Yes, because the employer must tell employees of the right before starting any investigatory interview

C. No, because Weingarten rights apply only once discipline has formally been decided upon

D. Yes, because a union representative must attend any meeting in which discipline is possible

175. Which sequence BEST reflects the usual steps of a grievance procedure in a unionized workplace?

A. Written grievance to management, arbitration, supervisor discussion, senior-level review

B. Supervisor discussion, written grievance to management, senior-level review, arbitration

C. Arbitration, supervisor discussion, senior-level review, written grievance to management

D. Senior-level review, supervisor discussion, arbitration, written grievance to management

176. A manufacturer's total payroll last year was $3.6 million, which included $180,000 in overtime pay. What was overtime as a percentage of total payroll?

A. 5.3%

B. 0.5%

C. 5.0%

D. 20.0%

177. A call-center agent with a strong regional accent disputes a low quality score from the AI call-scoring tool. She says its transcripts of her calls misrepresent what she actually said. What is HR's BEST step?

A. Offer her accent-reduction coaching so that the AI tool can transcribe her customer calls more accurately.

B. Exempt her calls from AI scoring and from all future quality reviews on a permanent basis.

C. Have a person compare the recordings with the transcripts and adjust her score if it is warranted.

D. Uphold the score, since the tool applies the same standard to every agent's customer calls.

178. After a hospital removed a layer of shift supervisors, front-line nurses no longer know who approves shift swaps, and requests are going unanswered. What should HR do FIRST?

A. Let nurses swap shifts freely without needing anyone's approval

B. Restore the supervisor layer until the confusion is resolved

C. Have leaders define and announce who now holds each approval

D. Have the director of nursing personally approve every swap

179. What is the main advantage of a temp-to-hire arrangement for the employer?

A. It avoids the need to complete a Form I-9 if the worker is eventually hired

B. It lets the employer pay the worker less than permanent staff doing the same work

C. It removes all employer obligations for the worker's safety during the temporary period

D. It lets the employer see the worker perform on the job before making a permanent offer

180. A call center has high, unavoidable call volumes, and agents report exhaustion. Using the job demands-resources model, which change would MOST likely buffer the effect of these demands on burnout?

A. Tighter call scripts that cut down the number of decisions agents must make on each call

B. More frequent quality monitoring of agents' recorded customer calls

C. Posting each agent's handle-time metrics on a team leaderboard

D. More supervisor support and more control over how agents handle calls

181. In an engagement survey, only three employees on a small team responded. The company's rule is to report results only for groups with at least five respondents. The team's manager asks to see the team's results. What should HR do?

A. Show the manager only the team's written comments, not the scores, to protect identities.

B. Delete the three responses so that none of them can be traced back to an individual respondent.

C. Share the results with the manager after the manager agrees to keep them strictly confidential.

D. Roll the team's responses into the next-higher group and explain the minimum group-size rule.

182. Which feedback statement follows the situation-behavior-impact (SBI) model?

A. "In Tuesday's client call, you interrupted the client three times, and she ended the call early."

B. "You need to become a better listener in client calls so that our clients feel more valued."

C. "You're always interrupting people in meetings, and it comes across as disrespectful to them."

D. "In Tuesday's client call, you seemed not to care at all about what the client was trying to tell you."

183. Why can a sudden increase in scrutiny of an employee's work after a discrimination complaint be unlawful retaliation even if no discipline results?

A. Retaliation covers only actions that change pay or job title, so closer scrutiny qualifies once a write-up follows.

B. Retaliation covers any action that might dissuade a reasonable worker from complaining, not just discipline.

C. Retaliation is presumed whenever any change in supervision occurs within a year after a complaint is made.

D. Retaliation requires the employee to show the scrutiny violated a written policy against monitoring.

184. An employee in conflict with her manager over project assignments goes directly to the department director to complain. The director asks HR how to handle it. What is the BEST guidance?

A. Resolve the assignment issue directly to show responsiveness

B. Tell the manager about the complaint and let him respond to her

C. Listen, then encourage her to raise it with the manager first

D. Decline to hear the complaint and send her back to the manager

185. Pharmacy technicians perform a 14-step inventory reconciliation once a quarter. Audits show they understand the process when reminded but often skip or reverse steps because they do the task so rarely. What is the BEST solution?

A. Schedule a full-day refresher course on inventory procedures for all technicians once a year, led by the pharmacy manager.

B. Add the reconciliation steps to new-hire orientation so future technicians learn them early.

C. Assign an e-learning module on inventory controls that technicians must complete each month.

D. Create a step-by-step checklist that technicians use at the moment they perform the reconciliation.

186. The company's benefits broker has missed three deliverable deadlines this quarter, including a renewal analysis. The broker's contract has eight months remaining and includes service standards. What should the HR manager do FIRST?

A. Begin a request for proposal to replace the broker immediately, since three missed deadlines show a lasting pattern.

B. Withhold the broker's next payment until all overdue deliverables have been completed and delivered.

C. Assign the overdue work to internal HR staff so that the renewal stays on schedule without the broker.

D. Meet with the broker to review the missed deadlines against the service standards and agree on a corrective plan.

187. An engagement survey achieved a 70% overall response rate, but almost no night-shift employees responded, and night shift is 30% of the workforce. Why might the results still be biased?

A. A 70% response rate is too low to support any conclusions about the workforce as a whole.

B. Nonresponse is concentrated in one group whose views may differ from those of others.

C. The remaining 30% of nonrespondents are a sampling error that will cancel out over time.

D. High response rates usually signal that employees felt pressured to give positive answers.

188. Payroll discovers that employee 401(k) deferrals withheld over the past two months were deposited into the plan about five weeks late because of a system change. What should HR do?

A. Refund the late deferrals to employees as taxable wages and restart deferrals next month.

B. Make sure all deferrals are deposited, restore lost earnings, and fix the payroll process.

C. Do nothing further, since the deferrals have already been deposited in full into the plan.

D. Notify the IRS that the plan is disqualified and stop all deferrals until it is reinstated.

189. A landscaping company hired eight seasonal workers who started this week during a heat wave. On the first afternoon, one new worker became dizzy and was treated with water and rest in the shade. Experienced crew members are handling the heat without problems. What should HR recommend to supervisors going forward?

A. Move all crews to night shifts until the heat wave ends to remove the heat exposure.

B. Phase in new workers' heat exposure over their first days and schedule water, rest and shade.

C. Ask new workers to report symptoms themselves and stop work only if they feel unwell.

D. Have new workers keep pace with experienced crews but bring extra water and electrolyte drinks to the job site.

190. An employer wants to know whether negotiations have reached a lawful impasse. Which circumstance BEST indicates that a genuine impasse exists?

A. The parties have met twice, and the union has rejected the employer's opening proposal on wages, benefits and seniority.

B. The employer has presented its final offer, and the union has asked for more time to analyze the costing data it requested.

C. The employer has declared impasse in writing, even though the union just signaled flexibility on the main open issue.

D. After extended good-faith bargaining, both sides have firmly held positions on key issues and further talks appear futile.

191. A married couple both work at the same company and are each FMLA eligible. They request 12 weeks of FMLA leave apiece to bond with their newborn. The company wants to limit the leave as far as federal law allows. What can HR do?

A. Approve 12 weeks each, since spouses are each entitled to full leave

B. Limit their bonding leave to a combined total of 12 weeks

C. Approve 12 weeks for one spouse and deny the other spouse's request

D. Limit each spouse to 6 weeks, since the leave must be split equally

192. Hofstede's indulgence versus restraint dimension describes the extent to which a society:

A. Values long-term planning, thrift, and saving versus quick results and spending in the present

B. Prefers loosely knit social ties versus tightly knit groups that offer loyalty

C. Accepts unequal distribution of power versus expecting power to be shared

D. Allows the free gratification of desires versus regulating them through strict norms

193. To cut payroll taxes and benefits costs, a department head wants to convert a full-time customer analyst to independent contractor status. The analyst would keep the same duties, schedule, manager and company equipment. What should the HR manager advise?

A. Approve the change for a one-year trial and then review whether the savings were realized.

B. Approve the change if the analyst forms an LLC and invoices the company for her monthly hours.

C. Explain that this would likely be misclassification, since the relationship would not change.

D. Approve the change if the analyst signs a contractor agreement that confirms the new status.

194. A director asks HR to fill a specialized data engineer role within one week. HR's recent hiring data and local market data show that similar roles take about six weeks to fill. What should the HR business partner do?

A. Hire the first available contractor for the role on a permanent basis so that the position is filled within a week.

B. Accept the one-week deadline and push recruiters to shortcut screening so that the director is satisfied.

C. Share the time-to-fill data, explain the steps involved, and agree on a realistic timeline and interim coverage.

D. Tell the director the deadline cannot be met and that HR will follow its usual process with no changes.

195. A manager must tell eight employees that their positions are being eliminated. He asks HR how to run the notification meetings. What is the BEST advice?

A. Hold one group meeting late on Friday so employees have the weekend to absorb the news

B. Hold short private meetings early in the week, with HR present, and explain next steps clearly

C. Send a detailed email first, then hold private meetings later that week to answer questions

D. Hold longer private meetings in which the manager explains in detail why each person was chosen

196. An HR manager is drafting a charter for a project to standardize onboarding across regions. Which set of elements BEST fits a project charter?

A. Objectives, scope, sponsor, key stakeholders and a high-level timeline

B. Final results, lessons learned, a closing report and sponsor sign-off

C. Vendor contracts, invoices, a change log and individual status updates

D. Detailed task assignments, daily schedules and team members' time logs

197. The day and night shifts in a lab blame each other for leaving shared equipment unclean, and complaints to HR are increasing. What is the BEST action for HR?

A. Bring both shifts' leads together to agree on a handoff standard

B. Require each shift to sign a log certifying the equipment is clean

C. Assign a dedicated technician to clean the equipment each night

D. Ask both supervisors to warn their shifts about the complaints

198. A union business agent demands that an employer discharge a unit employee who publicly criticized the union's leadership at a meeting. The employee is current on dues. If the employer complies, which union unfair labor practice has occurred?

A. Section 8(b)(6), causing an employer to pay for services that are not performed or are not to be performed

B. Section 8(b)(2), causing or attempting to cause an employer to discriminate against an employee

C. Section 8(b)(7), picketing an employer to force recognition of the union as the employees' representative

D. Section 8(b)(5), requiring members to pay initiation fees the Board finds excessive or discriminatory

199. A company prorates merit increases by time in position over a 12-month review period. An employee was hired six months before the review date, and the matrix amount for her rating is a 4% increase. Under the policy, what increase should she receive?

A. 1%, which is 25% of the full matrix amount

B. 2%, which is 50% of the full matrix amount

C. 3%, which is 75% of the full matrix amount

D. 4%, the full matrix amount for her rating

200. A company averaged 120 employees last year. HR recorded 300 separate absence spells, totaling 900 days lost. What was the absence frequency rate?

A. 0.4 spells per employee

B. 7.5 spells per employee

C. 2.5 spells per employee

D. 3.0 spells per employee

201. A finance manager refuses to nominate her top analyst for a six-month leadership development program, saying she cannot spare him during a busy year. The analyst has told HR he wants to grow into a management role. What is the BEST HR response?

A. Discuss with the manager the risk of losing him and ways to cover his work so he can take part.

B. Accept her decision because she is responsible for meeting her department's goals this year.

C. Enroll the analyst in the program directly, since he has asked HR for development opportunities.

D. Escalate the matter to the CFO and ask for a policy requiring managers to nominate top performers.

202. Readership of HR's monthly newsletter, measured by email open rates, has fallen by half over the past year. The HR director wants to fix the problem. What should HR do FIRST?

A. Make the newsletter required reading and ask managers to confirm that their teams opened it.

B. Ask employees through a short survey or focus groups what content and format they find useful.

C. Redesign the newsletter with a new template and more photos to make it more appealing to read.

D. Switch the newsletter to a weekly schedule so that employees see HR updates more often.

203. Last year a company filled 60 positions. Internal candidates filled 18 of them, and external hires filled the other 42. What was the internal fill rate?

A. 43%

B. 30%

C. 70%

D. 18%

204. A manager wants to bring on a worker for 40 hours a week with a set schedule, company equipment and close supervision. To avoid paying benefits, the manager asks HR to set the worker up as an independent contractor. What should HR do?

A. Explain that this degree of control points to employee status and set the worker up as an employee.

B. Set up the contractor arrangement for one year and then reassess the worker's classification.

C. Set up the contractor arrangement if the worker signs an agreement accepting independent contractor status.

D. Set up the contractor arrangement but have the worker invoice through a staffing agency each month.

205. A nonexempt customer-service representative who teleworks answers work emails for about 30 minutes most nights but does not record the time. Her manager knows about the emails and has never asked her to stop. What is the company's obligation?

A. Treat the time as unpaid, since she chose to answer the emails on her own initiative

B. Discipline her for working off the clock instead of paying for the unrecorded time

C. Count the time as hours worked, pay for it and set clear rules for after-hours work

D. Treat the time as de minimis, since each night's email session lasts under an hour

206. A mid-sized company is launching its first succession planning program. Which step should come FIRST?

A. Assess current managers on performance and potential using a nine-box grid and recent appraisals.

B. Identify the roles that are most critical to the business strategy and hardest to fill.

C. Name a ready-now and ready-later successor for each role on the leadership team.

D. Create individual development plans for the employees named as successors.

207. A warehouse had 10 OSHA-recordable cases last year, 4 of which involved days away from work, restricted work or job transfer. Employees worked 400,000 hours. What is the warehouse's DART rate?

A. 0.2

B. 1.0

C. 2.0

D. 5.0

208. An HR manager is redesigning the company's complaint procedure. Which feature does the MOST to make the procedure accessible to employees?

A. A signed statement from at least one witness before an investigation can begin

B. A requirement that complaints be submitted in writing to HR within 30 calendar days

C. A rule that all complaints must first be raised with the employee's supervisor

D. Several reporting channels, so employees can bypass a supervisor who is involved

209. Referral hires fell from 30% to 12% of all hires over the past year, even though the referral bonus and program rules did not change. What is the BEST action for HR?

A. Double the referral bonus to restore the earlier participation level.

B. Shift the referral budget to job board advertising for open roles.

C. Survey employees about what keeps them from making referrals now.

D. Run an awareness campaign reminding employees about the program.

210. A company forms a committee to review HR's use of AI tools. Which authority is MOST important for the committee to be effective?

A. Power to set vendors' pricing and contract terms

B. Power to approve each hiring decision a tool informs

C. Power to publish each tool's source code to staff

D. Power to pause or block a tool that fails its review

211. Company policy requires open positions to be posted internally and filled through structured interviews. The COO tells the HR manager to place a friend's son in an open analyst role next week without posting it or interviewing other candidates. What should the HR manager do?

A. Explain the policy to the COO and invite the son to apply through the same posted, competitive process.

B. Place the son as directed, since an executive at the COO's level has authority to waive the company's hiring policy.

C. Hire the son as a contractor in the role so the hiring policy does not apply to the placement.

D. Post the role for one day only, then hire the son once the posting requirement has been met.

212. During the contracting phase of an OD engagement, what do the consultant and the client primarily agree on?

A. The evaluation results and the plan for ending the project

B. The specific interventions and their implementation schedule

C. The diagnostic findings and the root causes of the problem

D. Scope, roles, expectations, confidentiality, time and cost

213. Why should an HR chatbot clearly identify itself to employees as an AI system rather than a person?

A. Disclosing AI use removes the employer's liability for any incorrect chatbot answers.

B. Identifying as AI allows the system to record conversations without any further notice.

C. Employees can judge how much to rely on answers and know when to seek out a person.

D. Employees are more satisfied when they believe they are talking to an automated bot.

214. A vice president asks HR to rehire a friend who was terminated eight months ago for falsifying expense reports. The company's rehire policy lists termination for dishonesty as making a former employee ineligible for rehire. What is the BEST response?

A. Review the rehire policy with the vice president and explain why it must be applied consistently.

B. Rehire the friend on a 90-day probationary period so the vice president's request can be met.

C. Refer the request directly to the CEO without discussing the rehire policy with the vice president.

D. Agree to the rehire if the vice president documents a business reason that justifies the exception.

215. A company's recruiters advance candidates strictly in the order produced by an AI ranking tool licensed from a vendor. If the company's hires later show adverse impact against a protected group, who is accountable for the selection decisions?

A. No party, provided the vendor validated the tool before the company bought it.

B. The employer, because it chose the tool and its selection decisions remain its own.

C. The vendor alone, if its licensing contract warrants that the tool is free of any bias.

D. Only the recruiters, since they personally advanced each candidate in order.

216. An employee asks why his pay stub shows taxable income for life insurance. The company provides all employees with employer-paid group term life coverage equal to two times salary, and his coverage is $140,000. What is the BEST explanation?

A. The full cost of any employer-paid life insurance is taxable income to the employee.

B. The cost of employer-paid coverage above $50,000 is taxable income to the employee.

C. The income shown is an error, since employer-paid group term life is never taxable.

D. Life insurance becomes taxable once coverage is higher than one times annual salary.

217. While preparing a pay equity report for leadership, an HR analyst sees that one accounting clerk is listed at $650,000 a year, while other clerks earn about $60,000. What should the analyst do FIRST?

A. Check the record against payroll and source documents to confirm whether it is an entry error

B. Report median pay instead of mean pay so that the extreme value does not affect the results

C. Remove the record from the data set, since it is an outlier that would distort the averages

D. Flag the clerk's pay as a possible equity issue and escalate it to the compensation committee

218. Which interview sequence reflects common practice in a workplace misconduct investigation?

A. Complainant, then witnesses, with the accused given the draft findings afterward so he can rebut them in writing.

B. Witnesses first, then the complainant, with the accused told of the findings after they are reached.

C. Complainant first, then the accused, then witnesses, with follow-up interviews as needed before findings.

D. The accused first, so the response is on record before the complainant and witnesses are interviewed.

219. Several benefits specialists push back on a new AI tool that drafts responses to employee questions, saying its answers miss plan details. How should HR interpret this resistance?

A. As useful information that may reveal real design flaws and concerns the rollout must address.

B. As a performance issue that supervisors should address with the specialists who are most vocal.

C. As a sign that the specialists need more communication about the tool's cost savings for HR.

D. As a normal reaction to change that will fade once the specialists use the tool for a few weeks.

220. A supervisor tells an employee she will not get her scheduled raise unless she goes on a date with him. She refuses, reports nothing, and still receives the raise on time. How is her harassment claim analyzed under Burlington Industries v. Ellerth?

A. As quid pro quo, which makes the employer strictly liable for the threat

B. As actionable only if the supervisor puts the threat in writing to her

C. As not actionable at all, because she suffered no economic loss from it

D. As a hostile environment claim, where the affirmative defense may apply

221. A manufacturer is rolling out a new timekeeping app at six plants. Surveys show first-shift employees understand the change, but many second-shift employees have not heard about it, even though HR sent emails and posted notices. What is the BEST next step?

A. Send a follow-up email to all employees with a link to the app's online training videos

B. Postpone the go-live date at all six plants until second-shift awareness matches first shift

C. Recruit respected second-shift employees as change champions to explain and support the app

D. Require second-shift supervisors to collect signed acknowledgments of the change notices

222. An employee recovering from surgery voluntarily accepts a temporary light-duty assignment instead of remaining on FMLA leave. How does the light-duty period affect her FMLA leave?

A. Light-duty time counts at half the rate against the 12-week total

B. Light-duty time does not count against her 12-week entitlement

C. Light-duty time counts as FMLA leave, since she is still recovering

D. Light-duty time ends her FMLA rights for that health condition

223. An HR team plans to pilot an AI sourcing tool next month. Why should it measure time-to-fill and quality-of-hire before turning the tool on?

A. The vendor needs the figures to set its license fee for the first year of the contract.

B. Without a baseline, HR cannot show whether any later change resulted from the tool.

C. Federal recordkeeping rules require baseline metrics before any new hiring technology.

D. Baseline figures let the tool train itself on the company's past hiring outcomes.

224. A talent acquisition leader tracks time to fill and cost per hire and adds a hiring manager satisfaction survey. What does this survey add that the other two metrics miss?

A. A record of how much each recruiter spends on job advertising

B. A precise measure of how quickly hires reach full productivity

C. A view of the quality of service and hires from the client's side

D. A legal record required to prove the process was nondiscriminatory

225. HR has finished investigating an employee's complaint that a coworker made repeated offensive remarks. The complaint was substantiated, and the coworker received a final written warning. What should HR tell the complainant at case closure?

A. The details of the coworker's final written warning and the specific terms it imposed

B. That the case is closed and that any further concerns should go to legal

C. Nothing about the result, since all investigation outcomes are confidential

D. That the investigation is done, the concern was confirmed and action was taken

226. An HR director is choosing between survey designs. Which statement BEST describes a confidential survey as opposed to an anonymous one?

A. HR keeps the answers internally, while an outside vendor runs anonymous ones

B. No one, including the outside vendor, can link any answer to an individual employee

C. Managers can view individual answers but agree not to share them with others

D. The vendor can link answers to individuals, but only group results are reported

227. Why does at-will employment generally NOT apply to employees covered by a collective bargaining agreement?

A. The NLRA requires just cause for every termination of an employee in a certified bargaining unit.

B. Union members have a federal right to a hearing before any discipline can take effect.

C. State law converts union employees to fixed-term contracts lasting for the CBA period.

D. Most CBAs require just cause for discipline and provide a grievance and arbitration process.

228. An HR manager must report on whether the company's voluntary wellness program, now two years old, has lowered health costs. Participants' medical claims are 18% lower than non-participants' claims. What is the BEST way to evaluate the program?

A. Compare total company claims this year with claims two years ago and credit the change to the program

B. Report that the program cut claims by 18%, since the gap between the two groups shows the program's effect

C. Survey participants on how much the program improved their health and treat the results as the main outcome

D. Compare each group's claims trend over time, noting that healthier employees may be more likely to join

229. Which activity is part of strategy formulation rather than strategy implementation?

A. Assigning budgets to departments to support the approved plan

B. Deciding whether the company should enter a new market segment

C. Training managers on goals that support the approved direction

D. Redesigning job roles to support the new direction of the firm

230. A pharmacy technician at a retail pharmacy posts a photo on social media complaining about a busy shift. A prescription bag with a patient's full name and medication is visible in the photo. What should HR do FIRST?

A. Ask the technician to blur the patient's name in the post but leave the remaining content up

B. Wait to act until the patient files a complaint, since the post was made on a personal account

C. Issue a final warning to the technician for complaining publicly about working conditions

D. Have the post taken down and notify the privacy officer to assess a possible HIPAA breach

231. Going into contract talks, a manager assumes that anything the union wants must be bad for the company, so he never explores whether any issues could benefit both sides. Which cognitive bias does this illustrate?

A. Fixed-pie bias

B. Confirmation bias

C. Anchoring bias

D. Escalation of commitment

232. During an organizing campaign, a supervisor casually asks a vocal, open union supporter on the plant floor how the organizing meeting went. The supervisor makes no threat or promise and does not press for names. The employee answers cheerfully. How should HR assess the question?

A. It is unlawful, because the question was asked on company property during work time

B. It is judged by the totality of the circumstances and is likely lawful here, though risky

C. It is unlawful, because any question by a supervisor about union activity is interrogation

D. It is lawful, because the employee answered without objecting or asking to end the talk

233. An HR facilitator is leading 90-minute video focus groups on a new benefits program. In the first session, many participants were visibly typing and looking at other screens. What is the BEST practice for the remaining sessions?

A. Mute all participants for the presentation and save every question for the end of the session

B. Set engagement norms at the start and build in regular interaction, such as polls or breakouts

C. Send the slides after the session so participants who were multitasking can catch up later

D. Call on multitasking participants by name when it happens so that the whole group refocuses quickly

234. The owner of a 120-employee manufacturer wants employees to understand the company's financial results so they can help improve them. She asks HR to design the training. What approach is BEST?

A. Teach basic financial terms using the company's own key numbers, showing how each team's work affects those results

B. Distribute the full monthly financial statements to all employees and hold an optional Q&A session with the controller

C. Enroll employees in an online course on reading financial statements offered by a local community college

D. Have the finance team present the annual results at an all-employee meeting followed by a written summary

235. Which definition BEST describes learning agility?

A. The speed at which a person completes required training courses and certifications

B. The ability to master a single technical specialty in great depth over the course of a long career

C. The ability and willingness to learn from experience and apply it in new situations

D. The willingness to change jobs often in order to gain many kinds of experience

236. A vice president has agreed to serve as executive sponsor for the company's veterans ERG. Which responsibility is MOST central to that role?

A. Running the group's monthly meetings and planning its calendar of events and speakers

B. Championing the group with senior leaders, removing barriers, and tying it to strategy

C. Approving each member's request to join and confirming that members meet eligibility

D. Serving as the group's chair and casting the deciding vote on all leadership elections

237. HR discovers that the company's interview-scheduling chatbot asks every applicant for a birth year before booking a slot. What should HR do immediately?

A. Keep the question but make answering optional for all applicants

B. Have the question removed and stop storing the birth-year answers

C. Tell interviewers not to look at the birth-year field in the system

D. Have the chatbot ask for graduation year instead of birth year

238. Midway through a 60-day PIP, an employee files an internal complaint alleging that her manager treats her differently because of her national origin. What should HR do to BEST manage retaliation risk?

A. Speed up the PIP's timeline so a final decision is reached before any EEOC charge is filed

B. Assign the investigation to the manager who issued the PIP to the employee

C. Investigate the complaint and confirm the PIP is well supported before it continues

D. Suspend the PIP indefinitely until the complaint has been fully resolved

239. At a packaging plant, men on the night shift earn more than women on the day shift for the same work. Management says the difference is a shift premium. HR finds the night shift has always been staffed only by men and women have never been offered it. What is the BEST assessment?

A. A shift premium may be lawful, but it is risky here because women have been shut out of that shift.

B. The difference is lawful because night work is a different working condition under the EPA.

C. The difference is lawful because the EPA treats every shift premium as a factor other than sex, whoever is assigned the shift.

D. The difference is unlawful because the EPA bans all shift premiums that are paid to one sex.

240. A supervisor plans to give a data-entry clerk full freedom to set her own priorities and methods. The clerk has told HR she values clear instructions and predictable routines and is not interested in more responsibility. What should HR advise?

A. Delay any change until her next annual performance review

B. Tailor the change to her preferences, since enrichment may not motivate her

C. Proceed as planned, because more autonomy motivates nearly all employees

D. Give her the autonomy along with a warning to adapt or be reassigned elsewhere

241. Why does a company pay for a candidate and spouse to visit the host city before the candidate accepts an international assignment?

A. To give the family a realistic preview so they can make an informed choice.

B. To let the candidate negotiate a larger housing allowance with local landlords.

C. To meet host-country immigration rules that require an advance site visit.

D. To allow the candidate to begin work at the host location before the move.

242. In workforce planning, what is gap analysis?

A. Comparing employees' current performance with their goals to identify individual skill needs

B. Comparing projected labor demand with projected labor supply to identify surpluses or shortages

C. Comparing the company's pay rates with market survey rates to find positions that are paid below market

D. Comparing headcount forecasts from different managers to agree on a single company estimate

243. A recruiter wants to offer the range maximum to a candidate who meets only the minimum qualifications for the job and has little relevant experience. What should HR advise?

A. Offer the maximum but delay the first merit increase until the employee gains experience

B. Approve the maximum if the hiring manager agrees, because the candidate is the top choice

C. Offer the range midpoint, because new hires should start at the market rate for the job

D. Make an offer in the lower part of the range and check it against current incumbents' pay

244. During leadership coaching sessions, a manager describes weeks of hopelessness, inability to sleep, and loss of interest in activities, signs of a possible clinical mental health condition. What should the coach do?

A. Shift the sessions toward exploring the manager's feelings in depth until the symptoms improve.

B. Report the symptoms to the manager's supervisor so the manager's workload can be reduced right away.

C. Acknowledge the concerns, suggest a mental health professional or the EAP, and adjust the coaching.

D. Continue the planned coaching agenda, since personal matters fall outside the engagement.

245. At the first session, a company presents a complete contract package it says was built from its own research, states that it will change the package only if the union shows a factual error, and simultaneously launches a campaign of letters and videos urging employees to pressure the union to accept. What bargaining approach does this describe?

A. Pattern bargaining, in which the employer copies terms reached elsewhere and expects the union to accept that settlement

B. Lawful hard bargaining, because an employer may hold to any position as long as it continues meeting with the union

C. Boulwarism, a take-it-or-leave-it approach combined with direct appeals to employees that the NLRB has found to be bad faith

D. Interest-based bargaining, in which the employer shares its research openly so both sides can evaluate options on the merits

246. The owner of a landscaping business with 3 employees tells his HR consultant that one crew member, an Army Reserve member, is leaving for a 6-month deployment. He says USERRA does not apply to a business his size, so he plans to fill the job permanently. What should the consultant advise?

A. USERRA applies only to employers with at least 15 employees on the payroll for 20 weeks

B. USERRA applies only to employers that have federal contracts

C. USERRA covers employers of all sizes, so reemployment rights apply

D. USERRA applies only to deployments lasting longer than a year

247. An HR analyst reviewing appraisal data finds that one manager rates every member of her team "exceeds expectations," including employees with documented performance problems. Which rating error does this pattern indicate?

A. Central tendency error

B. Strictness error

C. Leniency error

D. Halo effect

248. An employee has filed four complaints about coworkers this year, and all were investigated and found unsupported. She now files a fifth complaint that appears similar. Her manager wants to discipline her for wasting time. What should HR do?

A. Assess the new complaint on its merits, scaled to the allegations, without discipline for complaining.

B. Support the manager's discipline, since repeated unsupported complaints are a form of misconduct.

C. Decline to review the new complaint, since all of her prior complaints have been investigated and found to lack support.

D. Tell her that any further complaints must be approved by her manager before HR will accept them.

249. A consulting firm's leaders adopted a strategy to win clients in the healthcare industry. A year later, few healthcare clients have signed, and the HR manager learns that no budget or hiring plan was approved for the effort. What should the HR manager point out to leadership?

A. The healthcare market was likely the wrong choice and should be dropped

B. The sales staff need stronger incentives tied to signing healthcare clients

C. The firm should wait another year before judging the strategy's results

D. The strategy lacked the resources and talent plan needed to carry it out

250. A manager sends a recognition note to a customer service rep that says only, "Great job this week!" HR wants to help managers make recognition more effective. What is the BEST improvement?

A. Copy the whole department on the note so that the praise is more visible

B. Name what the employee did and the result it produced for customers or the team

C. Save the praise for the annual review so it can support a higher rating

D. Add a small gift card to the note so that the recognition carries more tangible weight

251. Which description BEST defines job shadowing and its most appropriate use?

A. Rotating through several different jobs for months at a time to build broad skills that prepare for a future promotion.

B. Observing an employee at work for a short period, often to explore whether a career direction fits.

C. Performing a role temporarily while the incumbent is on leave to show readiness for promotion.

D. Pairing with a senior leader for long-term guidance on career choices and organizational culture.

252. At a manufacturing plant, frontline supervisors report production problems to the plant manager only after they have been fixed, and they leave out recurring issues they think will reflect poorly on them. As a result, the plant manager believes operations are running smoothly. Which communication barrier is MOST evident?

A. Selective perception by the manager

B. Semantic confusion over terminology

C. Filtering of upward information

D. Information overload at the top

253. A manufacturer is restructuring its plant in a country that scores high on Hofstede's uncertainty avoidance dimension. What will employees there MOST likely need from leaders during the change?

A. Broad goals plus freedom to experiment and work out the details as they go

B. Detailed plans, clear rules, and firm timelines for each phase of the change

C. Informal, flexible updates shared only after final decisions have been made

D. Public recognition of individuals who volunteer to take risks during the change

254. An HR director wants recruiting reports to use consistent definitions. Under the definitions most commonly used, which statement correctly distinguishes time-to-fill from time-to-start?

A. Time-to-fill ends when the offer is accepted; time-to-start also counts the days until the hire's first day.

B. Time-to-fill ends on the new hire's first day; time-to-start ends on the day the offer is accepted.

C. Time-to-fill counts only recruiter working days; time-to-start counts all calendar days for the whole hiring process.

D. Time-to-fill begins when a candidate applies; time-to-start begins when the requisition is approved.

255. After a company announces a new growth strategy, an operations supervisor repeatedly mocks it in team meetings, and several team members have started repeating his comments. His manager asks HR for advice. What should HR recommend FIRST?

A. Move the supervisor to a role where he does not lead any team members

B. Meet privately with the supervisor to hear his concerns and set clear expectations

C. Issue a written warning to the supervisor for openly undermining company leadership

D. Ask the team members to report any further negative comments to HR

256. A company is evaluating an AI wellness app that asks employees about their family medical history and current health conditions in order to generate personalized coaching. Why does this design raise concerns under GINA and the ADA?

A. Family history is genetic information, and health data must be kept confidential and separate from personnel files.

B. GINA bars any employer wellness program that collects health data, whether participation is voluntary or required.

C. The ADA requires employers to get a physician's written approval before any employee may enroll in or use a health-coaching app.

D. Both laws apply only when the employer itself, not a vendor, collects and stores the health information.

257. During an audit, HR finds that a fully remote nonexempt accountant moved from Ohio to Colorado eight months ago without telling the company. Payroll is still withholding Ohio taxes, and policy requires approval before relocating. What should HR do FIRST?

A. Terminate the accountant for violating the relocation policy and close the company's exposure

B. Require the accountant to move back to Ohio within 30 days to keep the original arrangement

C. Leave payroll as it is until the end of the tax year to avoid mid-year withholding corrections

D. Update payroll and tax registrations for the new state and review its employment laws

258. An HR manager is leading an HRIS implementation. A payroll specialist on the team has missed three task deadlines, saying that payroll processing leaves no time for project work. Her manager agreed to her joining the team but has not changed her workload. What should the project lead do FIRST?

A. Document the missed deadlines and send them to her manager for a performance discussion.

B. Discuss the barriers with her, then ask her manager to set aside protected project time.

C. Take over the specialist's remaining tasks to keep the project schedule from slipping.

D. Ask the sponsor to replace the specialist with someone who has more time for the project.

259. A company based in one state hires a fully remote employee who lives and works in a different state. Which state's employment laws generally apply to that employee?

A. The laws of whichever state the employer selects in the offer letter

B. The laws of the state where the company has its main headquarters office

C. The laws of the state where the employee's manager is located

D. The laws of the state where the employee physically performs the work

260. After an employee files an EEOC charge, which action by her employer could MOST likely be found retaliatory, even though it is not a termination or demotion?

A. Applying the same new performance metrics to her that it applies to her whole team

B. Declining to invite her to an informal lunch her manager had with two coworkers one afternoon

C. Asking her to follow the standard procedure for requesting time off as other staff do

D. Moving her from her usual duties to the dirtiest, least desirable tasks in the same job

261. Under the EU Whistleblowing Directive, within what time frames must an organization's internal reporting channel acknowledge a report and give the reporter feedback?

A. Acknowledge within 7 days; give feedback within 3 months

B. Acknowledge within 48 hours; give feedback within 30 days

C. Acknowledge within 14 days; give feedback within 6 months

D. Acknowledge within 7 days; give feedback within 30 days

262. During an HRIS review, HR finds that employee transfers are typically keyed into the HRIS four to six weeks after their effective dates, so reports run in the meantime show employees in their former departments. Which data quality dimension is MOST directly affected?

A. Completeness
B. Uniqueness
C. Validity
D. Timeliness

263. A consumer goods company has three business units for beverages, snacks and personal care. Each unit has its own marketing, manufacturing and finance teams, and each unit president is responsible for that unit's results. Which structure does this describe?

A. Matrix structure
B. Geographic divisional structure
C. Product divisional structure
D. Functional structure

264. A staffing agency places a temporary worker at a client company. Under EEOC guidance, when is the client company liable for discrimination against the worker?

A. Only when the client itself signed the worker's paychecks during the full period of the assignment
B. Only when the client has signed a written contract with the agency that makes it legally responsible for the worker
C. Never, because the staffing agency is treated as the worker's sole employer for Title VII purposes
D. When it controls the worker's daily work and discriminates, or knows of agency bias and fails to act

265. In training transfer research, what does "transfer climate" refer to?

A. The physical and social setting of the classroom while the training is being delivered
B. Trainees' general attitudes toward learning and their own personal development
C. How highly the organization ranks training in its budget compared with other spending
D. Cues and consequences at work that encourage or discourage applying what was learned

266. A company has 1,600 employees, 240 of whom belong to at least one ERG. Last year, 92% of ERG members stayed with the company, compared with 86% of non-members. What is the ERG participation rate, and how much higher is member retention?

A. 15% participation; retention 7.0 percentage points higher
B. 17.6% participation; retention 6 percentage points higher
C. 15% participation; retention 42.9 percentage points higher
D. 15% participation; retention 6 percentage points higher

267. A leadership program actually improves participants' performance, but HR's statistical analysis of the pilot concludes that the program had no significant effect. In hypothesis-testing terms, what has occurred?

A. A Type II error
B. Selection bias
C. A Type I error
D. Regression to the mean

268. An employer has bargained with its union over introducing AI-based productivity tracking. When may the employer implement the changes without the union's agreement?

A. Sixty days after notifying the union of the proposed changes, whether or not the parties have bargained
B. As soon as the union rejects the employer's first proposal on the tracking at the table
C. After good-faith bargaining reaches a genuine impasse, if the changes match its final offer
D. Only after a federal mediator certifies that the parties have reached a final deadlock

269. A high-performing analyst has had several supportive mentors over six years, yet she is never named for openings and is rarely discussed in talent reviews. Peers with similar results have been promoted after a senior leader advocated for them. What kind of support does she MOST lack?

A. A sponsor who uses influence to advocate for her when roles open up
B. A peer mentor who can share informal advice on how promotions are decided
C. A coach who can help her strengthen the skills needed for the next level
D. A mentor from outside her function who can give her a broader perspective

270. A covered employer plans a mass layoff at one of its plants. Under the federal WARN Act, how much advance written notice must it generally give?

A. 60 working days before the first employment losses
B. 60 calendar days before the first employment losses
C. 30 calendar days before the first employment losses
D. 90 calendar days before the first employment losses

271. Federal income taxes withheld from employees' paychecks that have not yet been deposited with the IRS are classified on the employer's books as which of the following?

A. A contra-asset account that reduces cash
B. A long-term liability until year-end filing
C. An operating expense of the employer
D. A current liability owed to the government

272. A regional utility learns that 25% of its workforce will be eligible to retire within five years. Leadership asks HR to prepare for the possible loss of experience. What should HR do FIRST?

A. Ask eligible employees to state in writing when they plan to retire so HR can plan.
B. Increase entry-level hiring in all departments by 25% to offset the expected losses.
C. Analyze retirement eligibility by role to find where critical skills are most at risk.
D. Launch an early retirement incentive to spread the departures out evenly over several years.

273. The CEO asks HR, "Why is morale so bad?" HR has engagement survey results, exit interview notes and turnover data available. What should HR do FIRST?

- **A.** Clarify with the CEO what signals prompted the concern and which groups and outcomes matter most
- **B.** Launch a new company-wide pulse survey that asks employees directly about their morale
- **C.** Run a correlation analysis of engagement scores against every available employee attribute in the HRIS
- **D.** Summarize the exit interview notes, since departing employees speak most candidly

274. A retail chain gives its regional managers authority to set local prices and hire store staff without seeking approval from headquarters. Which concept does this change BEST represent?

- **A.** Work specialization within the regional offices
- **B.** Decentralization of decision-making authority
- **C.** Formalization of regional operating procedures
- **D.** Wider span of control for regional managers

275. A performance improvement plan for an account representative includes: reach 95% accuracy on order entry within 60 days; return client calls within one business day; weekly check-ins with the manager; and "show a better attitude toward clients." Which element most needs revision?

- **A.** The call-return goal, because response times are not a fair basis for a performance plan.
- **B.** The accuracy goal, because a 60-day period is too long for a performance improvement plan to be fair.
- **C.** The attitude goal, because it is not specific or measurable enough to show whether it was met.
- **D.** The weekly check-ins, because frequent meetings can make the employee feel micromanaged.

276. An employee posts a small printed scripture verse inside her cubicle. Two coworkers complain to HR that it makes them uncomfortable, though the verse does not refer to them and she has not discussed it with them. What should HR do?

- **A.** Require removal, because religious material at work invites harassment claims from coworkers.
- **B.** Require removal unless she gets written consent from the coworkers who sit near her cubicle.
- **C.** Allow it only if the company also posts verses from other faiths in the same work area.
- **D.** Allow it to stay, because coworker discomfort alone is not undue hardship or harassment.

277. HR is running a two-hour virtual workshop for 20 employees. After the first 30 minutes, about half of the attendees have never unmuted or typed anything. What technique should the facilitator use NEXT?

- **A.** Use breakout rooms of three or four people with a short task to report
- **B.** Call on each silent attendee by name to give an opinion right away
- **C.** Extend the lecture portion so quiet attendees have more time to absorb the material
- **D.** Remind attendees that participation will be noted in their records

278. A company has 595 employees in total, 35 of whom are managers. What is the ratio of managers to the non-managerial employees they oversee?

A. 1:17

B. 1:16

C. 1:18

D. 1:15

279. After a rough year, a plant manager sets a goal of zero turnover for the next 12 months across 400 hourly employees. Current annual turnover is 35%, and supervisors are already saying the goal is a joke. What should HR advise?

A. Set a challenging but attainable reduction target based on current data, such as 35% down to 28%

B. Remove the turnover goal altogether until the root causes of turnover have been fully analyzed

C. Keep the zero goal but tell supervisors privately that any improvement will count as success

D. Keep the zero-turnover goal, since very ambitious goals push supervisors to perform at their best

280. A six-month software implementation project finished with labor costs 20% above the original estimate. The project sponsor asks HR to help figure out why. What should the HR manager do FIRST?

A. Survey the project team about workload and morale to learn whether staff felt the original timeline was realistic

B. Raise the labor estimate for future projects by 20% so that similar projects are budgeted at a more realistic level

C. Review the project manager's performance, since staying within the labor budget was one of the project manager's goals

D. Compare actual hours and pay rates by role with the estimate to see whether hours, rates or both drove it

281. An exempt, salaried marketing manager works on Monday, and then the company closes the office for the rest of the week because of a snowstorm. Under the FLSA salary basis rules, what must the company pay her for that week?

A. One day's pay, because she worked only on Monday's shift

B. Nothing beyond Monday unless she uses her vacation days

C. Her full weekly salary, since the employer closed

D. Half of her weekly salary as a weather closure allowance

282. An employee covered under his employer's group health plan divorces, and under the plan's terms his former spouse loses coverage. If she elects COBRA, what is the maximum period of continuation coverage available to her?

A. 18 months

B. 24 months

C. 29 months

D. 36 months

283. A former employee signed an ADEA release that did not meet OWBPA requirements and was paid $25,000 in severance. She now sues for age discrimination. Must she return the severance before she can challenge the release?

A. Yes, but only the portion that exceeds what she was already owed by policy.

B. No, but she must place the payment in escrow until the court rules on it.

C. Yes, she must repay the full amount of the severance before the court will hear any challenge to the release.

D. No, she can challenge the invalid release without first returning the severance.

284. Line supervisors want to discipline agency temps directly and set their pay rates themselves, saying the agency is too slow. What is the BEST response from HR?

A. Permit supervisors to discipline temps directly but leave pay rates to the agency to avoid wage-and-hour claims

B. Explain that more control adds joint-employment risk and route pay and discipline through the agency

C. Allow it as long as supervisors document every action in the temps' agency personnel files

D. Agree, since the company already directs the temps' daily work and is responsible for them

285. A company's written severance policy offers four weeks' pay to laid-off employees who sign a general release of claims. A laid-off employee refuses to sign the release but asks for the severance. What is the BEST response?

A. Hold his final paycheck until he agrees to sign the release

B. Explain that the policy pays severance only for a signed release

C. Pay the severance anyway, since the layoff was not for cause

D. Pay half the severance as a compromise without requiring a release

286. An employee stops by the HR manager's office and asks directly whether the rumors are true that the company is being sold. The HR manager knows a sale is in negotiation and has signed a confidentiality agreement about it. What is the BEST response?

A. Tell the employee that the rumors are false so that people stay focused on their work until a decision is final.

B. Refer the employee to his direct supervisor, who is also unaware of the talks, so that HR stays out of the matter.

C. Tell the employee confidentially that a sale is being negotiated but ask him not to repeat it to anyone else at work.

D. Say she cannot comment on rumors or confidential matters and that employees will be told what they need to know.

287. During a payroll audit, which pattern MOST strongly suggests a possible ghost employee?

A. A worker whose pay goes to a bank account also used by another employee and who has no benefit elections.

B. A worker whose overtime hours rose sharply during the company's busiest production quarter of the year, as in prior years.

C. A worker who has had a court-ordered wage garnishment deducted from pay for the past six months.

D. A worker who has used all available paid time off and taken several unpaid days during the year.

288. Before rolling out a new hybrid work model, HR analyzes collaboration data and employee survey responses about whom people go to for advice. The analysis shows that a handful of employees in different departments are central connectors. How should HR use this organizational network analysis (ONA)?

A. Focus communications on department heads, since the connectors lack formal authority

B. Promote the central connectors into management roles to align authority with influence

C. Reduce the connectors' collaboration load so they do not become overloaded bottlenecks during the change

D. Enlist the central connectors early as change champions to help spread and shape the message

289. Two coworkers in an open office keep clashing over noise and the thermostat: one wants quiet and a cool room, the other takes frequent calls and is always cold. HR is facilitating a discussion. What approach will MOST likely produce a lasting agreement?

A. Let their manager decide the settings since it is his area

B. Ask each what they need to work well and build options from that

C. Set the thermostat at a midpoint and ban phone calls at their desks

D. Move one of them to another area of the office to end the dispute

290. Biomedical technicians on overnight call must stay within 10 minutes of the hospital, respond in person within 5 minutes and are typically called in several times a night. They are paid only for time spent on site. What should HR advise?

A. Pay a flat on-call stipend, which meets the FLSA no matter how strict the restrictions are.

B. Treat the on-call time as hours worked, since the limits keep them from using it freely.

C. Keep paying only for time on site, because they are allowed to wait at home or nearby.

D. Count the time as worked only on nights when a call actually comes in during the shift.

291. A warehouse buys a new forklift model with the lift and tilt controls in reversed positions. Experienced drivers complete training on it, but on the floor they keep making motions from the old model, causing near misses. This is an example of which concept?

A. Skill decay

B. Far transfer

C. Positive transfer

D. Negative transfer

292. During a leadership team meeting about a new attendance policy, no one objects, and the chair concludes that everyone agrees, even though several members have private doubts. Which symptom of groupthink described by Irving Janis does this illustrate?

A. Self-appointed mindguards

B. Collective rationalization

C. Illusion of unanimity

D. Illusion of invulnerability

293. An HR manager is drafting a position statement for an EEOC charge alleging that a warehouse supervisor was fired because of his national origin. The company's records show three written warnings for safety violations before the termination. What is the BEST approach?

A. Give one consistent, documented reason for the firing and attach the warnings and related policy.

B. Keep the statement brief and hold back the warnings until the EEOC asks for supporting records.

C. List every possible reason for the firing so the EEOC sees that several grounds supported it.

D. Focus on the supervisor's poor attitude and teamwork problems so the statement does not depend on the safety records.

294. A U.S. executive's quarterly all-hands talks rely on baseball idioms and jokes about American TV shows. Staff in Asia and Europe say they often miss key points. The executive asks HR for help. What is the BEST coaching approach?

A. Share specific examples of confusing phrases and help the executive rewrite in plain language.

B. Add subtitles in each language to the recording so that staff can follow the original remarks.

C. Suggest dropping humor entirely so that nothing in the talk could be misunderstood by staff.

D. Ask regional leaders to hold separate sessions explaining the executive's message afterward.

295. A company has an enterprise balanced scorecard, and each department is now asked to build its own scorecard linked to it. What is the PRIMARY purpose of this cascading?

A. To give senior leaders more measures for ranking department managers

B. To let each department choose measures separate from the enterprise plan

C. To align each unit's goals and measures with the enterprise strategy

D. To replace the enterprise scorecard with a set of departmental reports

296. An HR team notices that departments whose front-line supervisors visibly use a new AI tool in their own work adopt it faster than departments that received extra training hours. What BEST explains this pattern?

A. Employees take cues from what their direct supervisor does, which signals that the new tool is truly expected.

B. Supervisors have more technical expertise than trainers, so their informal instruction is usually more accurate.

C. Supervisors who use the tool can monitor their teams' usage more closely and enforce the adoption mandate.

D. Training builds awareness only, and awareness has little effect on whether employees change their behavior.

297. A bargaining-unit employee who is not a union member tells HR that the union steward refused to file his grievance about a suspension unless he first paid a $300 processing fee. Members are not charged any fee. What should HR tell the employee?

A. That the union may charge nonmembers the reasonable cost of grievance handling, so he must pay to have it filed.

B. That the union must represent him on the same basis as members, and he may file a charge with the NLRB.

C. That HR will accept the grievance without involving the union and process it as an employer complaint.

D. That he must join the union to get representation, since the steward can decide whom to represent.

298. Security reports an armed person in the east wing of a 600-employee office building, and police have been called. HR must send the first mass alert to employees on site. What should this first message contain?

A. A full account of the incident, including the suspect's name and what led to the event.

B. Short, clear safety directions: where the threat is and whether to shelter or evacuate.

C. Reassurance that the situation is under control and that work should continue as usual.

D. A request that employees stay calm and wait for more details at the end of the workday.

299. A plant now spends $2 million a year on labor and utilities to run one shift. Adding a second shift would add $400,000 in labor and $50,000 in utilities. What is the incremental annual cost of the second shift?

A. $2,450,000

B. $450,000

C. $1,225,000

D. $400,000

300. A manager has just assembled a new team from several departments. According to team development research, which leader action is MOST effective at this stage?

A. Step back and let members define their own roles to build ownership early.

B. Provide clear direction on the team's purpose, goals and individual roles.

C. Delegate most decisions to the team and act mainly as a resource to it.

D. Encourage open debate on decision rights so conflicts surface right away.

301. Under the National Labor Relations Act, which of the following complaints is LEAST likely to be considered protected concerted activity?

A. An employee privately asks to have her own review score raised, with no mention of coworkers

B. An employee asks coworkers at lunch whether they will join her in requesting higher mileage pay

C. An employee raises a coworker's unpaid overtime claim with HR at the coworker's request

D. An employee tells her manager that she and two coworkers think the new shift schedule is unfair

302. A division head nominates his top engineer for a three-year assignment in Brazil based solely on technical skill. The engineer has never lived away from his hometown, and his spouse has a local career. What should HR recommend?

A. Approve the nomination on the condition that the engineer completes language classes

B. Reject the engineer and ask the division head to choose someone who has lived abroad

C. Use a structured selection process that also assesses adaptability and family readiness

D. Approve the nomination, since technical skill is the top predictor of assignment success

303. Which HR practice BEST reflects a "think global, act local" (glocalization) approach?

A. Separate competency models created by each country with no global input

B. Common competency model worldwide, with locally designed recruiting methods

C. Headquarters-run interviews for every role so hiring standards stay uniform

D. The same benefits package offered in every country where the firm operates

304. An HR manager regularly connects the engineering group and the customer support group, which otherwise have no contact with each other. According to Ronald Burt's theory of structural holes, what advantage does this position give her?

A. Stronger emotional support from colleagues who share her daily experiences

B. Earlier access to non-redundant information and influence over how it flows

C. Formal authority to make decisions on behalf of both of the groups she links

D. Greater protection from conflict because each group depends on her equally

305. A salary range runs from $50,000 to $70,000. An employee earns $47,000, and the range penetration calculation returns -15%. What does this result mean?

A. The employee is paid 15% below the range midpoint and needs an equity adjustment to reach that midpoint.

B. The employee is paid below the range minimum by an amount equal to 15% of the range width.

C. The employee is paid within the range and falls in its lowest 15% of the dollar width.

D. The employee is paid 15% below the range minimum salary, measured as a share of it.

306. During a benefits plan change, managers have given employees conflicting answers about the new waiting period. Why would a central online FAQ hub help?

A. It removes the need for managers to discuss the change with their teams.

B. It ensures that each employee reads the full plan document before enrolling.

C. It gives everyone one approved, up-to-date source, so answers stay consistent.

D. It shifts legal responsibility for wrong answers from the company to employees.

307. A midyear review shows that an onboarding redesign led by HR is three months behind schedule because the HR specialist leading it resigned. The redesign supports a company goal of cutting new-hire turnover this year. What is the BEST response for the HR manager?

A. Report the delay at year-end and move the redesign into next year's HR plan

B. Keep the original deadline and ask the remaining HR staff to absorb the departed specialist's work

C. Meet with stakeholders to reset milestones and secure the resources needed to finish

D. Pause the project until a replacement specialist is hired and fully up to speed

308. Under WCAG Level AA, what is the minimum contrast ratio for normal-size body text against its background?

A. 4.5:1

B. 7:1

C. 2.5:1

D. 3:1

309. A company trains managers to recognize and avoid leniency, halo and central tendency errors. Afterward, rating distributions spread out, but follow-up studies show the ratings are no more accurate than before. What is the MOST likely explanation?

A. The training increases halo error by encouraging raters to rely on their overall impressions

B. The training works only when the organization also uses a forced distribution

C. Raters forget the training within weeks, so it must be repeated before each cycle

D. Raters may adopt a new response set, shifting scores without judging performance better

310. Grade 3 has a pay range of $40,000 to $60,000, and grade 4 has a range of $50,000 to $75,000. By how many dollars do the two ranges overlap?

A. $20,000

B. $10,000

C. $15,000

D. $25,000

311. An operations supervisor has been named "ready in 1-2 years" to succeed the plant manager. Her assessment shows strong production skills but little experience with budgeting and managing union relations. What should HR recommend for her development plan?

A. A general leadership course offered to all supervisors at the plant in the coming year

B. Advanced training in lean production to deepen the production strengths shown in her assessment results

C. Waiting to start development until the plant manager announces a firm retirement date

D. Assignments that close those gaps, such as owning part of the budget and joining bargaining

312. An engineer in a matrix organization spends most of her time on two project teams but reports to a functional engineering manager who rarely sees her work. How should her annual performance review be conducted?

A. Have her functional manager rate her on technical skills alone

B. Have each project manager complete a separate, independent review

C. Have the project manager who assigns her the most work write the full review

D. Have her functional manager gather input from both project managers first

313. Over the past two years, 5 of 50 employee-referral hires left within their first year, compared with 18 of 90 job board hires. The recruiting team asks HR what the data mean for next year's sourcing plan. What is the BEST response?

A. Report that job board hires left at more than three times the referral rate, and cut all job board spending for next year immediately.

B. Report that the two sources perform about the same once the larger number of job board hires is taken into account.

C. Report rates of 10% and 20%, and conclude that referrals cause better retention, so job board use should end.

D. Report turnover of 10% for referrals versus 20% for job boards, and shift more effort to referrals while tracking results.

314. A company's headcount rose from 250 at the start of the year to 275 at year-end. What was the percentage increase?

A. 25.0%

B. 9.1%

C. 10.0%

D. 110.0%

315. A full-time employee at a 35-person company asks to reduce her schedule to 30 hours a week for six months to care for a parent. The FMLA does not apply because of the company's size. The medical plan requires 30 hours a week for eligibility, and her team handles time-sensitive orders. How should HR evaluate the request?

A. Approve it, since denying a caregiving request will create a discrimination claim

B. Approve it and keep her on the medical plan even if the plan's eligibility terms say otherwise

C. Apply company policy, explain the benefits impact and assess coverage before deciding

D. Deny it, since reduced schedules are required only for employees with disabilities

316. An employee shows HR data from a free crowd-sourced salary website that suggests she is paid well below market. The company prices jobs with validated third-party surveys. What is the BEST response?

A. Thank her, check her pay against the company's survey data, and explain what HR finds

B. Explain that self-reported website data is unreliable and that no pay review is needed

C. Raise her pay to the website's median to show that the company takes the issue seriously

D. Ask her to bring at least two more outside sources before HR will look at her pay

317. An employee complains to HR that a supervisor's comments amount to illegal race discrimination. The investigation finds the comments inappropriate but concludes they would not have violated Title VII. Was the employee's complaint protected opposition activity?

A. No, because opposition is protected only when the practice actually violates the law

B. Yes, because any internal complaint is protected regardless of the belief behind it

C. No, because only filing an EEOC charge, not an internal complaint, is protected

D. Yes, if she reasonably and in good faith believed the conduct was unlawful

318. An HR business partner is building a workforce plan and needs current headcount and open-position data from each department. The head of engineering refuses to share his numbers, saying HR will use them to cut his budget. What is the BEST approach?

A. Leave engineering out of the workforce plan and note in the report that the department declined to take part.

B. Pull the engineering headcount from the HRIS without telling him and complete the plan using those numbers.

C. Meet with him to explain the plan's purpose and how the data will be used, and address his concerns directly.

D. Escalate to the CEO and ask her to direct the engineering head to provide the data within one week.

319. Under Trompenaars' neutral versus affective dimension, how are emotions MOST likely expressed in business meetings in a neutral culture?

A. Feelings are expressed through humor to ease tension in a negotiation.

B. Feelings are kept in check and rarely shown openly during discussion.

C. Feelings are shown openly, and enthusiasm is expected to build support.

D. Feelings are shown openly only by the most senior person in the room.

320. A warehouse uses a validated safety knowledge test with a passing score of 70, which was set based on the proficiency the job requires. Swamped with applicants, the operations manager asks HR to raise the passing score to 90 just to shrink the pool. What should HR advise?

A. Raise the cutoff to 90, since a validated test supports any passing score the company chooses to apply to applicants.

B. Drop the cutoff entirely and hire in order of application until all of the open positions are filled.

C. Raise the cutoff to 90 for now, then lower it again once the number of applicants returns to normal.

D. Keep the job-based cutoff, since an arbitrary jump could raise adverse impact, and manage volume another way.

321. HR posts a voluntary link to a pulse survey on the intranet, and only employees who choose to click it respond. Which bias is the biggest risk to the results?

A. Interviewer bias, because the way the link is posted can influence respondents' answers.

B. Acquiescence bias, because respondents tend to agree with statements regardless of content.

C. Recall bias, because respondents may misremember events that occurred before the survey.

D. Self-selection bias, because those who choose to respond may differ from those who do not.

322. HR blends two survey medians for a job, weighting Survey A ($70,000) at 60% and Survey B ($75,000) at 40%. What is the blended market rate?

A. $73,000

B. $72,000

C. $72,500

D. $75,000

323. An employee reports that the company's generative AI HR chatbot answered her question about religious holiday leave with a culturally insensitive phrase, and she sends HR a screenshot. What should HR do FIRST?

A. Acknowledge her report, preserve the screenshot, and escalate the issue for prompt review.

B. Send a company-wide notice warning employees that the HR chatbot may give offensive or insensitive answers.

C. Shut down the chatbot permanently and handle all employee questions by email instead.

D. Ask the vendor to explain how the model produced the phrase before responding to her.

324. An HR manager notices that her team members never raise problems or disagree during staff meetings, yet issues surface later through side conversations. What should the manager do FIRST to change this?

A. Run an anonymous survey and share the results with her own manager before taking any action

B. Remind the team that raising issues in meetings is part of the job and noted in reviews

C. Invite concerns openly, respond to them without blame and show what she does with the input

D. Require each team member to bring at least one problem to every staff meeting going forward

325. During an exit interview, a departing employee says her supervisor often belittles staff in team meetings and that several colleagues are thinking of leaving. How should the HR interviewer respond?

A. Note the comments in the file but take no action, since the employee is already leaving

B. Share the employee's comments with the supervisor the same day so he can respond to them

C. Defend the supervisor's record so that the employee leaves with a more balanced view of him overall

D. Listen neutrally, ask for specific examples, and assess whether the concerns call for follow-up

326. A manager going on a two-week vacation plans to give his administrative assistant his HRIS password so she can approve his team's timecards while he is away. What should HR recommend instead?

A. Have the team's timecards wait until the manager returns so he can approve them himself

B. Use the system's delegation feature to give the assistant approval rights for the two weeks

C. Have HR staff approve all of the team's timecards during the two weeks he is on vacation

D. Allow the plan, as long as the manager changes his password as soon as he returns from vacation

327. An engagement survey includes a few negatively worded items, such as "I often think about leaving this company," among mostly positively worded items. Why are these items included, and how are they handled?

A. To test reading level; responses to these items are excluded from the index entirely.

B. To identify flight risks by name; their scores are reported separately to each manager.

C. To detect agreeing with everything; their scores are reversed before items are combined.

D. To lower overall scores so the results look less inflated; their scores are left as given.

328. A terminated remote employee has ignored two emails asking her to return a company laptop worth $1,800. Her final paycheck has not yet been issued, and she signed no deduction authorization. What is the BEST next step?

A. Send a written demand with prepaid shipping and check state law before any deduction

B. Deduct the laptop's full value from her final paycheck, since the company owns the equipment

C. Report the laptop as stolen to police right away without making any further contact attempts

D. Withhold her entire final paycheck until the laptop is returned to the company in working order

329. An HR team is training managers to conduct structured interviews. One manager asks whether follow-up questions are allowed when a candidate gives a vague answer. Which practice is MOST consistent with a structured interview format?

A. Ask follow-up probes only of the candidates whose first answers suggest they are strong contenders.

B. Use a short set of planned probes, written in advance, that any interviewer may ask any candidate.

C. Ban all follow-up questions so that every candidate hears only the main questions word for word.

D. Let each interviewer create probes on the spot based on details that appear in the candidate's résumé.

330. Employees are asking to install the company's HRIS mobile app on their personal smartphones so they can check pay stubs and request time off. HR and IT want to allow it while protecting employee data. What is the BEST approach?

A. Ban the app on personal phones and provide company phones to employees who request them

B. Allow the app on any phone, since the HRIS vendor is responsible for securing all mobile data

C. Adopt a BYOD policy and use app-level security that can wipe company data from a lost phone

D. Allow the app, but require employees to hand over full control of their phones to IT

331. The NLRB finds that an employer unlawfully fired an employee for supporting a union. The employee has earned some wages at a temporary job since the discharge. What remedy does the Board typically order?

A. Back pay for the full period with no reduction for the wages earned at the temporary job

B. Reinstatement with back pay plus interest, minus what the employee earned in the interim

C. Back pay minus interim earnings, but no reinstatement unless the employee files a grievance

D. Back pay and a civil fine paid to the employee equal to twice the amount of lost wages

332. Before launching a culture change effort at a 900-employee hospital system, the CHRO asks HR to measure the current culture. What approach should HR use?

A. Interview the executive team in depth, since senior leaders have the broadest view of how the culture works.

B. Use last year's engagement survey scores as the main measure of the current culture.

C. Review the mission, vision, and values statements to define the culture as leaders intend it.

D. Combine a validated culture survey with focus groups, interviews, and observation of daily practices.

333. At a 300-person corporate campus, an emergency alert reporting an active shooter was sent to all employees in error. Security confirmed within minutes that there was no threat, but many employees had already sheltered in place. What is the BEST follow-up communication?

A. Wait until the root-cause review is finished, then send one complete written explanation to all employees.

B. Correct it quickly on the same channels, confirm there is no threat, explain the error, and offer EAP support.

C. Tell managers to reassure their own teams verbally, without sending any written message to the whole company afterward.

D. Send an all-clear text only, so the error draws no more attention than it already has received.

334. An HR manager is meeting with a group of warehouse workers who speak limited English, using a professional interpreter, to explain a change in shift schedules. What is the BEST practice for the HR manager during the meeting?

A. Speak mainly to the interpreter and ask the interpreter to explain the details.

B. Present the full explanation first so the interpreter can translate it all at once.

C. Ask a bilingual supervisor to step in for the interpreter to make it more personal.

D. Speak directly to the workers in short segments and check that they understand.

335. During a stay interview, a top-performing analyst tells her manager that she has been interviewing with other companies. What is the manager's BEST response?

A. Make an immediate counteroffer that matches the salary she might expect

B. Begin recruiting a replacement so the team will not be left short-staffed

C. Thank her for being open and ask what would make staying more attractive

D. Remind her that her job search may affect her chances of being promoted

336. A recruiting manager notices that one recruiter is carrying 45 open requisitions while peers carry about 20, and that recruiter's time to fill keeps rising. What is the BEST action?

A. Put the recruiter on a performance plan because of the steadily rising time to fill

B. Rebalance requisition loads using workload data and track the effect

C. Give the recruiter overtime pay until the backlog has been cleared

D. Lower the hiring standard for the roles so offers go out sooner

337. Eight employees completed a skills test with these scores: 2, 4, 4, 4, 5, 5, 7, and 9. The mean is 5. What is the population standard deviation of the scores?

A. 4.0

B. 1.5

C. 2.0

D. 2.1

338. Besides winning an NLRB-conducted election, which is a lawful way for a union to become the recognized bargaining representative of a group of employees?

A. The employer recognizes the union after it shows signed cards from at least 30% of the unit members.

B. The union is recognized automatically once it files an RC petition supported by a showing of interest.

C. The employer recognizes the union after a majority of supervisors in the unit sign a support petition.

D. The employer voluntarily recognizes the union after it shows signed cards from a majority of the unit.

339. Leaders at a 1,500-employee company publish four new values, but employees say the values are too vague to act on and managers apply them inconsistently in performance reviews. What should HR do?

A. Add a single 1-to-5 rating of "lives the values" to each employee's annual review form.

B. Let each manager decide what the values mean for their own team and rate employees accordingly in reviews.

C. Work with managers to define observable behaviors for each value and use them as review anchors.

D. Rewrite the values with more inspiring wording and relaunch them at an all-hands meeting.

340. An executive sees that departments with higher training spend per employee have higher average productivity. She wants to use this department-level finding to decide which individual employees should receive training. What is HR's BEST response?

A. Approve the plan, since the department data show that training raises output

B. Rerun the department analysis with more departments before applying the plan

C. Approve the plan only if the department-level correlation is greater than 0.50

D. Explain that department-level patterns may not hold for individual employees

341. A sales manager drafts a job posting seeking an "aggressive rockstar" who can "dominate the competition." A recruiter worries the wording may discourage some qualified applicants. What is the BEST advice for revising the posting?

A. Balance the terms by adding an equal number of warm words such as "nurturing" and "supportive."

B. Post the ad unchanged and track the gender mix of applicants to see whether a problem exists.

C. Keep the wording but add a statement that the company welcomes applicants of all genders.

D. Replace the coded terms with neutral descriptions of the actual duties and required skills.

342. Four warehouse pickers sign a letter to the general manager saying that pallets are regularly blocking two fire exits. The GM is angry that the letter went over the supervisor's head and wants to move the employee who drafted it to a less desirable shift. What should HR advise?

- **A.** Advise the GM to wait several months before moving the drafter so the timing looks unrelated
- **B.** Allow the move if the drafter's new shift pays the same, since no wages are being reduced
- **C.** Advise against the move, because a jointly signed safety letter is protected concerted activity
- **D.** Allow the move but give the drafter a written reason that cites the chain-of-command policy in the handbook

343. An HR team is evaluating AI tools for talent decisions and lists explainability as a key requirement. What does explainability mean?

- **A.** The system's ability to explain company policies to employees in plain language
- **B.** The ability of the system to produce the same result for the same input data
- **C.** The ability to understand and describe how the system reached a recommendation
- **D.** The vendor's willingness to share the full source code of the system with HR

344. A forklift operator's disability prevents him from operating a forklift, which is the primary duty of his role. He asks to keep the job and have coworkers handle all forklift work. What does the ADA require?

- **A.** The employer may terminate him now, since he cannot perform the job's main duty
- **B.** Removing the essential function is not required, but other options should be explored
- **C.** The employer must shift the function to coworkers, since they can absorb the forklift work easily
- **D.** The employer must remove the function as long as doing so would cost very little

345. An analysis of a company's hiring process finds no adverse impact in overall hiring results. But at the panel interview stage, one group advances at 62% of the rate of the highest group. The hiring director says no action is needed because the bottom line is fine. What is the BEST response from HR?

- **A.** Look into the interview stage, since a good bottom line does not excuse adverse impact at one step
- **B.** Agree that no action is needed, since the bottom line is what counts in an adverse impact analysis
- **C.** Remove the panel interview from the process, since it is the only stage that shows adverse impact
- **D.** Keep tracking the bottom line each quarter and look at the interview stage only if overall results change

346. During a job analysis, an HR analyst spends two days watching warehouse pickers perform their tasks and recording what they do. Which method is this, and what is a key limitation?

A. Observation; workers may change their behavior because they know they are being watched.

B. Interviewing; workers may overstate the difficulty of tasks to justify higher pay rates.

C. Observation; it is suitable only for jobs whose tasks take several weeks to complete.

D. Work sampling; it can be used only for jobs where tasks are entirely mental rather than physical.

347. Several employees at a 250-person office ask HR to support a volunteer sustainability committee to cut paper and food waste. The CFO is open to the idea but wants to see results. What should HR do to give the committee the BEST chance of success?

A. Help it draft a charter with an executive sponsor, specific waste goals and tracking.

B. Make membership mandatory for one person from each department to ensure coverage.

C. Let it form informally and meet as members' schedules allow, without set targets.

D. Assign the facilities manager to run it so that changes are made by one decision maker.

348. According to Maslow's hierarchy of needs, which level of need does employee recognition MOST directly satisfy?

A. Physiological needs

B. Social needs

C. Safety needs

D. Esteem needs

349. Which job analysis method asks incumbents to record their activities, and the time spent on each, over a period of several weeks?

A. Work diary or log method

B. Direct observation method

C. Critical incident technique

D. Structured interview method

350. Which tool gives HR the MOST direct view of the current internal supply of talent for future roles?

A. An employee skills inventory

B. An exit interview summary report

C. An employee engagement survey

D. A labor market trend report

351. A company's harassment-prevention training must be completed by all managers by the end of the month to meet a state requirement. With one week left, 40% of managers have not finished it despite two email reminders. What is the MOST appropriate influence tactic?

A. Send a third reminder that explains how the training will help managers prevent workplace conflict and complaints

B. Offer a gift card drawing for managers who complete the training before the deadline

C. Ask each overdue manager's leader to follow up directly, citing the legal requirement and the deadline

D. Post a list of departments with the lowest completion rates on the company intranet

352. A survey shows that remote employees, now about a third of the workforce, feel HR ignores them: they struggle to reach anyone and miss on-site events and information. What is the BEST approach for the HR manager?

A. Assign one HR generalist to handle all requests from remote employees

B. Remind remote staff that the HR portal is available around the clock

C. Ask remote staff to come to the office each quarter so they can get in-person help from HR

D. Ask remote staff where the gaps are, then adapt HR's service channels and hours

353. An investigator's notes from a witness interview include the line: "Witness seemed to be lying about when she left the floor." How should the note be revised?

A. Record what she said and what was observed, such as her changing the time she gave from 3:00 to 3:45.

B. Replace the line with a summary saying the witness was evasive and not fully cooperative.

C. Keep the line but add that the investigator has many years of experience reading people's behavior in interviews.

D. Remove the line and add a separate note to the file rating the witness's credibility as low.

354. Two supervisors each want the week's only remaining overtime budget for their teams, and both have reasonable needs. Payroll closes in two hours, so there is no time for extended discussion. What is the BEST approach for the HR manager?

A. Tell both supervisors to settle the matter between themselves

B. Schedule a joint problem-solving session for early next week

C. Help them agree on splitting the overtime between the teams

D. Award all of the overtime to the supervisor who asked first

355. A company received 900 applications for an apprenticeship program and hired 18 apprentices. What is the selection ratio, and what does it indicate?

A. 50%, meaning half of the applicants were qualified

B. 50%, meaning the company could be highly selective

C. 2%, meaning the applicant pool was too small

D. 2%, meaning the company could be highly selective

356. Under the ADA, as amended, how are mitigating measures treated when deciding whether an impairment substantially limits a major life activity?

A. They are ignored, except that ordinary eyeglasses or contact lenses are considered

B. They are ignored in all cases, including ordinary eyeglasses and contact lenses

C. They are considered in all cases, including medication, hearing aids and eyeglasses

D. They are ignored, except that prescription medication and hearing aids are considered

357. Under the ADA, whom may an employer inform about an employee's medical information obtained through an accommodation request?

A. Coworkers who ask why the employee is receiving a special schedule change

B. Any manager in the chain of command who agrees to keep the details private

C. Supervisors about the diagnosis, so they understand why the work restrictions exist

D. Supervisors about restrictions, first aid staff, and government investigators

358. Which use of performance appraisal results is developmental rather than administrative?

A. Ranking candidates for an open promotion within the department

B. Deciding which employees will be selected for layoff during a reduction in force

C. Identifying skill gaps to plan the employee's training for next year

D. Determining the size of the employee's annual merit pay increase

359. Which description BEST fits a registered apprenticeship program?

A. Paid, supervised on-the-job training combined with related classroom or technical instruction

B. Short-term job shadowing in which a new hire watches an experienced worker on the job for several days

C. An unpaid internship in which a student completes projects for academic credit at a school

D. Classroom instruction at a trade school, followed by a final exam to earn a certificate

360. A company of about 1,000 employees hired 140 people in 2025. Of those hires, 35 left before their one-year anniversary. What is the first-year turnover rate for the 2025 hiring cohort?

A. 25.0%

B. 75.0%

C. 3.5%

D. 33.3%

361. A company offers a departing employee a release of claims in exchange for her final paycheck and her accrued vacation, which state law requires the company to pay out. Why is this release likely unenforceable?

A. A release must be offered within 30 days after the last day of work.

B. Releases are enforceable only for employees who resigned voluntarily.

C. Releases are valid only if signed in front of a notary or witness.

D. It offers no consideration beyond what she is already legally owed.

362. A false rumor that the company's Denver site will close is spreading among employees on social media. Leadership confirms there are no plans to close the site. What should HR do FIRST?

A. Ask the social media platforms to take the posts down before leadership makes any comment

B. Say nothing publicly so the rumor is not given any additional attention

C. Identify and discipline the employees who started and spread the rumor

D. Work with leaders to quickly issue a clear, factual statement to all employees

363. How is compensation for a four-month project assignment abroad usually structured?

A. A one-time mobility premium paid in place of all expenses

B. Localization to the host country's market pay and benefits

C. Home pay continues, plus a per diem or expense reimbursement

D. A full balance-sheet package with all host-location allowances

364. A production supervisor fired a unionized employee for allegedly threatening a coworker, relying only on the coworker's account. No witnesses were interviewed, and the employee was not asked for his side. The union has filed a grievance, and the step-two meeting is next week. What should HR do FIRST?

A. Discipline the supervisor for the incomplete investigation, then reinstate the employee with full back pay.

B. Interview the witnesses and the employee now, and be ready to modify the discharge if the facts do not support it.

C. Offer the union a settlement converting the discharge to a voluntary resignation, to avoid the risk of an arbitration loss.

D. Uphold the discharge at step two, because threats of violence justify discharge under any reasonable policy.

365. A supervisor wants to rank 6 employees using the paired comparison method, in which each employee is compared once with every other employee. How many comparisons are needed?

A. 15

B. 21

C. 36

D. 30

366. Under Mansour Javidan's global mindset model, which component BEST describes a leader's ability to build trusting relationships with people from other cultures?

A. Global cultural capital

B. Global intellectual capital

C. Global social capital

D. Global psychological capital

367. A recruiting funnel had 1,000 applicants, 200 passed screening, 50 were interviewed and 10 were hired. What was the interview-to-hire ratio?

A. 100:1

B. 5:1

C. 4:1

D. 20:1

368. A bus driver employed by a city's municipal transit department files an unfair labor practice charge with the National Labor Relations Board after being disciplined for union activity. What is the main problem with the charge?

A. Only a union, not an individual employee, may file an unfair labor practice charge

B. The NLRA excludes state and local government employers, so the NLRB lacks jurisdiction

C. The driver had to file a grievance first, so the NLRB must defer to the contract

D. Transit workers are covered by the Railway Labor Act, so the NLRB lacks jurisdiction over the charge

369. Annual performance reviews closed three weeks ago, and an analyst received a "meets expectations" rating. The division VP now plans to terminate the analyst and asks the HR manager to change the finalized rating to "below expectations" so the decision looks justified. What should the HR manager do?

A. Leave the rating as is but approve the termination now, since employment in the role is at will.

B. Decline to change the rating and help the VP document any current performance issues going forward.

C. Change the rating but attach a note explaining that the VP revised it after the review cycle closed.

D. Agree to the change if the analyst's direct supervisor signs off on the lower rating as well.

370. A payroll review shows that 70% of a warehouse's overtime hours are worked by six of its 80 hourly employees, all on the same shift. The site manager suspects the six are stretching their work to earn overtime. What should HR do FIRST?

A. Review time records, workload and scheduling data with the shift supervisor to learn why overtime falls to those six employees

B. Rotate overtime among all hourly employees on the shift so that no small group receives most of the extra hours and pay

C. Meet with the six employees individually to warn them that overtime is being monitored and that misuse will lead to discipline

D. Require written supervisor approval before any overtime is worked and tell the six employees that the rule now applies to them

371. HR is preparing "hidden paycheck" statements that show employees the value they receive beyond their take-home pay. Which item belongs in the hidden paycheck?

A. The employer's share of the employee's health insurance premium

B. The Social Security and Medicare taxes withheld from the employee's pay

C. The employee's own pretax deferrals to the company's 401(k) plan

D. The employee's own payroll deduction for medical plan premiums

372. HR is setting pay for a highly specialized engineering role. Only three peer organizations shared salary data for the role, and their figures vary widely. How should HR use the result?

A. Use the highest of the three figures, so that the offer is competitive for a hard-to-fill role.

B. Treat it as a rough data point and combine it with other sources before setting the pay range.

C. Discard the data, since a benchmark needs at least ten organizations before it can be used.

D. Use the average of the three as the market rate, since the data are specific to this role.

373. A marketing manager tells HR she wants to promote one of her team members to a newly created senior specialist role without posting it, because "everyone knows she's the best fit." Company policy requires internal posting of new roles. What should HR advise?

A. Post the role for one day to satisfy the policy, then proceed with promoting the manager's chosen candidate

B. Allow the promotion, since managers may fill newly created roles on their own teams as they see fit when no one else objects

C. Allow the promotion if the manager documents why her choice is the strongest candidate for the new role

D. Post the role per policy and assess all applicants against job-related criteria, including her favored candidate

374. A company's new HRIS was scheduled to go live in two weeks, but data problems have pushed the launch back by one month. Employees have been preparing for the change. What is the BEST way for HR to communicate the delay?

A. Wait to announce the delay until the new date is certain so that employees do not hear about a second change.

B. Announce the delay promptly, briefly explain why, give the new date and tell employees what to do meanwhile.

C. Have managers mention the delay informally in team meetings so the news does not draw too much attention.

D. Tell employees that the launch is delayed for technical reasons without giving any new date or further detail.

375. An HR business partner has built a reputation with line managers for delivering every analysis and policy answer on the date she promised. In Maister's trust equation, which element does this pattern most directly strengthen?

A. Intimacy

B. Credibility

C. Self-orientation

D. Reliability

376. An employee with a disability cannot meet the unit's production standard of 120 claims processed per day, which applies to everyone in the role. Which statement about accommodation is accurate?

A. The employer must lower the standard only if other employees also fall short of it

B. The employer may terminate at once, since output standards cannot be accommodated

C. The employer need not lower the standard but must consider help in meeting it

D. The employer must lower the standard to the level the employee is able to reach

377. A company reports net income of $1.2 million and shareholders' equity of $8 million. What is its return on equity (ROE)?

A. 15%

B. 1.5%

C. 6.7%

D. 150%

378. During a Weingarten interview about an employee's attendance violations, the union steward insists that HR negotiate the level of discipline before the questioning continues. How should HR respond?

A. Agree to negotiate the penalty, because the steward has a right to bargain at this stage

B. Decline to bargain over the penalty in the interview and continue the investigatory questions

C. Suspend the interview until the union and management bargain over the penalty at a later meeting

D. End the interview and file an unfair labor practice charge against the union immediately

379. Why do sound procurement controls require that different people approve new vendors and approve vendor invoices for payment?

A. It ensures that every vendor relationship is reviewed by the company's external auditor each year.

B. It keeps one person from both setting up a fake or favored vendor and authorizing payments to it.

C. It allows the company to negotiate better prices by having two people compare each vendor's terms.

D. It speeds up processing by letting two people handle vendor approvals and invoices at the same time.

380. Which WARN Act exception applies only to plant closings and requires that the employer was actively seeking capital or new business that, if obtained, would have avoided or delayed the shutdown?

A. The strike or lockout exception

B. The sale of business exception

C. The faltering company exception

D. The unforeseeable business circumstances exception

381. An HR specialist pastes details of an employee's harassment investigation into a personal generative AI account to help draft the findings. What is the main risk this creates?

A. The employee could claim that AI drafting violates the right to a live investigation interview.

B. The draft findings will be invalid because an AI tool, not HR, wrote part of the report.

C. The company must notify the EEOC whenever AI is used to help prepare an investigation report.

D. Confidential data may be retained or used by the provider outside the company's control.

382. A consulting agreement for an HR transformation project includes both a termination-for-convenience clause and a termination-for-cause clause. What is the key difference between them?

A. Convenience allows ending with notice and no reason; cause requires a breach

B. Both require a material breach, but convenience removes the cure period

C. Convenience applies only to the consultant; cause applies only to the client

D. Cause allows ending with notice and no reason; convenience requires a breach

383. A company wants to cut the emissions from employees commuting to its suburban campus, where most of the 1,200 employees drive alone. The sustainability lead asks HR to recommend the FIRST step.

A. Charge a daily parking fee on campus to discourage employees from driving alone.

B. Offer a monthly transit subsidy to all employees starting next quarter to reduce solo driving to campus.

C. Survey employees on commute modes, distances and barriers to set a baseline and targets.

D. Install electric vehicle chargers in the main lot to encourage cleaner commuting.

384. A plant expects orders to drop by about 25% during a three-month slow season. The plant manager plans to lay off 30 production workers and rehire in the spring. What should HR recommend?

A. Compare total layoff costs, such as rehiring, retraining and unemployment tax effects, with cutting hours

B. Ask for volunteers to take unpaid leave first, then lay off as many workers as needed to reach the required reduction

C. Replace the 30 workers with temporary agency staff during the slow season, since agencies can adjust quickly to demand

D. Proceed with the layoffs, since reducing headcount is the quickest way to bring labor costs in line with lower orders

385. A union and an employer cannot agree on wage rates for a new contract, while at another site a union disputes how the current contract's seniority clause was applied to a layoff. How are these disputes BEST classified for arbitration?

A. Both are interest disputes because both involve union members

B. The first is a rights dispute; the second is an interest dispute

C. The first is an interest dispute; the second is a rights dispute

D. Both are rights disputes because both involve contract terms

386. An account manager tells HR that a client's purchasing contact has become hostile on calls, and she is starting to argue back. She asks HR for help with the next call. What should HR coach her to do?

A. Ask her director to take over the account immediately

B. Point out the contract terms that support her position on the disputed issues

C. End the call politely whenever the contact becomes hostile

D. Listen, acknowledge his concern and focus on what she can do

387. A mentoring program coordinator must pair 30 new mentees with volunteer mentors. Last year mentees were matched by shared hobbies, and many pairs stopped meeting after two months, saying the conversations were pleasant but not useful. What should the coordinator use as the PRIMARY basis for matching this year?

A. Reporting line, so that each mentee is paired with a senior leader from within their own department

B. Random assignment, so that no mentee or mentor can claim the matching process was unfair

C. Similar personality profiles, so that pairs build rapport more quickly than last year

D. Mentees' development goals matched to mentors' experience, with input from both on preferences

388. A warehouse supervisor has relied on heavy overtime for six months to keep up with volume and asks HR whether she should hire more workers. Demand forecasts show the volume will continue. What analysis should the HR manager do FIRST?

A. Compare the fully loaded cost of new hires with the ongoing cost of the overtime

B. Survey current workers to find out how many of them want to keep working overtime

C. Calculate the base wages of the new hires and compare them with the overtime premium

D. Compare the warehouse's overtime rate with the overtime rates of other local warehouses

389. A distribution company has promoted 40 new frontline supervisors and has budget for development, but not enough to hire individual coaches for each. What is the BEST option?

A. Have each supervisor's manager act as the coach, with a one-hour briefing on basic coaching skills.

B. Form small cohorts that meet with a trained coach regularly to work on shared challenges and peer learning.

C. Give individual coaching to the 8 supervisors rated highest so the budget goes where it has the most impact.

D. Buy an online leadership course library and ask each supervisor to complete a set number of modules.

390. An HR coordinator accidentally emails a spreadsheet containing employees' Social Security numbers to a 200-person internal distribution list. She realizes the mistake within minutes. What should she do FIRST?

A. Ask recipients to delete the email and keep the matter within the HR department only.

B. Report it at once to the privacy or IT security team under the incident response plan.

C. Contact the state attorney general's office to report a breach of personal information.

D. Notify every affected employee right away that their numbers may have been exposed.

391. A custodian at a 300-employee company finds a handwritten note in a restroom that says the accounting team will "get what's coming to them" and "payback is close." The note is unsigned, and no recent incidents involving accounting have been reported to HR. What should the HR manager do FIRST?

A. Send a company-wide email that describes the note in detail and asks for anonymous tips.

B. Interview each accounting employee to learn who might hold a grudge against them.

C. Preserve the note and refer it to security and the threat assessment team to evaluate.

D. Discard the note as a prank, since it is unsigned and names no specific person.

392. A company is buying a manufacturing business, and the sale will close on June 1. The buyer plans to lay off 200 of the 400 acquired employees at the site the week after closing. Who is responsible for giving any required WARN notice?

A. The buyer, because the seller is responsible only for events up to the closing

B. The seller, because it was the employer of record when the layoffs were announced

C. Both, jointly, because the layoffs occur within 30 days of the sale's closing date

D. The seller, because the layoffs result from a decision made before the sale closed

393. HR is facilitating a brainstorming session to generate ideas for improving retention. Which rule is essential to effective brainstorming?

A. Have the most senior person speak first to set the direction for the group.

B. Limit the session to ideas that can be implemented within the current budget.

C. Defer judgment so that no idea is criticized while ideas are being generated.

D. Evaluate each idea as it is offered so that weak ideas are dropped early on.

394. An employee tells her manager that caring for her seriously ill father has made it hard to focus at work. Which response shows empathy rather than sympathy?

A. It sounds like you're carrying a lot, and work is hard to manage right now.

B. Try to keep busy, since work can be a good distraction from worry.

C. I'm so sorry to hear that; it must be absolutely terrible for your whole family.

D. I went through the same thing with my mother, so I know how it feels.

395. Halfway through a three-month pilot of individual productivity incentives in a distribution center, units processed per hour have risen, but order error rates have also climbed steadily. What should HR do?

A. End the pilot right away and report to leadership that the incentive program has failed.

B. Wait until the pilot ends and then include the rising error trend and its likely causes in the final written report.

C. Alert the pilot sponsors, look into the cause, and consider adding a quality measure to the incentive.

D. Continue the pilot unchanged so that mid-course changes do not compromise the final results.

396. A company received 300 applications for a customer service role and hired 15. What is the selection ratio, and what does it mean for the value of a valid pre-employment test?

A. 0.95; when most applicants are screened out, a test adds little value.

B. 0.05; when few applicants are hired, a valid test can add a lot of value.

C. 20; when the ratio is this high, a valid test adds a lot of value to hiring.

D. 0.05; when few applicants are hired, a test adds little value to hiring.

397. A call center has 480 frontline agents. Leadership wants a span of control of 1:12 for frontline supervisors. How many frontline supervisors are needed?

A. 40

B. 37

C. 44

D. 48

398. After certification, a union tells the employer it will not attend any bargaining session until the employer first agrees to keep the current pension plan unchanged. What is the legal status of the union's position?

A. It likely violates Section 8(b)(1)(A), because refusing to meet restrains employees in their Section 7 rights.

B. It likely violates Section 8(b)(3), because the union's duty to bargain in good faith bars preconditions to meeting.

C. It is lawful, because a union may insist on any mandatory subject as a condition of meeting with the employer.

D. It is lawful, because the duty to bargain in good faith under the NLRA applies only to employers and never to labor unions.

399. A company with 450 employees spent $6.3 million on benefits last year. What was its annual benefits cost per employee?

A. $1,400

B. $14,000

C. $1,167

D. $140,000

400. An employee asks HR to tell a coworker to stop taking calls on speakerphone at his desk because it distracts her. She has not mentioned it to him and says she wants to avoid conflict. How should the HR generalist respond?

A. Ask her to log each incident for a month before HR gets involved

B. Coach her on raising it with him directly, and offer help if that fails

C. Speak with the coworker for her, without revealing that she raised the concern

D. Refer the matter to the coworker's manager so it can be resolved formally