SUMMIT
STUDY GUIDES

# SHRM-CP

## Practice Questions

## Set 9

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

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

**Summit Study Guides**

summitstudyguides.com

SUMMIT
STUDY GUIDES

## Copyright © 2026 Summit Study Guides. All rights reserved.

This practice set is licensed for the personal study use of the purchaser. No part of it may be copied, reproduced, shared, resold, uploaded to any website or file-sharing service, or used to train or build any product without prior written permission from Summit Study Guides. Brief quotations for review purposes are permitted with attribution.

## Trademark Notice

SHRM, SHRM-CP, SHRM-SCP and SHRM BASK are registered trademarks of the Society for Human Resource Management (SHRM). Summit Study Guides is an independent publisher and is not affiliated with, sponsored by or endorsed by SHRM. The questions in this set are original practice items written to reflect the published SHRM Body of Applied Skills and Knowledge; they are not actual exam questions and do not come from any SHRM examination.

## Disclaimer

This material is provided for educational and exam-preparation purposes only. It is not legal, tax, financial or professional advice and should not be relied on for decisions about real workplace situations. Employment laws, regulations and agency guidance change frequently and vary by jurisdiction. The content was reviewed for accuracy as of October 2026, but no warranty of any kind is made as to its completeness, accuracy or continued currency. Consult a qualified professional or legal counsel before acting on any information in this set.

Using these practice questions does not guarantee that you will pass the SHRM-CP exam or any other examination. By using this set, you agree that Summit Study Guides and its authors are not liable for any loss, damage or outcome, direct or indirect, arising from its use, including from any errors, omissions or inaccuracies.

## 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 9

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

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

**1.** An HR director is building a case for adding employee self-service (ESS) to the company's HRIS. What are the PRIMARY benefits of ESS?

**A.** Lower benefits premiums, since employees pick their plans online instead of on paper forms

**B.** Fewer HR policies to maintain, since employees can read the employee handbook within the system

**C.** Fewer HR staff needed, since managers take over all employee relations duties

**D.** Less administrative work for HR and more accurate data, since employees enter their own

**2.** Which statement BEST distinguishes coaching from mentoring?

**A.** Coaching is always done by an outside professional; mentoring is always done by the manager.

**B.** Coaching is structured and goal-focused; mentoring shares a more experienced person's career wisdom.

**C.** Coaching is long-term and informal; mentoring is short-term, highly structured, and tied to set goals.

**D.** Coaching addresses past emotional issues; mentoring addresses current skill and performance gaps.

**3.** Several employees complain that a coworker repeatedly urges them to join his church and leaves religious pamphlets on their desks, even after they asked him to stop. He says his faith requires him to share it. What is the BEST response?

**A.** Ban all discussion of religion in the workplace for every employee

**B.** Tell him to stop directing these messages to coworkers who have objected

**C.** Take no action, because religious expression at work is protected speech

**D.** Ask the coworkers who complained to accept the pamphlets politely

**4.** A nonprofit will learn in four months whether it receives a large grant that would double one program's staff. What is the BEST way to plan staffing?

**A.** Wait until the grant decision is final before doing any planning

**B.** Hire half the needed staff now so the program is partly ready

**C.** Prepare plans for both outcomes, with steps triggered by the decision

**D.** Hire the full program staff now and fund the positions from the reserves

**5.** After an influence attempt, a supervisor carries out a new scheduling procedure but does only what is required and shows no enthusiasm for it. In Yukl's classification of influence outcomes, how is this result described?

**A.** Resistance

**B.** Commitment

**C.** Compliance

**D.** Identification

**6.** An HR director is choosing between two AI models to help identify promotion candidates. One is slightly more accurate but cannot show why it ranks people as it does; the other is a bit less accurate but shows the factors behind each ranking. Why might the explainable model be the better choice?

**A.** HR can verify that rankings rest on job-related factors and explain decisions to employees who ask.

**B.** Explainable models are exempt from adverse impact analysis because the factors are visible to users.

**C.** Less accurate models produce fewer promotions, which lowers the company's exposure to legal claims.

**D.** The more accurate model would have to be validated, while the explainable one needs no validation.

**7.** Why do gift policies typically set a nominal dollar limit on gifts employees may accept from business contacts?

**A.** To keep vendors from spending more on gifts than they spend on improving the products they sell

**B.** To allow ordinary courtesies while preventing gifts that could influence or appear to influence decisions

**C.** To make sure that the value of every gift can be reported as taxable income to the employee who received it

**D.** To make sure employees who receive gifts share them equally with others in their department

**8.** A manager realizes he embarrassed an employee by criticizing her work sharply in a team meeting. He asks HR how to apologize. What should HR advise?

**A.** Acknowledge the specific act, take responsibility and commit to change

**B.** Explain that he was under pressure so she understands his reasons

**C.** Wait until the next team meeting and praise her work in front of the whole team

**D.** Send a brief email saying he is sorry if she felt embarrassed

**9.** Two departments have merged, the old ways of working have ended, and the new structure is not yet fully settled. Employees feel confused and productivity has dipped. According to Bridges' transition model, which tactic would BEST help them through this period?

**A.** Hold off on all communication with employees until the new structure is completely final

**B.** Set temporary structures, short-term goals and frequent check-ins

**C.** Introduce the full long-term performance targets right away

**D.** Hold a ceremony to mark the end of the two former departments

**10.** A firm had 320 employees one year ago and has 340 today. Of the original 320, 272 are still employed and now have at least 12 months of service. What is the firm's stability index?

**A.** 15.0%

**B.** 85.0%

**C.** 94.1%

**D.** 80.0%

**11.** A manufacturer sells 60% of its total output to a single large national retailer, which regularly demands lower prices and extended payment terms. Which of Porter's five forces does this situation illustrate?

**A.** Bargaining power of buyers

**B.** Bargaining power of suppliers

**C.** Threat of substitutes

**D.** Rivalry among existing competitors

**12.** An employee alleges that her direct supervisor has been intimidating her, including shouting at her and threatening her schedule if she complains. The supervisor's manager offers to resolve it by having the two of them sit down in mediation. What should HR do?

**A.** Ask the employee to decide whether she would prefer mediation or a formal investigation

**B.** Explain that mediation is not appropriate and begin an investigation of the claims

**C.** Hold mediation first and investigate only if the parties cannot agree

**D.** Support mediation but have an HR representative serve as the mediator

**13.** A remote claims processor with low vision tells HR he cannot read the charts and color-coded status fields on the company's newly launched HRIS dashboards, which he now needs to track his caseload. The company has 400 employees. What should HR do FIRST?

**A.** Begin the interactive process with him to find an effective accommodation and log the accessibility gap with the vendor.

**B.** Ask him for medical certification of his vision condition from his eye doctor before discussing any changes to how he uses the system.

**C.** Assign a coworker to read the dashboard data to him each morning until the vendor releases an accessible version.

**D.** Return him to the legacy reporting tool so he can keep working while other employees use the new dashboards.

**14.** In most organizations, how is the HR department classified for budgeting purposes, and what does that mean for HR leaders?

**A.** As a cost center, so HR must show how its spending supports business results

**B.** As an investment center, so HR is judged mainly on return on its own assets

**C.** As a revenue center, so HR budgets rise and fall with the company's sales

**D.** As a profit center, so HR is judged mainly on the revenue its services generate

**15.** HR has identified three options to reduce absenteeism: an attendance bonus, flexible scheduling and an expanded wellness program. Department heads disagree on which to choose, and HR must make a recommendation next month. What should HR do?

**A.** Ask the most senior leader to choose, since leaders own final decisions on programs.

**B.** Agree on weighted criteria such as cost, speed and impact, then score each option.

**C.** Pilot all three options at once and keep whichever one shows the best result.

**D.** Pick the option with the lowest cost, since budget is usually the tightest constraint.

**16.** An HR leader is using Kotter's eight-step model to guide AI adoption at a professional services firm. Which action BEST creates a sense of urgency without fueling fear of job loss?

**A.** Form a guiding coalition of senior leaders to sponsor and champion the AI program.

**B.** Announce that roles in departments slow to adopt AI will be reviewed for possible elimination next year.

**C.** Celebrate early adopters with awards and recognition at the next all-hands meeting.

**D.** Share data on how client expectations are shifting and how AI can help teams meet them.

**17.** A company with 2,000 employees is redesigning its structure. If leaders widen the average span of control while headcount stays the same, what is the most likely result?

**A.** More management layers, since each manager will need more support from layers above

**B.** Fewer management layers between frontline employees and the top of the organization

**C.** No change in management layers, since layers depend on headcount and not on spans

**D.** Fewer frontline employees, since a wider span shifts more staff into management roles

**18.** Exit interviews at a distribution center show that most departing employees cite unpredictable schedules as their main reason for leaving. The operations manager views scheduling as an operations matter and has not acted on earlier HR reports. How should HR frame the findings?

**A.** Share the most compelling exit interview comments so the operations manager understands how frustrated employees are

**B.** Report the findings to the regional vice president, since the operations manager has not acted on earlier reports

**C.** Compare the center's turnover rate with industry benchmarks to show that it is higher than at similar facilities

**D.** Show the turnover tied to scheduling in operations terms, such as overtime, training hours and missed shipments

**19.** A former employee who left eight months ago emails HR demanding that the company delete all records about her. Some of her records, such as payroll and Form I-9, are subject to federal retention requirements. What is the BEST response?

**A.** Move all of her records to an archive that only HR can access, and then tell her that they have been deleted from the system.

**B.** Explain which records must be kept to meet legal obligations, and delete or anonymize other data per the retention schedule.

**C.** Deny the request entirely, because employers are not required to delete any records about former employees.

**D.** Delete all of her records immediately, because a former employee's deletion request overrides other obligations.

**20.** HR is piloting a new stress management program with 200 employees and deliberately keeps a similar group of 200 employees who do not receive the program. What is the MAIN purpose of the second group?

**A.** To reduce costs by limiting the program to half of the employees who need it

**B.** To double the sample size so that survey results reach statistical significance

**C.** To show what would have happened without the program so its effect can be isolated

**D.** To provide a pool of trained replacements if pilot participants drop out of the program

**21.** HR discovers that a scoring template for a skills test was misconfigured and added 2 points to every candidate's score. What kind of measurement error is this?

**A.** Rater error, because the scores reflect a judgment by the template designer about candidates.

**B.** Random error, because it was accidental and was not intended by anyone who built the template.

**C.** Systematic error, because it shifts every score by the same amount in the same direction.

**D.** Sampling error, because the inflated scores came from only the candidates tested in this period.

**22.** A company has 100 employees who each work 40 hours per week and 50 employees who each work 20 hours per week. A full-time schedule is 40 hours. How many full-time equivalents (FTEs) does the company have?

**A.** 100 FTEs

**B.** 150 FTEs

**C.** 125 FTEs

**D.** 75 FTEs

**23.** After an explosion at a plant, several workers are hospitalized. HR is asked to coordinate with their families. What is the BEST approach?

**A.** Send all families a single daily email with updates on each hospitalized worker's medical condition.

**B.** Refer families to the hospital for all information, since the company should avoid any statements.

**C.** Have the plant manager call each family once to express sympathy and explain what caused the accident at the plant.

**D.** Assign a trained liaison to each family to share verified updates and connect them with benefits and EAP.

**24.** A software company must cut 40 positions. Several managers want to choose who goes based on which employees have "a bad attitude" and "don't fit the culture." What should the HR manager advise?

**A.** Let each manager rank team members by attitude and fit, since managers know their people best

**B.** Base selection on documented, job-related criteria such as needed skills and performance records

**C.** Use seniority alone for every department so that no manager judgment enters into any of the selections

**D.** Ask employees to rate one another anonymously and select those receiving the lowest scores

**25.** An HR analyst reports that the median salary for women in the company is $72,000 and the median salary for men is $80,000. What is the unadjusted gender pay gap, and what does it show?

**A.** 11.1%, showing an overall difference in pay but not whether women and men in equal jobs are paid unequally

**B.** 10%, showing that women in the same jobs as men are paid about 10% less for substantially equal work

**C.** 10%, showing an overall difference in pay but not whether women and men in equal jobs are paid unequally

**D.** 11.1%, showing that women in the same jobs as men are paid about 11% less for substantially equal work

**26.** A hospital unit is moving to a new online shift-swap process. For years, the charge nurses have informally managed scheduling and swaps, and they say the new process will cause gaps in coverage. What is the BEST way for HR to gain their support?

**A.** Send the charge nurses data on how well the new system has worked at other hospitals in the same health network.

**B.** Involve the charge nurses in testing and refining the process so their coverage concerns shape the rollout.

**C.** Allow the charge nurses to keep handling swaps informally while the rest of the staff adopt the process.

**D.** Have the nurse manager require the charge nurses to use the new process starting on the launch date.

**27.** A company adds a clause to its social media policy stating that nothing in the policy will be interpreted to restrict employees' rights under the National Labor Relations Act. What is the PRIMARY purpose of this savings clause?

**A.** To exempt the employer from NLRB jurisdiction for any social media disciplinary decision

**B.** To make every rule in the policy lawful, however broadly the rule is written, interpreted or enforced

**C.** To signal the rules do not aim to limit Section 7 rights, though it cannot cure overbroad rules

**D.** To limit the policy so that it applies only to employees who are represented by a union

**28.** A company's in-house training unit sells workshops for $50 per participant. Its fixed costs are $240,000 per year, and its variable cost is $30 per participant. How many participants must it enroll to break even?

**A.** 4,800 participants

**B.** 8,000 participants

**C.** 120,000 participants

**D.** 12,000 participants

**29.** A pregnant warehouse worker asks to avoid climbing ladders. HR has asked for reasonable supporting documentation, which her doctor's office says will take two weeks. In the meantime she keeps working her normal job. What should HR do?

**A.** Provide an interim measure, such as assigning ladder tasks to others, until documents arrive.

**B.** Place her on unpaid leave until the documentation arrives, to avoid any risk of injury.

**C.** Withdraw the documentation request, since the PWFA bars any documentation for climbing limits.

**D.** Keep her on full duties until the documentation arrives, since that is when the duty begins.

**30.** A unionized plant wants to move production employees from 8-hour shifts to 12-hour rotating shifts to improve coverage. The contract is silent on shift length. How is this change classified under the NLRA?

**A.** As a permissive subject, so the employer may bargain if it chooses but can also implement the change at will

**B.** As an illegal subject, because 12-hour shifts conflict with the overtime requirements of federal wage law

**C.** As a management right, so the employer need only inform employees of the new schedule before implementing it

**D.** As a mandatory subject, so the employer must give the union notice and bargain before making the change

**31.** A manager of an eight-person team of experienced analysts is told to fit her performance ratings to a bell curve, with set percentages in each rating level. She asks HR whether this makes sense. What is the BEST explanation HR can give?

**A.** A bell curve is valid for small teams only when the rating scale has at least five levels to spread the scores out evenly.

**B.** A bell curve will be accurate once her ratings are averaged with peer ratings to reduce the effect of her bias.

**C.** A bell curve works with any team size, as long as the manager rounds each category to the nearest whole person.

**D.** A team of eight is too small to expect a normal distribution, so forced ratings may misstate actual performance.

**32.** Members of a sales team know that two peers repeatedly miss shared deadlines, but no one raises it, and they wait for the manager to deal with it. According to Lencioni, which dysfunction is present?

**A.** Absence of trust among peers

**B.** Avoidance of accountability

**C.** Inattention to results

**D.** Fear of conflict

**33.** The sponsor of a project to redesign career paths has skipped the last three steering meetings and is slow to approve decisions, citing a major acquisition. The project is starting to stall. What is the BEST way for the project manager to re-engage the sponsor?

**A.** Ask the steering committee to make the pending decisions in the sponsor's absence

**B.** Escalate to the CEO and request a replacement sponsor who has more available time

**C.** Request a short meeting tying the project to the acquisition and naming decisions needed

**D.** Send detailed weekly status reports so the sponsor stays informed without having to attend

**34.** An HR manager at a 400-employee company has been asked to prepare the HR department's budget for next year for the first time. Leadership has shared next year's business plan, which includes opening a new location. What is the BEST starting point?

**A.** Take this year's approved budget and add a standard percentage increase to every line

**B.** Collect HR budgets from similar-sized companies and copy the categories and amounts they use

**C.** Review this year's actual spending and adjust for the activities in the new business plan

**D.** Ask each HR team member to list what they would like to spend money on next year

**35.** HR has revised the attendance policy in the employee handbook, changing how tardiness points are counted. The change will take effect in 30 days. What is the BEST way to roll out the update?

**A.** Post the revised handbook on the intranet and assume employees will read it on their own before the effective date.

**B.** Explain what changed and why before the effective date, brief managers, and collect signed acknowledgments.

**C.** Give managers the new policy and let each one decide how and when to tell their own teams about it.

**D.** Apply the new rule right away and send acknowledgment forms to employees at their next annual review.

**36.** Six months after an insurer launched an AI claims-routing tool, HR learns that many claims staff still track their work in personal spreadsheets because they say the tool is too slow. Managers want to require use of the tool. What should HR do FIRST?

**A.** Schedule refresher training for all claims staff on the tool's features and on best practices.

**B.** Issue a directive banning personal spreadsheets and warn staff that use of the tool is monitored.

**C.** Let staff keep their spreadsheets, since the work is getting done and customers are not affected.

**D.** Meet with claims staff to pin down the delays, and work with IT and the vendor to fix them.

**37.** A sales rep took 12 weeks of FMLA leave this year and returned in September. His annual sales goal was set for a full year. His manager plans to rate him "below expectations" because he reached only 70% of the goal. What should HR advise?

**A.** Keep the rating, since goals must stay the same for all reps so that everyone is treated equally

**B.** Prorate the goal for the time he was working and rate him on performance in that time

**C.** Skip his review this year and carry the current goal over to the following year

**D.** Give him an automatic "meets expectations" rating because he was on protected leave

**38.** An HR department wants to adopt a new AI tool to rank internal applicants. Which sequence of reviews is most appropriate before the tool goes live?

**A.** Define the business need, complete privacy, legal and bias review, then pilot with monitoring.

**B.** Complete the bias audit, sign the contract, then have IT decide whether a business need exists.

**C.** Sign the vendor contract, configure the tool, then define the business need it should meet.

**D.** Pilot with all internal applicants, gather feedback, then complete legal and privacy review.

**39.** On appeal, HR overturned a manager's three-day suspension of an employee because the manager had skipped the progressive discipline steps required by policy. The manager now says HR undermined him in front of his team. What should the HR business partner do?

**A.** Meet with him to explain the reasoning and help him apply the policy next time

**B.** Agree to a lesser penalty to show HR still supports his authority as a manager

**C.** Ask his director to reassure him that HR respects his judgment

**D.** Remind him that appeal decisions are final and keep their contact formal

**40.** An HR department produces a monthly report showing headcount, turnover rate and average time-to-fill for each region. The CFO asks HR to move beyond this report to HR analytics. Which new work would BEST meet that request?

**A.** Testing whether regional turnover is related to changes in customer satisfaction

**B.** Publishing the monthly report on a live, interactive dashboard that managers can filter

**C.** Adding headcount and turnover figures for each department within every region

**D.** Showing each region's turnover rate next to its rate from the prior year

**41.** An employee tells the HR manager that a team lead has been sending her increasingly explicit sexual messages for weeks. She says she only wants it on record and asks HR not to take any action. What should the HR manager do?

**A.** Explain that HR must act, while limiting disclosure to those who need to know

**B.** Honor her request, document the report, and check back with her in a month

**C.** Speak with the team lead informally and ask him to stop, with no formal inquiry

**D.** Ask her to sign a statement releasing the company from any duty to act

**42.** An employee asks the company's HR chatbot about parental leave. The chatbot confidently cites "Section 7.4 of the Family Leave Policy," but no such section exists. What term best describes this behavior?

**A.** Overfitting, in which a model learns its training data too closely to generalize well

**B.** Hallucination, in which a generative model produces plausible but false content

**C.** Model drift, in which a model's accuracy declines as real-world data changes over time

**D.** Data poisoning, in which someone deliberately corrupts the data used to train a model

**43.** New hires often start without completed paperwork. To find where the delays occur, HR documents every step, handoff and approval in the onboarding process, from offer acceptance to the first day. Which tool is HR using?

**A.** Pareto chart
**B.** Scatter diagram
**C.** Process flowchart
**D.** Cause-and-effect diagram

**44.** A company wants to reduce employee forfeitures in its health flexible spending account. Which two optional plan features can it adopt to ease the use-it-or-lose-it rule?

**A.** A grace period of up to two and a half months or a limited carryover, but not both in the same plan
**B.** A limited carryover or an annual cash-out of the unused balance, but not both in the same plan
**C.** A grace period of up to six months and an unlimited carryover, which may both be offered together
**D.** A refund of unused balances to employees as taxable wages or a transfer of those balances to an HSA

**45.** An expatriate manager who just arrived from the U.S. insists that staff in a high power distance subsidiary call him by his first name and bring decisions to open team discussions. Employees seem uneasy, and few speak up. What is the BEST advice for HR to give him?

**A.** Respect local norms for titles, give clear direction, and invite input gradually and privately.
**B.** Keep the informal style, since staff will adjust once they see the benefits of a flat approach.
**C.** Switch to making all decisions alone, since staff in this culture do not want to give any input.
**D.** Hold a team meeting to explain why the headquarters style is better for the business long term.

**46.** In June, a company discontinues a product line. A marketing team's annual goals were all built around launching that product, and the manager asks HR what to do about year-end reviews. What is the BEST advice?

**A.** Suspend formal goals for the rest of the year and rate the team on overall effort and attitude instead
**B.** Revise the goals now to reflect new priorities, documenting the change and the date in the performance record
**C.** Wait until year-end and then adjust the ratings informally to make up for the goals that became obsolete
**D.** Keep the original goals and rate employees only on the work they completed before the product was discontinued in June

**47.** Hiring managers at a growing firm keep rejecting qualified candidates as a poor culture fit, and HR notices that those rejected often have different backgrounds from the current team. No one has defined what culture fit means. What should HR advise?

**A.** Have a second manager confirm each rejection based on culture fit
**B.** Define fit by core values and behaviors and also assess culture add
**C.** Train hiring managers to explain culture fit decisions in more detail
**D.** Remove culture fit from interviews and rate candidates on skills only

**48.** A department manager regularly asks HR to sit in on and lead his conversations about poor performance, attendance and even routine feedback, saying HR is better at them. The HR business partner wants to reduce this dependence. What is the BEST approach?

**A.** Tell him HR can no longer attend these meetings and refer him to the company's online management courses

**B.** Continue leading the conversations because HR involvement lowers the legal risk of what is said to employees

**C.** Coach him to prepare and lead the conversations himself, with HR present at first and then stepping back

**D.** Escalate to his director that he is unable to handle the basic people responsibilities of a manager role

**49.** Which statement BEST describes a results-only work environment (ROWE)?

**A.** Employees earn bonuses tied to results in addition to their regular base pay

**B.** Employees work remotely but must be online during standard business hours

**C.** Employees are judged only on results and decide when and where they work

**D.** Employees choose their own schedules only after meeting quarterly targets

**50.** An HR specialist conducting a training needs assessment wants to determine which specific employees are falling short and what kind of training each group requires. Which level of needs analysis addresses this question?

**A.** Person analysis

**B.** Task analysis

**C.** Organizational analysis

**D.** Strategic analysis

**51.** An HR manager is planning communications for a new performance-review process. Based on change management research on preferred senders, who should deliver which message?

**A.** Each supervisor explains why the business is changing; HR explains how it affects each team's work.

**B.** HR explains why the business is changing; senior leaders explain how it affects each employee's role.

**C.** Senior leaders explain why the business is changing; each supervisor explains how it affects the team.

**D.** Senior leaders explain both the business reasons and the personal impact so the message stays consistent.

**52.** A recruiter at a 300-employee private company that is not a federal contractor wants to delete the records of unsuccessful applicants 30 days after each search closes, to save storage space. No charge of discrimination has been filed. What should HR tell the recruiter?

**A.** Applicant records may be deleted after 30 days, since candidates who were not hired are not employees

**B.** Federal rules require keeping applicant records for three years from the date each application arrived

**C.** Federal rules require keeping applicant records for one year from the record or the hiring decision

**D.** Applicant records may be deleted once the position is filled and the new hire's I-9 is completed

**53.** Why is learning agility often considered one of the strongest indicators of leadership potential?

**A.** It is the same as intelligence, which is the best single predictor of leadership success

**B.** It shows a person's past performance ratings, which predict success at the next level

**C.** It reflects how well a person has mastered the technical skills of the current position

**D.** Senior roles demand fast learning in new situations that experience does not cover

**54.** Six months after the program launched, only 84 of a company's 1,400 employees have used its employee assistance program. What is the EAP utilization rate?

**A.** 16.7%

**B.** 6.0%

**C.** 0.6%

**D.** 8.4%

**55.** Why do many employers adopt a safe harbor 401(k) design?

**A.** Making required employer contributions lets the plan skip the ADP and ACP nondiscrimination tests.

**B.** Making optional employer contributions lets the plan skip the ERISA fiduciary duty rules.

**C.** Making required employee deferrals lets the plan skip all annual reporting on Form 5500.

**D.** Making required employer contributions lets the plan skip all vesting rules for every type of contribution.

**56.** According to Knowles's andragogy, which motivators are MOST powerful for adult learners?

**A.** Internal motivators, such as self-esteem, job satisfaction, and quality of life

**B.** Competitive motivators, such as ranking higher than peers on assessments

**C.** Compliance motivators, such as avoiding discipline for skipping training

**D.** External motivators, such as better jobs, promotions, and higher salaries over time

**57.** HR led a rollout of a new timekeeping system. In the operations department, many punches were lost in the first two pay periods, several employees were paid late, and supervisors now say HR does not understand their work. What should the HR manager do FIRST to repair the relationship?

**A.** Meet with operations supervisors to acknowledge the failures, hear their specific problems, and agree on fixes

**B.** Ask the vendor to present the system's benefits to the operations team so supervisors can see its full value

**C.** Roll the department back to the old timekeeping process until the new system has been fully stabilized and retested by HR

**D.** Send the department a summary of system training sessions and remind supervisors to have staff complete them

**58.** A new HR director gives her team leads authority to approve schedule changes, shares the department's budget data openly, and sets up cross-team working groups. Which of Kouzes and Posner's five practices is she primarily demonstrating?

**A.** Model the way

**B.** Enable others to act

**C.** Inspire a shared vision

**D.** Challenge the process

**59.** A vendor reports that its AI candidate-screening tool predicts job performance with high accuracy, but its validation studies were conducted only at software companies. The HR manager of a 3,000-employee hospital system is evaluating the tool for nursing roles. What should she do NEXT?

**A.** Ask the vendor for more customer references from the software companies that took part in its original studies.

**B.** Buy the tool, since strong accuracy results generally transfer across industries and job types.

**C.** Ask for evidence the tool is valid for nursing jobs or plan a local validation before relying on it.

**D.** Adopt the tool and keep it if its pass rates meet the 80% rule of thumb in the first month of use.

**60.** A clinical laboratory is training new technicians on a 12-step procedure for processing blood samples, which must be done in the same order every time. How should the trainer sequence the content?

**A.** Teach the hardest steps first, since learners have the most energy and focus at the start of a session

**B.** Teach the steps in the order they are performed, then have learners practice the whole procedure

**C.** Have learners practice the full procedure first, then explain the purpose of each step

**D.** Teach the steps grouped by the equipment used, so learners master one machine at a time

**61.** An HR team is replacing a rating form that uses labels such as "poor," "good" and "excellent" with behaviorally anchored rating scales (BARS). How do BARS reduce rater subjectivity?

**A.** They replace numerical ratings with open-ended narrative comments only.
**B.** They force raters to place set percentages of staff in each of the rating levels.
**C.** They compare each employee's results against those of peers in the unit.
**D.** They tie each rating point to specific examples of observable job behavior.

**62.** A food processing plant will add a third shift in six months and needs 45 more production workers. Local unemployment is low. What should HR do FIRST?

**A.** Offer overtime to current staff instead of hiring for the new shift
**B.** Post all 45 openings right away to fill them as quickly as possible
**C.** Contract with a staffing agency to supply all 45 workers on the first day
**D.** Assess internal interest and local labor supply to set a sourcing plan

**63.** What is the PRIMARY purpose of giving employees a total rewards statement?

**A.** To give employees the required legal disclosure of their benefit plan terms
**B.** To compare each employee's pay with market data for similar jobs
**C.** To show the full value of pay and benefits, including employer-paid costs
**D.** To report each employee's taxable compensation for the year to the IRS

**64.** A plant supervisor must tell two employees tomorrow that their positions are being eliminated in a layoff. He admits he dreads the meetings and plans to "ease into it" by talking about the company's financial results first. How should the HR business partner BEST prepare him?

**A.** Help him build a detailed business case to review before stating the decision
**B.** Offer to deliver both notices on his behalf so he can stay out of the meetings
**C.** Advise him to give each employee an informal heads-up a few days beforehand
**D.** Role-play a short script that states the decision early and covers next steps

**65.** An HR manager makes sure the employee handbook clearly states that it is not a contract and that employment is at will. What is the main purpose of this disclaimer?

**A.** To reduce the risk that courts treat the handbook as a contract limiting at-will termination
**B.** To allow the company to stop paying overtime to nonexempt employees who sign the handbook receipt
**C.** To prevent employees from discussing handbook policies with coworkers or outsiders
**D.** To exempt the company from federal anti-discrimination laws for its at-will employees

**66.** Which trait is MOST characteristic of low-context communicators?

**A.** They rely on shared history and implied meaning to convey messages
**B.** They state messages directly and rely on explicit, detailed words
**C.** They prefer to communicate through nonverbal cues and silence
**D.** They emphasize the relationship before discussing business details

**67.** A warehouse supervisor tells a Navy Reservist that before every drill weekend he must get written approval from management and find a coworker to cover his shifts. The Reservist gave the supervisor verbal notice of the drill three weeks ago. What should HR tell the supervisor?

**A.** He must provide a copy of his orders in advance before the absence can be treated as protected.

**B.** Requiring him to find cover is allowed if every employee who takes leave must do the same.

**C.** Written approval may be required, but finding a replacement must remain the supervisor's job.

**D.** His verbal notice is enough; he needs no approval and cannot be made to find his own cover.

**68.** An HR analyst wants to show executives how employee tenure is distributed across the workforce, including where most employees cluster and whether the distribution is skewed. Which visual is BEST?

**A.** A histogram showing employee counts in each tenure band

**B.** A pie chart showing total years of tenure by department

**C.** A line chart showing average tenure for each hire year

**D.** A scatter plot showing tenure against current base salary

**69.** Two months before an applicant tracking system goes live, the sponsor asks the project manager to move the launch up one month to support a hiring push. Testing and recruiter training are not yet complete. What is the BEST response?

**A.** Analyze ways to meet the date, such as cutting scope or adding staff, and show trade-offs

**B.** Decline the request, explaining that the approved schedule cannot be changed at this point

**C.** Keep the original date and offer a manual workaround for the hiring push in the meantime

**D.** Agree to the new date and compress the remaining testing and training to fit the schedule

**70.** Twelve production employees were laid off three weeks before an NLRB election during a seasonal slowdown. The company has recalled the same crew every spring for five years and has told them to expect a recall date. They ask HR whether they can vote. What should HR tell them?

**A.** They are likely eligible, but only if the union agrees in writing to let them cast ballots.

**B.** They are ineligible, because only full-time employees with no break in service may vote.

**C.** They are likely eligible, because they have a reasonable expectation of being recalled.

**D.** They are ineligible, because they are not on the active payroll on the day of the vote.

**71.** Last year, campus recruiting produced 200 applicants and 10 hires, a staffing agency produced 40 applicants and 4 hires, and a job board produced 600 applicants and 18 hires. Which source had the best applicant-to-hire yield?

**A.** Staffing agency, with 10% of applicants hired

**B.** Job board, which produced the most total hires

**C.** Job board, with 3% of its applicants hired

**D.** Campus recruiting, with 5% of applicants hired

**72.** A company is preparing to list its shares on the New York Stock Exchange. What does the NYSE require regarding a code of business conduct and ethics?

**A.** Adopt a code for directors and officers only, and disclose the code if a waiver is ever granted to any employee.

**B.** Adopt a code for all employees, and have the code reviewed and certified by an independent auditor before listing.

**C.** Adopt a code only for the chief executive and senior financial officers, and file waivers with the exchange each year.

**D.** Adopt and disclose a code for directors, officers and employees, and promptly disclose executive waivers.

**73.** The longtime manager of a six-person HR team resigns suddenly, and leadership says a replacement will not be named for at least two months. Team members are anxious and work is starting to slip. A senior HR specialist on the team has no formal authority. What is the BEST action for the specialist?

**A.** Step back from team issues and focus on her own work until the new manager arrives and sets direction.

**B.** Ask leadership to name her interim manager right away and decline extra duties until they agree to it.

**C.** Offer to help coordinate priorities with the team and keep the manager's boss informed until a leader is named.

**D.** Begin making staffing and policy decisions herself so the team sees that someone is clearly in charge of the group again.

**74.** Which practice is BEST when conducting an involuntary termination meeting?

**A.** Hold a brief, private meeting with two company representatives present.

**B.** Hold a long meeting so the employee can debate the decision in full.

**C.** Deliver the news in the work area so the employee can collect belongings.

**D.** Have the direct supervisor meet the employee alone to protect privacy.

**75.** Engagement scores at a company dropped sharply in the spring survey, but voluntary turnover did not rise until late fall. What best explains this time lag?

**A.** Engagement declines mainly affect new hires, whose departures are not counted until after probation.

**B.** Turnover data are reported once a year, so changes cannot be seen until the year-end report is run.

**C.** Engagement surveys measure past attitudes, so their results usually trail actual turnover data by about a quarter.

**D.** Turnover lags engagement, because disengaged employees often take months to find and accept other jobs.

**76.** An employee's termination letter cites repeated no-call/no-show absences. At the unemployment hearing, the manager tells the examiner that the real issue was a bad attitude. What should HR do?

**A.** Withdraw the company's appeal so the inconsistency does not become evidence.

**B.** Correct the record with the documented reason, then prepare managers better.

**C.** Have the manager stick with the new reason so the testimony stays consistent.

**D.** Revise the termination letter so it matches what the manager told the examiner.

**77.** After a reorganization is announced, several employees keep working as if nothing will change and say the plan will probably be dropped. According to the change curve, what do these employees MOST need from their manager?

**A.** Clear, repeated facts about what is changing and when

**B.** Time and space to express their frustration and anger

**C.** Opportunities to help design how the new teams will work

**D.** Recognition for being early adopters of the new structure

**78.** A call center had 300 employees on January 1 and 340 on December 31 after a hiring push. There were 34 separations during the year. What was the annual turnover rate based on average headcount?

**A.** 11.3%

**B.** 10.0%

**C.** 10.6%

**D.** 5.3%

**79.** Which of the following is excluded from the definition of "employer" under Title VII, regardless of how many employees it has?

**A.** A tax-exempt bona fide private membership club

**B.** A state transportation agency with 400 employees

**C.** A staffing firm that places temporary workers

**D.** A religious charity that employs 200 people

**80.** A hiring manager asks HR for the race and gender breakdown of the applicants for her open position before she chooses whom to interview. She says she wants a diverse slate. What is the BEST response?

**A.** Give her the breakdown, since she plans to use it to broaden the interview slate rather than to exclude anyone from it

**B.** Give her the breakdown if she agrees to document her reasons for each interview she schedules

**C.** Share the breakdown only for applicants who passed the screen, so it affects interviews but not screening

**D.** Explain that applicant demographic data are kept apart from selection decisions and used only for analysis

**81.** An Army Reservist has spent a total of 4 years and 8 months away from his civilian employer on military duty. HR is checking whether he is near USERRA's five-year cumulative limit on service. Which of his absences is excluded when that limit is calculated?

**A.** A one-year enlistment in the active Army before he joined the Reserve

**B.** A voluntary extension of a prior active-duty tour by four months

**C.** A six-month voluntary active-duty tour he requested

**D.** Two weeks of required annual training with his Reserve unit

**82.** An agency employs a graphic designer who creates original visual concepts for client campaigns and a production artist who resizes and formats images to the designer's specifications. Which statement BEST applies the creative professional exemption?

**A.** Neither may qualify, because the creative exemption is limited to performers such as actors and musicians.

**B.** Both may qualify, because both of them work in graphic design, which is a recognized artistic field.

**C.** Both may qualify if each has a degree in graphic design, since the degree meets the creative test.

**D.** The designer may qualify because her work relies on originality; the production artist likely not.

**83.** Payroll staff at a midsize company have received several fake emails asking them to change executives' direct deposit accounts. Which ongoing control is MOST effective at reducing this risk from the people side?

**A.** A written policy that tells staff to delete any email that comes from outside the company

**B.** A one-time training video shown to all payroll staff members during their new hire orientation

**C.** Regular phishing awareness training paired with simulated phishing tests and coaching

**D.** A spam filter that blocks all email messages containing links to outside websites

**84.** A training department's monthly report shows that 640 employees were trained and 2,100 training hours were delivered. How should these figures be classified?

**A.** As input or activity measures that show volume rather than outcomes

**B.** As Level 4 results data that show the program's impact on the business

**C.** As Level 3 behavior data that show changes in performance on the job

**D.** As Level 2 learning data that show the knowledge participants gained

**85.** A vendor's screening tool flags 10% of applicants as likely to commit workplace theft. Historical data show that only about 2% of applicants go on to commit theft. Even if the tool flags every future thief, what is the BEST conclusion?

**A.** About 2% of flagged applicants would not actually commit theft

**B.** At least 98% of flagged applicants would actually go on to commit theft

**C.** About 10% of flagged applicants would not actually commit theft

**D.** At least 80% of flagged applicants would not actually commit theft

**86.** A union member insists that the union is legally required to take his grievance to arbitration after the union investigated, reviewed the contract and concluded the claim lacked merit. Which statement is accurate?

**A.** The union must arbitrate the grievance unless it lets the member hire an attorney to arbitrate it instead.

**B.** The union may decline to arbitrate a grievance it reasonably and in good faith concludes lacks merit.

**C.** The union may decline to arbitrate only if the employer agrees in writing that the grievance lacks any merit.

**D.** The union must arbitrate every grievance a member requests, because the member pays dues for representation.

**87.** A self-funded employer buys specific stop-loss insurance with a $150,000 deductible. What does this coverage protect the employer against?

**A.** Employee claims that a plan administrator wrongly denied benefits under ERISA

**B.** Third-party administrator fees above $150,000 for processing the plan's claims

**C.** Total plan claims for all members that exceed a set percentage of expected claims

**D.** Any single covered person's claims that exceed $150,000 during the policy period

**88.** Under Trompenaars' universalism versus particularism dimension, which behavior is MOST typical of a particularist culture?

**A.** Making exceptions to a rule because of a close relationship with the person involved

**B.** Applying the same written contract terms to every supplier, regardless of past dealings or history

**C.** Treating a friend the same as a stranger when a company policy has been broken

**D.** Relying on detailed codes of conduct that set one standard for all situations

**89.** A retail chain's top-rated store has informal service rituals, such as staff greeting regular customers by name, that customers praise. A new regional manager wants to replace them with the standard corporate service script. What is the BEST advice from HR?

**A.** Let the store's employees vote on whether to keep the rituals or adopt the script.

**B.** Keep the rituals that drive results and study them for possible use in other stores.

**C.** Adopt the script but allow the rituals during slow periods when the store is quiet.

**D.** Replace the rituals with the corporate script to keep service consistent in all stores.

**90.** An employee tells HR that one module of the company's required diversity training conflicts with his religious beliefs because it asks participants to state personal agreement with certain views. He says he will follow all conduct policies. What is the BEST response?

**A.** Require full completion as written, since mandatory training is never subject to religious accommodation.

**B.** Discuss the conflict and consider an alternative for that module while keeping the conduct rules.

**C.** Ask a supervisor to judge whether his beliefs are a correct reading of his religion.

**D.** Excuse him from all workplace training so that no further religious conflicts can arise.

**91.** A logistics manager asks HR to open five new requisitions for dispatchers immediately, saying his team is overwhelmed. The department's budget has not changed this year. What should HR do FIRST?

**A.** Open the five requisitions now so the overwhelmed team gets relief quickly.
**B.** Review workload and productivity data with the manager to confirm the need.
**C.** Ask finance whether the budget can absorb five more dispatcher salaries.
**D.** Offer temporary workers for all five positions until the budget cycle ends.

**92.** A company is revising the "speaking up" section of its code of conduct. What should this section tell employees?

**A.** The different channels for raising concerns, including an anonymous option, and that retaliation is prohibited
**B.** That all reports will be shared with the person involved so that he or she can respond promptly
**C.** That reporters must have proof of a violation before raising a concern so that time is not wasted
**D.** That concerns must first be raised with the direct supervisor in writing before the employee uses any other reporting channel

**93.** While sourcing on a professional networking site, a recruiter views a candidate's public profile and learns her religious affiliation and that she has three young children. What should the recruiter do?

**A.** Note the details in the ATS so the hiring team has a complete candidate picture.
**B.** Disregard those details and evaluate her only on job-related qualifications.
**C.** Ask about her childcare plans during the screen to address the issue openly.
**D.** Stop considering the candidate to avoid any later claim of discriminatory intent.

**94.** An applicant with a disability requests an alternative to an AI-scored assessment as an accommodation. What should the alternative assessment measure?

**A.** Any skills the recruiter judges important, since accommodations do not need to be validated
**B.** Simpler content than the original, to make up for the barrier that the disability creates
**C.** The same job-related knowledge, skills or abilities that the original assessment measures
**D.** Only the skills the applicant's disability does not affect, so the result is not distorted

**95.** An employee believes his employer breached the labor contract by firing him and that his union failed to represent him fairly in the grievance process. Under DelCostello v. Teamsters, how long does he generally have to file a hybrid Section 301/DFR lawsuit?

**A.** Two years
**B.** One year
**C.** Six months
**D.** 180 business days

**96.** Two weeks after a reorganization was announced, employees are still unsure who approves their time off and expense reports, and several requests have gone unanswered. What is the BEST step for HR to take?

**A.** Survey employees to measure how they feel about the reorganization
**B.** Ask each employee to send requests to the senior leader for now
**C.** Update the HRIS reporting lines and confirm approvers with each team
**D.** Repeat the announcement of the new structure at a company-wide town hall

**97.** A manager wants to reward an employee with either a $2,000 base salary increase or a one-time $2,000 lump-sum payment. If the employee stays five more years and no other changes occur, what is the total cost of the base increase compared with the lump sum?

**A.** $10,000 for the base increase versus $2,000 for the lump sum
**B.** $10,000 for the base increase versus $10,000 for the lump sum
**C.** $4,000 for the base increase versus $2,000 for the lump sum
**D.** $2,000 for the base increase versus $2,000 for the lump sum

**98.** Monitoring software shows that a remote claims processor's laptop is idle about two hours a day. Her claims output is slightly below the team average. Her manager wants to use the logs as proof of time theft in a performance meeting. How should HR advise using the data?

**A.** Avoid mentioning the logs and discuss only her output so she does not learn that her laptop is being monitored
**B.** Present the logs as conclusive proof of time theft and issue a written warning during the meeting
**C.** Treat the logs as one data point, focus the talk on her output and give her a chance to explain the gaps
**D.** Reduce her recorded hours by the idle time shown in the logs before the meeting takes place

**99.** After a month-long economic strike, the union tells the employer that strikers will return to work, but only if the employer also rehires a striker it discharged for picket-line misconduct. The employer refuses the condition. What is the effect of the union's offer?

**A.** The employer must reinstate all strikers within 30 days of the date of the offer
**B.** No reinstatement duty is triggered, because the offer to return is conditional
**C.** The employer must submit the discharged striker's case to the NLRB before acting
**D.** The employer must reinstate all strikers but may still refuse to rehire the one discharged

**100.** A leadership team asks a neutral HR consultant to help it run a difficult planning discussion. The consultant will manage the agenda, ground rules and participation but will not recommend or decide any outcome. Which process does this describe?

**A.** Arbitration
**B.** Fact-finding
**C.** Facilitation
**D.** Med-arb

**101.** A unionized manufacturer wants to replace its attendance policy with a stricter points system to reduce absenteeism. The collective bargaining agreement contains provisions on attendance and discipline. What should the HR manager do FIRST?

**A.** Pilot the points system in one department to gather data on its effect before a plantwide rollout.

**B.** Survey employees on the proposed system and adopt it if a majority of them say that they support it.

**C.** Review the agreement to determine whether the change must be bargained with the union before it takes effect.

**D.** Announce the new points system with 30 days' written notice so that employees have time to adjust their attendance habits.

**102.** At a utility, 30% of the workforce is age 60 or older, and leaders want to forecast separations over the next three years. Which data would BEST predict upcoming separations?

**A.** Retirement eligibility dates by role, combined with historical retirement rates

**B.** Last year's overall turnover rate, applied evenly to each of the next three years of the forecast

**C.** Exit interview themes from employees who resigned over the past two years

**D.** Engagement survey scores for each department from the most recent survey

**103.** A retail store hires 40 seasonal associates each fall, but more than half quit before the December holiday peak. Exit comments say other stores offer similar pay and the work is hardest at the end of the season. What is the BEST tactic to keep associates through the season?

**A.** Shorten onboarding so new hires reach the sales floor sooner in the season

**B.** Pay a sign-on bonus at hire so the store's offer is more attractive than others

**C.** Pay a completion bonus to associates who stay through the end of the season

**D.** Hire more seasonal associates than needed to offset the expected departures

**104.** A company wants to allocate the cost of its shared HR department to its business units. Which allocation basis is MOST commonly used for HR costs?

**A.** Each unit's share of total company headcount

**B.** Each unit's share of total company revenue

**C.** Each unit's share of total capital spending

**D.** Each unit's share of the office square footage

**105.** An account manager who handles three of the firm's largest clients has given two weeks' notice. She is leaving on good terms to relocate. What should the HR manager recommend FIRST?

**A.** Make a counteroffer large enough to persuade her to stay and work remotely after the move

**B.** Work with her manager on a plan to introduce a successor to each client before she leaves

**C.** Ask her to leave immediately and have her manager contact the clients the same day

**D.** Have her write detailed notes on each client account for the successor to read later

**106.** Of 100 employees hired in January, 78 are still employed 12 months later. What is the cohort retention rate, and how does it differ from the annual turnover rate?

**A.** 22%; it is the share of the January group that has since left

**B.** 78%; it counts only voluntary exits, unlike the turnover rate

**C.** 78%; it always equals 100% minus the annual turnover rate

**D.** 78%; it follows one hire group over time instead of all exits

**107.** In a talent review, an employee is rated high potential but low in current performance after moving into a new role six months ago. What is the BEST next step?

**A.** Remove him from the high-potential list until his performance rating improves

**B.** Diagnose the cause, coach him and consider whether another role fits him better

**C.** Begin a formal performance improvement plan with a 30-day deadline for measurable results

**D.** Promote him to a more challenging role to make better use of his potential

**108.** Under Trompenaars' achievement versus ascription dimension, how is status MOST often conferred in an ascription culture?

**A.** Based on who a person is, such as age, family, title, or education

**B.** Based on peer ratings collected through a formal 360-degree process

**C.** Based on recent performance results and measurable accomplishments

**D.** Based on how quickly a person has advanced in the current organization

**109.** HR must train 150 employees on a new safety procedure. A vendor quotes $45,000 for the full group, and HR estimates internal delivery would cost $260 per employee. Assuming equal quality, how do the two options compare?

**A.** The vendor costs $300 per person, so internal delivery saves $40 each, or $6,000 total.

**B.** The vendor costs $225 per person, so the vendor saves $35 each, or $5,250 in total.

**C.** The vendor costs $300 per person, so internal delivery saves $60 each, or $9,000 total.

**D.** The vendor costs $260 per person, so the two options cost the same for the full group.

**110.** An HR team has the capacity to pilot stay interviews with only a small group of employees this year. Which group should it prioritize?

**A.** High performers in critical roles where turnover would be hardest to absorb

**B.** Employees in roles that are the easiest to fill from the external market

**C.** Employees hired within the past 30 days who are still in onboarding programs

**D.** Employees who received the lowest ratings in the most recent review cycle

**111.** Two managers each spend 4 hours per week dealing with an ongoing dispute between their teams. The dispute lasts 10 weeks, and the managers' loaded cost is $60 per hour. What is the total cost of the managers' time spent on the conflict?

**A.** $9,600

**B.** $4,800

**C.** $480

**D.** $2,400

**112.** A hotel's housekeeping department will start using a new concentrated cleaning chemical next week. The executive housekeeper plans to hand out the product on day one and cover safety at the monthly staff meeting three weeks later. What should the HR manager advise?

**A.** Keep the safety data sheet in the HR office and give staff a copy of it if they ask for one

**B.** Label containers, keep the safety data sheet accessible, and train staff before first use

**C.** Allow use right away, since hazard training is only required within 30 days of a new chemical

**D.** Post the safety data sheet in the break room and cover the details at the monthly staff meeting

**113.** Why do experienced negotiators often prefer to negotiate several issues as a package rather than settling them one at a time?

**A.** A package reduces the total number of issues so that the negotiation can be completed more quickly.

**B.** A package lets each side trade concessions on issues it values less for gains on issues it values more.

**C.** A package keeps either side from making any concession until all of the issues have been fully resolved.

**D.** A package ensures that each issue is split evenly between the parties so the outcome feels fairer.

**114.** A company pays for employees' job-related college courses, but those who accept the benefit agree to stay for a set period or repay part of the cost. How does this design support retention?

**A.** It replaces the need for internal training programs by shifting all employee development to schools

**B.** It lets the company recover all costs whenever an employee is dismissed for any reason

**C.** It lets the company require employees to finish a degree before they can be promoted

**D.** It builds employees' skills while giving them a financial reason to stay for the agreed period

**115.** A project team gathers written procedures from four departments and merges them into a single, updated operations manual. Which mode of the SECI model does this represent?

**A.** Combination

**B.** Socialization

**C.** Externalization

**D.** Internalization

**116.** A U.S. company's sales employee spends much of the year in another country negotiating and signing contracts for the company. What tax risk does this create for the company?

**A.** Loss of the company's foreign tax credits on all of its future foreign earnings

**B.** A permanent establishment that makes the company owe tax there

**C.** An obligation to tax-equalize the employee under U.S. law

**D.** A requirement to pay U.S. Social Security tax twice on wages

**117.** In an appreciative inquiry process, teams commit to specific actions and build the systems needed to sustain the future they designed. Which phase is this?

**A.** Discovery
**B.** Destiny
**C.** Design
**D.** Dream

**118.** Two weeks after an employee gave a supporting statement in a coworker's harassment complaint, her manager reassigned her to a site 40 miles farther from home. Her pay, title and duties are unchanged. What should HR do?

**A.** Treat it as possible retaliation and review the business reason for the move and the manager's motive.
**B.** Close the matter, because a lateral move without any loss of pay or title is not an adverse employment action.
**C.** Advise her to file a formal grievance so the reassignment can be reviewed through the normal process.
**D.** Move her back right away and discipline the manager, because the timing alone proves retaliation.

**119.** Agency temps make up 40% of a plant's production workforce, but only regular employees take part in the monthly safety committee meetings. Temps have had several recent near-misses. What should HR do?

**A.** Leave temps' safety training to the agency, since it is their employer of record
**B.** Add a safety video to the temps' first-day orientation only
**C.** Ask the agency to hold its own separate safety meetings for temps
**D.** Include temps in safety meetings and coordinate training with the agency

**120.** An AI tool gives each employee a flight-risk score that managers can see. Which use of the score by a manager is MOST appropriate?

**A.** Excluding high-risk employees from stretch assignments and training programs
**B.** Holding a stay conversation to learn the employee's goals and concerns
**C.** Telling the employee the score to prompt a commitment to stay longer
**D.** Starting a search for a replacement before any sign of resignation

**121.** An HR manager is turning a strategic objective to reduce safety incidents into an HR action plan. Which set of elements should the action plan include?

**A.** Specific tasks, an owner for each, deadlines, needed resources and success measures
**B.** The company mission, vision and values plus a summary of the environmental scan
**C.** A list of tasks and deadlines, with resources and measures to be set at a later date
**D.** Broad themes, an executive sponsor and a target year, with details left to staff

**122.** The owner of a 60-employee manufacturer with no compliance department asks HR to set up a basic ethics program. Budget is limited. What should HR prioritize FIRST?

- **A.** Adopting a large competitor's detailed code as written so that the program looks comprehensive
- **B.** Buying an enterprise case management system to track reports, investigations and training records
- **C.** A short code endorsed by the owner, a clear way to raise concerns, and training for supervisors
- **D.** Hiring a full-time compliance officer to design and run the program before anything is drafted

**123.** Why would a large public-sector employer with hundreds of job titles choose the classification method over the point factor method?

- **A.** It slots many jobs into grades efficiently with easy-to-understand descriptions
- **B.** It ties each job's grade directly to current salary survey data for the job's title
- **C.** It removes evaluator judgment, since jobs are slotted by formula rather than review
- **D.** It makes more precise, numeric distinctions between jobs than point factor plans can

**124.** A distribution center is adding a storage area for cleaning and industrial chemicals that are classified as hazardous. Under OSHA's Hazard Communication Standard, which training need does this change create?

- **A.** Annual hazard communication training for every employee at the site, with the first session within 90 days
- **B.** Training for supervisors only, who are then responsible for briefing their crews on the chemicals as needed
- **C.** Training on the chemicals only after an employee reports a spill, exposure or other incident in the area
- **D.** Training on the new hazards for employees who may be exposed there, before they begin work in the area

**125.** A U.S. parent company needs to receive personnel records from its subsidiaries in France and Italy for global HR reporting. Which mechanism do multinationals most commonly use to make such transfers lawful under the GDPR?

- **A.** A Privacy Shield certification filed with the U.S. Commerce Department
- **B.** A privacy notice posted on the subsidiaries' intranet sites
- **C.** Blanket consent forms that employees sign when they are first hired
- **D.** Standard contractual clauses adopted by the European Commission

**126.** An employer has lawfully obtained an employee's genetic information through an FMLA certification. Under GINA, how must this information be stored?

- **A.** In a file the employee's supervisor keeps for use in scheduling decisions
- **B.** In a confidential medical file kept apart from the employee's personnel file
- **C.** In the personnel file, in a sealed envelope marked as confidential material
- **D.** In the personnel file, as long as access to the file is limited to managers and HR staff with a need to know

**127.** HR is rolling out a new performance management process that replaces annual reviews with quarterly check-ins. Frontline managers have said that past HR initiatives added paperwork without clear value. What is the BEST way to present the new process to them?

**A.** Explain why the change is being made and how it helps managers, demonstrate it, and invite their input.

**B.** Brief senior leaders only, and let them pass the details down to frontline managers as they see fit.

**C.** Email a detailed user guide and recorded tutorial so managers can learn the new process on their own time.

**D.** Announce that the CEO has mandated the process and that completion will be tracked for every manager.

**128.** A supervisor notices that an employee has called in sick on six Mondays and two Fridays over the past four months. How should HR advise the supervisor to address the pattern?

**A.** Issue a final written warning, since the pattern of Monday and Friday absences clearly shows the employee is abusing paid sick time.

**B.** Ignore the pattern, since each absence was allowed under the company's sick leave policy.

**C.** Document the dates, meet to discuss the pattern and expectations, and ask whether anything is going on.

**D.** Require a doctor's note for every future absence from this employee only, starting immediately.

**129.** Before discussing a disputed bonus calculation, an HR manager first acknowledges the employee's frustration and agrees to treat the conversation as a joint problem to solve, then turns to the numbers. Which principled negotiation principle does this BEST illustrate?

**A.** Separating the people from the problem

**B.** Inventing options for mutual gain

**C.** Insisting on objective criteria

**D.** Focusing on positions rather than interests

**130.** HR wants to survey 200 of its 2,400 employees about commuting benefits and uses a random number generator applied to the full employee roster so that every employee has an equal chance of being chosen. Which sampling method is this?

**A.** Simple random sampling

**B.** Stratified random sampling

**C.** Systematic sampling

**D.** Cluster sampling

**131.** During a discussion about frequent absences, an employee tells her manager, "It's my health. I've been dealing with something, and it's getting worse." She has not asked for leave or an accommodation. The manager asks HR whether he should finalize the written warning he prepared. What should HR advise?

**A.** Issue the warning, since she has not formally requested leave or accommodation

**B.** Hold the warning and have HR follow up on possible FMLA leave or ADA accommodation

**C.** Excuse all her past absences and stop tracking her attendance going forward

**D.** Ask her to name the diagnosis so the manager can judge whether the absences should be excused

**132.** The HR director at a 900-employee company plans to select a new HCM system using only HR team members on the evaluation committee, to keep decisions fast. The system will run payroll and connect to the general ledger and the company's single sign-on tool. What is the BEST advice?

**A.** Let IT run the selection alone because the main risks of the project are technical in nature

**B.** Keep the committee within HR, then share the final choice with the other departments for feedback

**C.** Hire a consultant to choose the system so internal departments do not slow down the decision

**D.** Add payroll, IT and finance members to cover integration, security, cost and adoption needs

**133.** A draft survey item reads: "I do not disagree that my manager is not fair." What is the main problem with this item?

**A.** It is a leading question that pushes respondents toward a favorable answer.

**B.** It uses a double negative, so respondents may not know what agreeing means.

**C.** It is double-barreled, because it asks about two separate topics at once.

**D.** It uses a biased term, because "fair" is too vague for people to rate.

**134.** An employee asks for FMLA leave to care for his father, who has a serious health condition. HR plans to request medical certification of the father's condition. A supervisor worries that collecting this information will violate GINA. What is the BEST response?

**A.** GINA permits the certification only if the employee first signs a separate written GINA consent and waiver form for the file.

**B.** GINA bars collecting family medical history, so HR should approve the leave without any certification.

**C.** GINA permits the certification, so HR may also ask about the father's genetic tests to plan staffing.

**D.** GINA permits the certification, but HR should ask only for what the FMLA requires and keep it confidential.

**135.** A nonexempt claims specialist regularly finishes her reports at home after her shift. Her supervisor knows this and has praised her for always meeting deadlines, but the time is never recorded. Is the home work time compensable?

**A.** No, unless she submitted a written request to work overtime before doing the work.

**B.** Yes, because the employer knows of the work and allows it, so it is hours worked.

**C.** Yes, but only at straight time, since the work was voluntary and done off-site.

**D.** No, because she chose to work at home and was never told by anyone to do so.

**136.** Remote employees make up 5% of a 4,000-person workforce. For an engagement survey, HR deliberately samples remote employees at a much higher rate than other employees and then weights the results. What is the main purpose of this approach?

**A.** To reduce the total number of survey responses HR must collect from the onsite workforce.

**B.** To get enough remote responses for reliable subgroup results while keeping totals accurate.

**C.** To give remote employees more influence on the overall results, since they are less visible.

**D.** To remove the need for weighting by making the remote group equal in size to other groups.

**137.** Several coworkers complain to a manager that a team member has a strong body odor. The manager asks HR whether she can simply send a team-wide reminder about the hygiene policy rather than raise it with him. What should HR advise?

**A.** Talk with him privately and factually, staying open to a medical or religious cause

**B.** Send the team-wide reminder so that no single employee feels singled out by the manager

**C.** Ask a coworker he trusts to mention the issue to him informally and report back

**D.** Give him a written warning under the dress and grooming policy to set a clear record

**138.** In the last merit cycle, one employee group received an average increase of 2.8%, while all other employees averaged 3.5%. What is the gap, and what should HR check next?

**A.** 0.7 points; the gap is too small to matter since both groups received an increase.

**B.** 0.7 points; raise the group's increases to 3.5% right away and investigate the cause later.

**C.** 7.0 points; the difference is large enough to show a pattern of pay discrimination.

**D.** 0.7 points; check whether ratings, range position or eligibility explain the difference.

**139.** A team is using multivoting to narrow a list of 21 ideas. Under the common N/3 guideline, how many votes should each participant receive?

**A.** 10

**B.** 3

**C.** 5

**D.** 7

**140.** In a matrix organization, a financial analyst reports to the finance director and to a product manager. Both have given her urgent assignments due the same day, and each insists theirs comes first. What should HR advise the analyst to do?

**A.** Complete the finance director's assignment first, since the functional manager outranks the product manager.

**B.** Work overtime to finish both assignments without raising the issue with either manager so that she does not appear uncooperative.

**C.** Bring the conflict to both managers together so they can agree on priorities, and ask that the rule be clarified.

**D.** File a formal complaint with HR so that HR can decide which manager's assignment should take priority.

**141.** What is the MAIN purpose of the Internal Revenue Code Section 409A rules for nonqualified deferred compensation?

**A.** To apply ERISA nondiscrimination testing so that all employees share in deferred pay

**B.** To require employers to fund deferred amounts in a trust protected from company creditors

**C.** To set rules for when deferral elections are made and when payments may be distributed

**D.** To cap the total amount an executive may defer each year under a nonqualified plan

**142.** During a merger, a sales director tells a top performer, "Don't worry, your job is safe through the integration, and I'll make sure you get the regional manager role." The employee mentions this to HR while declining a recruiter's call. The company is at will and has not decided on post-merger roles. What should HR do?

**A.** Have the director clarify to the employee that no job or promotion is guaranteed, and document that conversation.

**B.** Let the statement stand, since the at-will disclaimer in the handbook overrides any oral assurance a manager gives.

**C.** Confirm the promotion in writing so the company keeps its word and avoids a promissory estoppel claim.

**D.** Tell the employee directly that the director had no authority, and remove the director from retention talks.

**143.** A construction company's policy says employees will be disciplined if they do not report a work injury within one hour of its occurrence. A worker who noticed back pain the next morning was written up. What should HR advise?

**A.** Keep the rule, but apply discipline only after a second late report by the same employee

**B.** Revise the rule to require reporting promptly once the employee becomes aware of the injury

**C.** Revise the rule to a 24-hour deadline that applies from the time the incident occurs

**D.** Keep the rule, because a strict deadline helps the company meet OSHA's 24-hour reporting rule

**144.** An HR manager's proposal for a new safety training program includes an estimate of what current injury rates will cost the company over three years if nothing changes. Why should a proposal include this do-nothing option?

**A.** It shows that the status quo has its own costs, giving decision-makers a baseline to compare options.

**B.** It is required by generally accepted accounting principles for all capital spending proposals.

**C.** It allows the HR manager to recommend inaction instead if the budget for the coming year turns out to be limited.

**D.** It shows executives that HR has considered every available vendor before making a selection.

**145.** An employee asks her manager for a 10% raise, citing her extra workload. Her pay is already near the top of the range for her role, and the company's merit cycle is six months away. The manager asks HR how to respond. What is the BEST coaching from HR?

**A.** Have HR send her a written denial so the manager stays out of it

**B.** Explain the pay range and merit criteria, then discuss a path to growth

**C.** Grant a smaller one-time bonus now so the employee feels heard

**D.** Say that budgets are tight this year and the request can be revisited later

**146.** An exempt production supervisor earns a salary of $60,000. Her hourly lead, who works regular overtime, earned $66,000 in total pay last year. The supervisor has complained to HR. What is the BEST action?

**A.** Analyze total pay including expected overtime and adjust her pay to restore a differential

**B.** Reclassify the supervisor as nonexempt so that she can earn overtime pay for her extra hours as well

**C.** Explain that exempt status brings other benefits, so no pay change is warranted

**D.** Cap the lead's overtime hours so his total pay stays below the supervisor's salary

**147.** An AI coaching tool sends sales managers two-minute tips and short practice prompts right before their scheduled one-on-one meetings. Which approach does this BEST illustrate?

**A.** Asynchronous e-learning in a course catalog

**B.** Blended learning within a formal curriculum

**C.** Microlearning delivered in the flow of work

**D.** Action learning on a real business project

**148.** HR is contributing to the company's business continuity plan. Which set of elements is MOST clearly HR's responsibility?

**A.** Insurance policy limits, property damage claims, cash reserves, and lines of credit for recovery

**B.** Coverage for critical roles, current emergency contacts, pay continuity, and employee communication trees

**C.** Backup supplier contracts, inventory reserves, alternate shipping routes, and logistics partners

**D.** Data backup schedules, server failover sites, network recovery steps, and software license and vendor support records

**149.** What is the main advantage of developing a talent pool for a group of similar leadership roles instead of naming one successor for each role?

**A.** It eliminates the need to assess the readiness of individual candidates for roles

**B.** It allows the organization to keep the names of high-potential employees secret

**C.** It guarantees each pool member a promotion within a fixed period after selection

**D.** It provides flexibility when roles change or more than one opens at the same time

**150.** At a 300-employee company, several customer service agents regularly imitate a coworker's stutter during team huddles. The coworker has complained to her supervisor twice. What is the employer's obligation under the ADA?

**A.** Offer her an accommodation such as a transfer, since the ADA handles harassment through accommodation

**B.** Investigate and take prompt corrective action, since it knows of disability-based coworker harassment

**C.** Handle it under the general conduct policy, since coworker teasing is not the employer's legal duty

**D.** Act only if she provides medical proof that her stutter substantially limits her ability to speak

**151.** Over one month, a competitor hired away three of a software firm's top engineers. Several other key engineers work on the same team. What should the HR manager do FIRST?

**A.** Give every engineer an across-the-board raise to match the competitor's pay offers.

**B.** Hold stay interviews with the remaining key engineers to learn what would keep them.

**C.** Ask legal counsel to send the competitor a letter demanding that it stop recruiting.

**D.** Wait for the next annual engagement survey to identify the causes of the departures.

**152.** Most managers at a company rate nearly every employee a 3 on a five-point scale whose levels are labeled only "poor" to "excellent." Which change to the scale would MOST reduce this central tendency error?

**A.** Replace the dimension ratings with one overall rating for each employee

**B.** Add a "not applicable" option so raters can skip unclear dimensions

**C.** Use an even-numbered scale with behavioral descriptions anchoring each level

**D.** Use an odd-numbered scale so that average performers always have a clear midpoint to select

**153.** An employee tells HR, "I've stayed late every night this month and my manager still says I'm not pulling my weight." Which response BEST reflects the employee's feelings?

**A.** "So you've worked late every night this month, and your manager still disagrees."

**B.** "It sounds like you feel frustrated and unappreciated for the extra effort."

**C.** "What specific tasks has your manager said you are falling behind on?"

**D.** "Let me summarize: you work late, and the feedback has not changed."

**154.** A self-insured group health plan is hiring a third-party administrator to process claims, which means the TPA will handle PHI. Under HIPAA, what must the plan have in place with the TPA?

**A.** A data use agreement listing the PHI the TPA will use for research

**B.** A signed authorization from each participant whose claims it processes

**C.** A business associate agreement requiring the TPA to safeguard the PHI

**D.** A notice of privacy practices issued by the TPA in its own name

**155.** A hospital's HR team met its goal of cutting time-to-fill for nursing roles by 25%. However, nurse managers report that recent hires are less prepared and that patient safety concerns have risen on several units. What should the HR manager do NEXT?

**A.** Report the time-to-fill result to leadership as evidence the plan is working

**B.** Slow down all nurse hiring until managers are satisfied with candidate quality

**C.** Review hiring metrics with nurse managers and add measures of quality of hire

**D.** Retrain nurse managers on onboarding so new hires reach full performance faster

**156.** An AI tool for predicting new-hire success was validated and tested for adverse impact before launch two years ago. Why should HR continue to monitor it?

**A.** Most AI tools need to be retrained by their vendors every two years to stay compliant with federal law.

**B.** Monitoring is needed only if candidates complain that the tool screened them out for unfair reasons.

**C.** Validation studies expire after one year, after which the tool may no longer lawfully be used for any hiring decisions.

**D.** Changes in the applicant pool, jobs, or data over time can erode its accuracy and fairness after deployment.

**157.** A marketing manager serves as an unpaid board member of a local food bank. The food bank has applied for a corporate sponsorship that her department's sponsorship committee, which she sits on, will decide next month. What is the BEST course of action?

**A.** Participate fully, because the board role is unpaid and so no conflict of interest exists.

**B.** Resign from the food bank board, since employees may not serve on nonprofit boards.

**C.** Stay on the committee but abstain from the final vote while still joining the discussion.

**D.** Disclose her board role and recuse herself from the committee's discussion and vote.

**158.** What is the main purpose of a performance calibration meeting?

**A.** To let senior leaders set each employee's rating without manager input

**B.** To apply rating standards consistently across managers and reduce rater bias

**C.** To give employees a forum to appeal their ratings before they are final

**D.** To ensure a required share of employees falls into each predefined rating category

**159.** Which characteristic BEST distinguishes a coaching approach from a directive approach when HR works with managers?

**A.** The manager generates solutions through questions and reflection

**B.** The manager receives written policies covering similar cases

**C.** HR gives the manager clear, step-by-step instructions to follow in each situation

**D.** HR resolves the issue so the manager can focus on operations

**160.** Midway through the fiscal year, a new regulation requires all supervisors to complete compliance training by year-end. The HR manager's approved budget has no funds for it, and leadership has said budgets cannot increase this year. What is the BEST way to fund the training?

**A.** Find lower-priority planned spending that can be deferred and propose shifting it

**B.** Postpone the training until next year's budget so it can be funded properly

**C.** Charge the training cost to each supervisor's department without telling them first

**D.** Cut the training to the minimum hours so the cost can be absorbed by HR

**161.** What is programmatic job advertising?

**A.** Software that automatically buys and places job ads based on performance data

**B.** Manually posting the same job ad on every free job board at the same time each week

**C.** Paying a job board a flat monthly fee for unlimited job posting slots

**D.** Using a chatbot to screen applicants after they respond to a job ad

**162.** An employee is on a 60-day PIP that requires him to complete new software training. IT delays his access to the training for three weeks through no fault of his own, and he asks for more time. What is the BEST decision?

**A.** Extend the plan by about three weeks so he has the full time originally intended

**B.** Remove the training requirement and evaluate him only on the remaining goals

**C.** Keep the original end date, since the plan's other goals were not affected by the IT delay

**D.** Cancel the plan and wait to restart it until the next performance review cycle

**163.** After large inventory losses, a retail store manager wants every job applicant to pass a polygraph test before being hired. What should HR advise?

**A.** Allow the tests under the ongoing-investigation exemption, since the losses are now being investigated.

**B.** Allow the tests as long as each applicant signs a written consent form stating that taking the test is fully voluntary.

**C.** Allow the tests if they are given to all applicants and the results are only one factor in the decision.

**D.** Explain that the EPPA bars most private employers, including retailers, from polygraph testing of applicants.

**164.** An employee at a covered establishment sprains her wrist at work, and the doctor restricts her from lifting for two weeks, making it a recordable case. How long does the employer have to enter the case on the OSHA 300 log?

**A.** 30 calendar days after receiving information that a recordable case occurred

**B.** 24 hours after receiving information that a recordable case occurred

**C.** 7 calendar days after receiving information that a recordable case occurred

**D.** By the end of the calendar year in which the recordable case occurred

**165.** An organization plans to roll out a new learning management system to all 3,000 employees. The project lead proposes launching it first with the 120-person customer service department for six weeks. What is the PRIMARY purpose of this pilot?

**A.** To measure the long-term return on investment of the system before other departments use it

**B.** To find usability, content and process problems on a small scale and fix them before launch

**C.** To let the customer service department decide whether the company should buy the system

**D.** To show executives that the system works so that the full launch can skip later user testing

**166.** An employee who received a written warning for missed deadlines tells HR he disagrees with it and wants his side of the story on record. Which approach reflects sound practice for handling his request?

**A.** Keep his rebuttal in a separate HR folder that managers are not able to see.

**B.** Let him revise the warning's wording until both sides agree on the facts.

**C.** Accept his written rebuttal and keep it in his file attached to the warning.

**D.** Decline the rebuttal, since signing the warning already showed his agreement.

**167.** Which statement BEST distinguishes a replacement chart from a succession plan?

**A.** A replacement chart covers every employee; a succession plan covers only the top executive roles.

**B.** A replacement chart names ready backups for key roles now; a succession plan develops talent for future needs.

**C.** A replacement chart develops future leaders over time; a succession plan simply lists current backup candidates.

**D.** A replacement chart guides external hiring; a succession plan guides only internal promotion choices.

**168.** Before a reorganization announcement, an HR manager notices that team members have become quieter and are avoiding eye contact, and she correctly senses that they are anxious about losing their jobs although no one has said so. Which component of Goleman's emotional intelligence model is she showing?

**A.** Self-regulation

**B.** Motivation

**C.** Self-awareness

**D.** Empathy

**169.** A metal fabrication shop requires its welders to buy their own welding helmets and welding gloves, and it deducts the cost from their first paychecks. A welder asks HR whether this is allowed. What is the BEST response?

**A.** Yes, because welding gear is tool-like equipment that employees may keep when they leave

**B.** No, because the employer must pay for all PPE, including prescription safety glasses and safety-toe boots

**C.** Yes, because employers must pay only for PPE costing more than a set dollar amount per item

**D.** No, because the employer must generally pay for required PPE such as welding helmets and gloves

**170.** On the same day, OSHA receives three items about different worksites: a report that a trench at a construction site is about to collapse on workers, a report of an amputation at a factory, and a written employee complaint about blocked exits at a warehouse. Under OSHA's inspection priorities, which will OSHA address first?

**A.** The trench, because imminent danger situations are OSHA's top inspection priority

**B.** The amputation, because severe injury reports are OSHA's top inspection priority

**C.** The complaint, because written complaints from employees require on-site inspections

**D.** The warehouse, because a blocked exit can affect more workers than one trench

**171.** An assessment vendor offers to score candidates' recorded video interviews by analyzing their facial expressions and tone for traits like "enthusiasm." The recruiting director is eager to adopt it. What should the HR manager recommend?

**A.** Use the tool only as a tiebreaker between finalists, which limits its effect on hiring decisions.

**B.** Pilot the tool on all candidates for one quarter and then decide based on the recruiters' and managers' satisfaction.

**C.** Require evidence that the scores predict job performance, plus adverse impact data, before considering it.

**D.** Adopt the tool if the vendor agrees to indemnify the company against any discrimination claims.

**172.** A company's policy treats three consecutive no-call/no-show shifts as job abandonment. An employee has just missed his third shift without contact. What is the BEST practice before processing a separation?

**A.** Wait until he returns or contacts the company, then decide whether to treat it as a resignation.

**B.** Ask his coworkers on social media whether they know where he is and why he has not come in.

**C.** Process the separation that day, since the policy makes the resignation automatic at three shifts.

**D.** Try to reach him by phone and in writing, document the attempts, and set a deadline to respond.

**173.** A social audit finds that workers at a key apparel supplier routinely work 80-hour weeks during peak season. The supplier says the hours are voluntary and blames late changes to the company's own orders. What should HR recommend?

**A.** Accept the explanation because the overtime is voluntary, and ask the supplier to confirm this in writing at the start of each season

**B.** Require the supplier to cut hours to 60 per week right away, and leave production planning issues for its own managers

**C.** Agree on a time-bound corrective action plan with the supplier that addresses root causes, including the company's order timing

**D.** End the relationship with the supplier at once and move all peak-season orders to another factory in the region

**174.** A newly formed global virtual team is creating a team charter. What is the PRIMARY purpose of the charter?

**A.** To document the project budget and obtain approval for spending from the finance team

**B.** To record each member's performance goals for the annual review cycle

**C.** To define the reporting lines between the team and each regional office

**D.** To agree on shared norms, roles, and communication protocols for the team

**175.** An engagement survey drew 85% participation from office staff but only 30% from warehouse employees, who have no company email and work fixed shifts. What is the BEST way to raise warehouse participation next time?

**A.** Extend the survey window by two weeks and post reminder flyers in the break room

**B.** Hold a prize drawing for employees whose names show they completed the survey

**C.** Offer on-site kiosks or QR codes and let staff complete the survey on paid time

**D.** Email the survey link to warehouse employees' personal accounts with reminders

**176.** Three months after a new applicant tracking system went live, the HR project team meets with users and sponsors to compare actual results with the business case and identify lessons for future projects. What is this activity?

**A.** A requirements walkthrough

**B.** A round of user acceptance testing

**C.** A post-implementation review

**D.** A project kickoff review

**177.** A recruiter notices that the company's AI screening tool lowers scores for résumés with employment gaps and recommends rejecting many of them. Several rejected applicants list caregiving or military service during their gaps. What should the recruiter do?

**A.** Ask each rejected applicant to explain the gap in writing before reconsidering the application.

**B.** Escalate the pattern for an adverse impact review and have gap résumés reviewed manually in the meantime.

**C.** Keep using the tool, since its scores rely on objective work history rather than protected traits.

**D.** Manually advance only the military veterans' applications, since USERRA protects them but no law covers caregivers.

**178.** A U.S. company's regional manager wants to win a contract with a foreign state-owned utility. Under the FCPA's anti-bribery provisions, which can count as "anything of value" offered to a foreign official?

**A.** Only benefits worth more than a set dollar amount that is listed in the statute itself

**B.** Only items given directly to the official personally, not benefits provided to the official's family members

**C.** Only cash payments and cash equivalents such as gift cards, checks and prepaid debit cards

**D.** Noncash benefits such as travel, internships for relatives and donations made at the official's request

**179.** A unionized manufacturer decides, for purely economic reasons, to close its machining department permanently, a decision that counsel confirms is not a mandatory subject of bargaining. The union demands to discuss severance pay, transfer rights and recall for the affected employees. What should HR do?

**A.** Give the union timely notice and bargain in good faith over the effects, such as severance and transfers, before implementation.

**B.** Offer severance and transfers directly to the affected employees, since the union cannot block or delay an economic closure decision.

**C.** Bargain over the effects only after the department closes, because effects cannot be known until the closure is complete.

**D.** Decline to meet, because a decision not subject to bargaining also removes any duty to bargain over its consequences.

**180.** A coach follows Peter Hawkins's CLEAR coaching model. What does the coach do in the FIRST stage of a session?

**A.** Listen closely to the client's account of the situation, without judging it or offering any advice.

**B.** Collect feedback from the client's manager and peers to frame the issues the session will address.

**C.** Clarify the root cause of the problem by asking the client a series of focused diagnostic questions.

**D.** Agree with the client on the desired outcome of the session and how they will work together.

**181.** The owner of a 40-employee firm asks HR to build a detailed competency model with proficiency levels for every job, like the one he saw at a large corporation. The firm has no HR system and managers have limited time. What should HR propose?

**A.** An enterprise competency model purchased and applied to all jobs

**B.** A few core competencies tied to key roles that managers can use now

**C.** A full competency library with proficiency levels for every job

**D.** Waiting on competencies until the firm grows large enough to need them

**182.** Why do ethics hotline programs typically categorize reports by risk level at intake?

**A.** So low-risk reports can be closed without any review, letting investigators concentrate their time only on high-risk matters.

**B.** So the hotline can tell reporters exactly how long an investigation will take before they submit a report.

**C.** So serious allegations, such as fraud or executive misconduct, go quickly to legal or audit for independent handling.

**D.** So all reports are handled by HR in the order they arrive, ensuring that every reporter is treated the same.

**183.** An employee returning from a supplier visit calls the company's ethics hotline to report seeing workers who looked about 13 years old on the production line. What should HR and the compliance team do FIRST?

**A.** Wait for the next scheduled annual audit to review age records at the site

**B.** Arrange a prompt, unannounced check of the supplier to verify workers' ages

**C.** Ask the supplier's management to confirm in writing that no minors work there

**D.** End the supplier contract today and move all open orders to another factory

**184.** A plant recorded 3 lost-time injury cases during a year in which its workforce logged 150,000 hours. What is the plant's lost-time injury rate per 200,000 hours worked?

**A.** 1.33

**B.** 2.25

**C.** 4.0

**D.** 2.0

**185.** HR is evaluating a cloud-based HRIS vendor that will store employee Social Security numbers and pay data. The vendor offers its SOC 2 Type II report. What does this report MAINLY provide?

**A.** An independent auditor's assessment of the vendor's security and data controls over time

**B.** A government certification that the vendor complies with all federal and state privacy laws

**C.** A self-assessment the vendor completes each year about its own security practices

**D.** The vendor's audited financial statements and an outside rating of its credit risk

**186.** A company's wellness program has run for a full year, but participation is flat and health claims have not changed. What should HR do NEXT?

**A.** Keep the program unchanged for another full year to give it time to work

**B.** Investigate barriers such as awareness and access before deciding its future

**C.** Cancel the program and move its budget to other employee benefit programs instead

**D.** Add larger incentives for joining the program in its current form

**187.** HR has recruited peer change champions from each department to support the rollout of a new expense reporting system. What is the BEST way to use them?

**A.** Ask them to forward official announcements to their teams by email each week

**B.** Have them enforce compliance and report any peers who keep submitting paper expense forms

**C.** Recruit only managers as champions so they have the authority to require use

**D.** Train them early, have them coach peers, and pass their feedback to the project team

**188.** In a pre-offer interview for a claims processor position, an applicant says she has a vision impairment and will need an accommodation to do the job. The interviewer wants to understand what this means before deciding. Under the ADA, what may the interviewer ask next?

**A.** Whether she has filed workers' compensation or disability claims with past employers.

**B.** Whether she will provide medical records confirming the impairment before any offer.

**C.** What type of accommodation she believes she will need to perform the job's functions.

**D.** What her diagnosis is and how severe her vision loss is expected to become over time.

**189.** An in-office employee complains that a remote colleague takes hours to respond to messages, delaying shared work. The remote colleague says she responds within the day as expected. What is the BEST step HR can recommend to the manager?

**A.** Require the remote colleague to work from the office two days

**B.** Set team response-time expectations for each type of request

**C.** Ask the in-office employee to plan work around the delays

**D.** Have the remote colleague log her hours online each day

**190.** A top-performing temp placed through a staffing agency asks the client company's HR manager about being hired directly. The agency contract charges a conversion fee for hires made within six months of placement. What should HR do?

**A.** Review the contract terms and work with the agency on the conversion

**B.** Decline, since agency workers cannot be converted to employees

**C.** Hire the temp now and decline to pay the agency's conversion fee

**D.** Tell the temp to leave the agency and then reapply directly in six months

**191.** Which argument reflects utilitarian reasoning about a proposed HR decision?

**A.** The burden of the closure should be shared evenly across all sites so no group bears an unfair share.

**B.** Closing one site costs 80 jobs but protects 1,200 others, so it produces the greatest overall benefit.

**C.** Leaders should choose whatever a person of integrity and good character would do in their position.

**D.** Employees have a right to advance notice of a closure, no matter what delaying the closure would cost.

**192.** HR is launching a project to replace the company's HRIS. The IT director, whose team must support integrations, has raised objections in two leadership meetings and has not responded to HR's emails. What is the BEST approach?

**A.** Send the IT director a detailed project plan showing the expected benefits of the new system.

**B.** Ask the CEO to direct the IT director to cooperate with the HRIS project as planned.

**C.** Proceed with vendor selection now and bring IT in once the contract has been signed.

**D.** Meet with him one-on-one to understand his concerns and involve his team in requirements.

**193.** An arbitrator orders the reinstatement of a discharged employee with back pay for the five months she was out of work. During that period she worked full-time at another company and earned $18,000. The award follows common arbitral practice. How is her back pay MOST likely calculated?

**A.** Her lost wages for the five months, reduced by the $18,000 she earned at the other job.

**B.** Her lost wages for one month only, because taking another job ended her right to back pay.

**C.** Her lost wages for the five months, reduced by half of the $18,000 she earned elsewhere.

**D.** Her full lost wages for the five months, because interim earnings belong to the employee.

**194.** Under the Dodd-Frank Act, what share of the monetary sanctions collected may an eligible whistleblower receive from the SEC when the sanctions exceed $1 million?

**A.** 5 to 10 percent
**B.** 15 to 25 percent
**C.** 10 to 30 percent
**D.** 25 to 50 percent

**195.** The only recruiter at a 300-employee company receives urgent requests from two business unit leaders. One needs engineers for a product launch central to this year's strategy. The other needs to fill routine administrative openings. Both say their needs are critical. What should the HR manager do FIRST?

**A.** Split the recruiter's time equally between the two business units until both are filled
**B.** Fill the requests in the order received to keep the process fair
**C.** Meet with both leaders to set priorities based on strategic impact
**D.** Have each business unit recruit for its own positions for now

**196.** During a six-month ERP implementation, HR sends a five-question anonymous survey to affected employees every two weeks. What is the PRIMARY purpose of these pulse surveys?

**A.** To show the project sponsor that the implementation is staying within its budget targets.
**B.** To replace the annual engagement survey with a shorter and less costly measurement tool.
**C.** To identify which individual employees are resisting so that their managers can coach them.
**D.** To track sentiment and spot emerging problems so communication and support can adjust.

**197.** An HR manager receives quotes from three benefits administration vendors. One charges a flat annual fee, one charges a per-employee-per-month fee, and one charges a lower base fee plus a separate charge for each service. What is the BEST way to compare the quotes?

**A.** Compare only the per-employee fees, since headcount is the main cost driver
**B.** Choose the vendor whose quote shows the lowest headline fee on the first page of the proposal
**C.** Estimate each vendor's total cost over the contract term using the same headcount
**D.** Ask each vendor to restate its price in the same structure as the others

**198.** Which type of retirement plan is insured by the Pension Benefit Guaranty Corporation (PBGC)?

**A.** A 403(b) plan sponsored by a nonprofit hospital
**B.** A profit-sharing plan with employer contributions
**C.** A 401(k) plan with an employer matching contribution
**D.** A private-sector defined benefit pension plan

**199.** A software company's CEO believes remote work is driving resignations, because more remote employees than onsite employees left last year. The company has about three times as many remote employees as onsite employees. What is the BEST approach for HR?

**A.** Compare turnover rates for each group, controlling for role and tenure, before drawing a conclusion

**B.** Compare the raw number of departures in each group across the past three years

**C.** Recommend a return-to-office policy, since remote employees made up most of the company's departures last year

**D.** Collect exit interview comments from remote leavers to confirm the CEO's belief

**200.** A department agrees to hold its annual retreat at a remote resort. Afterward, each member privately admits they never wanted to go but assumed the others did. What phenomenon does this illustrate?

**A.** Group polarization

**B.** Groupthink

**C.** Abilene paradox

**D.** Social loafing

**201.** Employees volunteer often in their communities, but few log their hours on the company's volunteer platform. As a result, the annual CSR report understates employee involvement. What is the BEST way for HR to improve reporting?

**A.** Require employees to log all volunteer hours each month as a condition of their annual bonus payout

**B.** Drop volunteer hours from the CSR report and report only the company's cash donations

**C.** Ask employees why they skip logging, then simplify the process and remind them of its value

**D.** Estimate total hours from a sample of employees and report the estimate as actual data

**202.** Twenty accounts payable clerks will see most of their tasks automated within a year and will move into analysis roles. Their digital skills range from very basic to advanced. Which delivery approach should the L&D specialist choose for their reskilling path?

**A.** A self-paced online library that the clerks can browse on their own whenever they have time

**B.** A single instructor-led course that teaches all 20 clerks the same content at the same pace

**C.** An advanced analytics bootcamp for all 20 clerks so that the group reaches the new role faster

**D.** A blended path with a skills check, self-paced modules at varied levels, and coached practice

**203.** A newly appointed manager of a 25-person customer support team suspects employees are afraid to raise problems because the previous manager reacted harshly to bad news. She wants to understand the team climate before deciding what to change. What should she do FIRST?

**A.** Announce an open-door policy and track how many employees come to her with concerns.

**B.** Schedule speak-up training for the full team so employees learn how and when to raise problems.

**C.** Ask the previous manager which employees were most resistant to feedback or change.

**D.** Run a short anonymous survey using validated psychological safety items to gauge the climate.

**204.** A trainer wants to show that a new manager development course works by comparing participants' post-training performance ratings with the company-wide average for all managers. What comparison should HR propose instead?

**A.** Compare participants with similar new managers who have not yet been trained, over the same period.

**B.** Compare participants' ratings with an industry average for new managers drawn from a vendor's annual survey.

**C.** Compare participants' course satisfaction scores with scores from previous course offerings.

**D.** Compare participants' ratings with those of the company's top-performing managers this year.

**205.** A hiring manager used an AI assessment for 12 hires last quarter, and 10 of them are performing well. She wants to roll the tool out company-wide, saying the pilot proves it works. What is the HR analyst's BEST advice?

**A.** Explain that 12 hires is too few to draw conclusions and propose a larger test with a comparison group.

**B.** Recommend surveying the 12 hires about their assessment experience before deciding on a rollout.

**C.** Suggest rolling the tool out now and stopping it if new-hire turnover rises over the next twelve months.

**D.** Agree to the rollout, since an 83% success rate is well above typical results for new hires.

**206.** An employee tells HR on Monday that she needs time off for a medical condition that may qualify for FMLA leave. By when must HR provide the eligibility notice, absent extenuating circumstances?

**A.** Within 2 business days

**B.** Within 30 calendar days

**C.** Within 5 business days

**D.** Within 15 calendar days

**207.** A U.S. manufacturer operates plants in Poland, Thailand and Brazil. Every plant manager and finance head at those sites is a U.S. employee transferred from corporate headquarters. Which international staffing approach does this describe?

**A.** Regiocentric staffing

**B.** Geocentric staffing

**C.** Ethnocentric staffing

**D.** Polycentric staffing

**208.** An HR manager is planning when to hold an involuntary termination meeting. Which timing is LEAST advisable?

**A.** On the afternoon before a long holiday weekend, after most staff leave.

**B.** At a time when the work area is quiet, so the employee can leave with dignity.

**C.** On a day when the manager, HR and final paperwork are all ready to proceed.

**D.** Early in the workweek, so the employee can reach HR and benefits contacts.

**209.** A new instructional designer says that in the ADDIE model, evaluation happens only after the course has been delivered. Why is this view incorrect?

- **A.** Evaluation is the responsibility of participants' managers rather than part of the design process
- **B.** Evaluation happens only before delivery, since results after training reflect the trainer's skill, not the course design
- **C.** Evaluation is done only once, during the Analysis phase, when the baseline data is first collected
- **D.** Formative evaluation, such as reviews and pilot tests, takes place within every phase to improve the program

**210.** A health system's cost-per-hire rose 30% this year. Analysis shows that the hiring mix shifted heavily toward specialized ICU and OR nurses, who cost more to recruit, while cost-per-hire within each job family was about the same as last year. What is the BEST response from HR to leadership?

- **A.** Report cost-per-hire by job family and explain that the change in mix drove the increase
- **B.** Set a single cost-per-hire target for all roles so that results are easier to track
- **C.** Cut advertising spending across all roles to bring overall cost-per-hire back down
- **D.** Move specialized nursing searches to cheaper sourcing channels to offset the overall cost-per-hire increase

**211.** An HR manager is preparing supervisors to conduct layoff notification meetings. Which statement should the supervisors be coached to AVOID saying?

- **A.** "I'm sorry to be giving you this difficult news today."
- **B.** "This decision is final, and I want to explain next steps."
- **C.** "HR is here to go over your benefits and severance."
- **D.** "I know exactly how you feel right now."

**212.** In Schein's model of organizational culture, which of the following is an example of the artifacts level?

- **A.** The unspoken assumption that leaders know best
- **B.** The open office layout and casual dress norms
- **C.** The values listed in the company's code of conduct
- **D.** The shared belief that customers come before profits

**213.** A company's AI résumé tool was trained on ten years of hiring data from a male-dominated engineering workforce. HR discovers it gives lower scores to résumés that mention women's colleges. What should HR do FIRST?

- **A.** Keep using the tool but have recruiters review all women's résumés
- **B.** Notify all past applicants that the tool may have affected them
- **C.** Remove the women's college term from the model and keep using it
- **D.** Suspend the tool's use and have its outcomes and features audited

**214.** Which situation is best handled with coaching and a performance improvement plan rather than conduct-based discipline?

**A.** A new analyst works diligently but keeps missing the error-rate standard on monthly reports.

**B.** A technician repeatedly arrives 20 minutes late despite several reminders about shift start times.

**C.** A driver skips the required pre-trip safety inspection on several days in the same month.

**D.** A clerk refuses a supervisor's direct instruction to complete a routine filing assignment.

**215.** An HR investigator is finalizing a written report on a harassment complaint. Which set of contents BEST reflects a sound investigation report?

**A.** The complainant's full personnel file and all of her prior performance reviews

**B.** The allegations, evidence gathered, credibility findings and the conclusion reached

**C.** Verbatim interview transcripts, with no findings or conclusion added to them

**D.** Each witness's personality traits and personal opinion of the accused employee's character

**216.** A wellness vendor proposes a health risk questionnaire that asks employees about their family medical history, with a $200 incentive for completing it. What is the BEST response from HR?

**A.** Approve the design, since a $200 incentive is small enough to keep participation voluntary.

**B.** Remove the family history questions or make clear the incentive does not depend on answering them.

**C.** Approve the design, provided the vendor stores the answers separately from employment records.

**D.** Approve the design, but limit the incentive to employees and spouses who are enrolled in the company's group health plan.

**217.** In Kurt Lewin's three-stage change model, what is the purpose of the refreezing stage?

**A.** Helping people see why the current state must change

**B.** Reinforcing new behaviors so they become the new norm

**C.** Moving people toward new processes and behaviors

**D.** Gathering feedback to decide whether change is needed

**218.** An employee asks for lower lighting and a desk away from a window because bright light triggers her migraines. Her supervisor tells HR he wants her full diagnosis and medical records before agreeing. What guidance should HR give?

**A.** The supervisor may request full records, since the employer has the right to verify any claims.

**B.** The supervisor should ask her coworkers whether they have seen her symptoms before deciding on it.

**C.** The supervisor should approve the request without documentation, since requests can't be questioned.

**D.** HR may request only enough information to confirm the limitation and need, and HR should handle it.

**219.** Under Richard Lewis's model of linear-active, multi-active, and reactive cultures, which traits are MOST typical of a reactive culture?

**A.** Listening carefully, avoiding confrontation, and replying after reflection

**B.** Planning step by step, focusing on facts, and sticking to the agenda

**C.** Interrupting to debate, pressing for quick decisions, and speaking plainly

**D.** Talking at length, showing emotion, and handling several tasks at once

**220.** HR introduced a new attendance policy last year to reduce absence, but voluntary turnover rose from 12% to 16% afterward, and exit interviews cite the policy. HR must present the annual results to leadership. What is the BEST approach?

**A.** Lead with the reduction in absence that the policy achieved and mention the turnover increase briefly at the end

**B.** Report the increase openly, explain what the data shows about the policy's role and present a plan to correct it

**C.** Explain that turnover rose across the industry last year, so the increase is not linked to HR's new policy

**D.** Present the turnover data without analysis and ask leadership to decide whether the policy should continue

**221.** An AI résumé-screening tool is tested on 300 applicants, 120 of whom are truly qualified. The tool advances 110 applicants, including 90 of the qualified ones. What is the tool's recall?

**A.** 75%

**B.** 37%

**C.** 30%

**D.** 82%

**222.** An analyst says that because one predictor correlates r = 0.60 with job performance and another correlates r = 0.30, the first explains twice as much of the variance in performance. Which correction is accurate?

**A.** It explains twice as much: 60% versus 30% of the variance

**B.** It explains four times as much: 36% versus 9% of the variance

**C.** It explains twice as much: 36% versus 18% of the variance

**D.** It explains 1.2 times as much: 36% versus 30% of the variance

**223.** A company is replacing its legacy software with a new ERP system. The HR generalist helps department leaders prepare employees for the transition, addresses concerns, and builds support for new ways of working. Under Ulrich's original model of HR roles, which role is the generalist playing?

**A.** Administrative expert

**B.** Functional expert

**C.** Employee champion

**D.** Change agent

**224.** A data team expects every analyst to meet the same reporting-accuracy standard. To get there, the manager gives a newer analyst extra coaching, gives a remote analyst a better laptop and VPN setup, and gives an experienced analyst no added support. Which concept does this approach illustrate?

**A.** Equality

**B.** Equity

**C.** Affirmative action

**D.** Assimilation

**225.** An HR manager is reviewing data security for two situations: archived employee files stored on the company's HR file server, and payroll data sent nightly from the HRIS to an outside payroll provider. Which type of encryption applies to each?

**A.** Encryption in transit protects the stored files, and encryption at rest protects the payroll feed

**B.** Encryption at rest protects both, because the payroll feed is stored on the provider's server

**C.** Encryption in transit protects both, because the file server is reached over the company network

**D.** Encryption at rest protects the stored files, and encryption in transit protects the payroll feed

**226.** An operations VP tells the executive team that company-wide time-to-fill averages 30 days, so there is no hiring problem. HR knows that two of the company's eight plants have taken more than 70 days to fill most openings this year. What is the BEST response for the HR manager?

**A.** Ask the two plant managers to raise their concerns with the VP directly.

**B.** Accept the company figure, since 30 days is within the industry norm.

**C.** Show time-to-fill for each location alongside the company-wide average.

**D.** Recalculate the company-wide figure using the median instead of the mean.

**227.** HR is adding a statement to job postings about the company's use of AI in hiring. Which element would make the disclosure most useful to applicants?

**A.** The vendor's name and a link to its corporate home page so applicants can research the company and its products themselves.

**B.** A note that applicants who continue applying are agreeing to all uses of AI in the process.

**C.** A statement that the AI tool is industry-leading and was selected after a competitive review.

**D.** What the AI evaluates, at which hiring stage, and how to request an alternative or an accommodation.

**228.** An employee who reported discrimination is now being shunned, mocked and threatened by coworkers because of the report. When can the employer be liable for this coworker retaliation under federal law?

**A.** When it knew or should have known of the harassment and failed to take prompt corrective action.

**B.** Whenever the harassment occurs, regardless of what the employer knew or how quickly it responded.

**C.** Only when the harassment led to a tangible job action such as demotion, termination or loss of pay.

**D.** Only when a supervisor directed or took part in the harassment, since coworkers are not the employer.

**229.** A warehouse has had three forklift near misses in one month, all at the same blind corner where forklifts and pedestrians cross paths. What should HR recommend to the safety committee FIRST?

**A.** Post warning signs at the corner and require drivers to sound the horn there

**B.** Require all pedestrians in the warehouse to wear high-visibility safety vests

**C.** Install mirrors and physical barriers to separate forklifts and foot traffic

**D.** Retrain all forklift drivers on safe driving and speed rules at blind spots

**230.** For building complex interpersonal skills such as resolving conflict, what is the key advantage of instructor-led training over self-paced e-learning?

**A.** It usually costs less per learner when the audience is large and spread across many different locations and time zones.

**B.** Learners can practice with others and receive real-time feedback that adjusts to how they respond.

**C.** Learners can move through the content on a personal schedule that fits their own workload.

**D.** It ensures that every learner receives exactly the same content delivered in the same way.

**231.** A call center has 120 frontline agents, and each supervisor currently oversees 8 agents. Leadership plans to widen the span of control to 12 agents per supervisor without changing the number of agents. How will the number of supervisors change?

**A.** It will drop by 10 supervisors, from 15 to 5

**B.** It will rise by 5 supervisors, from 10 to 15

**C.** It will drop by 5 supervisors, from 15 to 10

**D.** It will drop by 4 supervisors, from 12 to 8

**232.** A recruiter wants to offer a cybersecurity analyst candidate a base salary 12% above the range maximum, citing a competing offer. The company has a documented exception policy for above-range offers. What should the recruiter do?

**A.** Document a business case with market and equity data and get the required approvals

**B.** Ask compensation to raise the job's range maximum by 12% so the offer will fit the range

**C.** Tell the candidate the company cannot exceed the range maximum under any circumstances

**D.** Make the offer to secure the candidate, then notify compensation so the file can be updated

**233.** An HR analyst has twelve monthly turnover rates for last year. Each was calculated as that month's separations divided by that month's average headcount, and they average 1.4%. Headcount was fairly stable all year. What is the approximate annual turnover rate?

**A.** 16.8%

**B.** 14.0%

**C.** 0.12%

**D.** 1.4%

**234.** Under which condition does a zone of possible agreement (ZOPA) exist in a two-party negotiation?

**A.** The seller's opening asking price is above the price the buyer hopes to pay by the end of the talks.

**B.** Both parties have strong BATNAs that they are fully prepared to use if the talks stall.

**C.** The buyer's opening offer is within about 10% of the seller's opening asking price.

**D.** The buyer's highest acceptable price is at or above the seller's lowest acceptable price.

**235.** When coaching managers on how to address hurtful remarks, why do inclusion practitioners emphasize the impact of a remark rather than the speaker's intent?

**A.** Focusing on impact assumes the speaker acted with malice, which simplifies any later discipline.

**B.** Impact can be measured objectively, while intent has no role in workplace conduct.

**C.** The remark can harm the recipient and the team climate whether or not harm was intended.

**D.** Intent is legally irrelevant in every type of employment discrimination claim.

**236.** While reviewing a draft RIF list, an HR manager sees that one employee filed a harassment complaint against her supervisor last month. The supervisor is the one who placed her on the list. What should the HR manager do FIRST?

**A.** Keep her on the list, since a RIF is a business decision that is separate from her complaint

**B.** Ask the supervisor to confirm in writing that the complaint played no role in his decision

**C.** Check her selection against the stated criteria and compare it with how peers were scored

**D.** Remove her from the list to avoid any appearance of retaliation and select a peer in her place

**237.** On an employee Net Promoter Score question, 200 employees responded: 90 gave a score of 9 or 10, 70 gave a 7 or 8, and 40 gave a score of 0 through 6. What is the eNPS?

**A.** +45

**B.** +10

**C.** +25

**D.** +50

**238.** Under the NLRA, who may file an RD (decertification) petition, and what showing of interest is required?

**A.** Employees, or someone acting for them, with support from at least 30% of the bargaining unit

**B.** Employees, or someone acting for them, with support from at least 50% of the bargaining unit

**C.** The employer, with written evidence that a majority of employees no longer support the union

**D.** A rival union, with signed authorization cards from at least 30% of the bargaining unit

**239.** A regional operations manager asks HR to build a dashboard showing 40 workforce metrics on a single screen so that nothing is missed. What should HR do?

**A.** Build all 40 metrics as requested, grouped into labeled sections to make them easier to scan.

**B.** Show the 10 metrics most often used in HR benchmarking reports, since they are standard.

**C.** Ask what decisions the manager makes, then show a few key metrics with drill-down detail.

**D.** Provide the 40 metrics in a downloadable spreadsheet, since a dashboard cannot hold them.

**240.** A company requires nonexempt remote employees to use their own internet service and phones for work and does not reimburse those costs. One employee is paid the federal minimum wage. What does the FLSA require?

**A.** Reimburse the costs only if she submits receipts within 30 days of each pay period

**B.** Reimburse all of her monthly internet and phone costs in full, including any personal use

**C.** Nothing, because the FLSA does not require employers to reimburse work expenses

**D.** Reimburse enough that her required work costs do not cut her pay below minimum wage

**241.** A hospital pays male "Patient Care Technicians" more than female "Nursing Assistants." The company argues the jobs are different because the titles and job descriptions differ. Under the EPA, how is this question decided?

**A.** By comparing the titles and formal job descriptions that HR has on file for each job.

**B.** By comparing the work the employees actually perform day to day in each job.

**C.** By comparing the education and degrees held by the employees in each of the jobs.

**D.** By comparing the pay grades that the company's job evaluation system assigns to each.

**242.** A company pays recruiting agencies a $6,000 fee per hire. HR proposes a referral program that pays a $2,000 bonus per referral hire and costs $20,000 to set up. Assuming each referral hire replaces an agency hire, how many referral hires are needed to break even on the setup cost?

**A.** 5 referral hires

**B.** 4 referral hires

**C.** 10 referral hires

**D.** 3 referral hires

**243.** During HRIS vendor demonstrations, each vendor shows only its favorite features, and the selection team cannot compare the systems. What is the BEST way to fix this for the remaining demos?

**A.** Score each demo mainly on the presenter's clarity and responsiveness

**B.** Ask each vendor to present its most popular features in greater depth and detail

**C.** Give all vendors the same scripted scenarios built on company processes

**D.** Request recorded demos so the team can replay them at a later time

**244.** In a salary negotiation, a hiring manager raises the offer by $5,000, then by $2,000, then by $500. What does this pattern of concessions MOST likely signal to the candidate?

**A.** The hiring manager has plenty of room left and is only slowing the pace of talks.

**B.** The hiring manager is getting close to the limit of what the company will pay.

**C.** The hiring manager is losing interest and is preparing to end the negotiation.

**D.** The hiring manager wants the candidate to offer a large concession in return.

**245.** The owner of a 60-person family manufacturing business plans to retire next year and name his son general manager. The son has worked in sales for three years but has never been assessed for leadership, and several senior managers are uneasy. What is the BEST advice from HR?

**A.** Suggest that the senior managers vote on whether the son should become the next general manager.

**B.** Support the owner's choice because ownership succession is a private family decision outside HR.

**C.** Assess the son against the role's requirements and build a development plan with a phased handover.

**D.** Recommend that the owner hire an outside general manager to avoid any appearance of favoritism toward his family.

**246.** An HR project lead needs a fully remote engineering team to complete an engagement survey, and the first week's response rate is 18%. The lead has no authority over the team, and engineers have said previous surveys led to no visible changes. What is the BEST approach?

**A.** Send daily reminder emails to engineers until the response rate passes the company target

**B.** Offer entry into a prize drawing to every engineer who completes the survey

**C.** Extend the survey deadline by two weeks to give engineers more time to respond

**D.** Ask the engineering director to share actions from past surveys and encourage responses

**247.** A negotiator decides before talks begin that she will walk away rather than accept any deal worse than a specific figure. What is this figure called?

**A.** Anchoring point

**B.** Reservation point

**C.** Aspiration point

**D.** Final settlement point

**248.** A 400-employee company has decided that, starting in 90 days, all hybrid employees must work in the office three days a week. Leaders expect pushback because many employees were hired as fully remote. Which announcement content is MOST likely to support acceptance?

**A.** Survey results showing that most managers prefer in-office work, presented as the main reason for the change.

**B.** A firm statement that the decision is final, with a reminder that office attendance will be tracked by badge data.

**C.** The business reasons, the effective date and transition period, and how to request an exception or accommodation.

**D.** A general note that details will follow, so employees can share their views before the policy is written.

**249.** The company's 401(k) recordkeeper reports that an intruder accessed participants' names and account numbers. The vendor's notice is brief and does not say how many people were affected. What should HR do FIRST?

**A.** Leave the response to the vendor, since the breach happened on the vendor's own systems and network

**B.** Terminate the recordkeeping contract and move the plan's assets to a new provider

**C.** Get scope and containment details from the vendor and involve counsel on notice duties

**D.** Email all participants right away telling them their 401(k) accounts are now unsafe

**250.** A company's 300 employees work remotely across 25 states and four time zones. Its recognition program consists of quarterly catered lunches at headquarters. Which change would BEST serve this workforce?

**A.** Extending the quarterly lunches to employees who are able to travel to headquarters

**B.** A digital platform for real-time recognition with rewards employees can choose

**C.** Mailing company-branded merchandise to every employee at the end of each quarter

**D.** An annual in-person awards trip for the top five performers across the company

**251.** A restaurant pays every employee at least the full minimum wage, takes no tip credit, and requires all tips to go into a mandatory pool. Under the FLSA, which worker may NOT receive a share of the pooled tips?

**A.** A dishwasher who never interacts with the restaurant's customers

**B.** A busser who clears tables and refills water for the servers

**C.** A bar manager who pours drinks on busy nights and can hire staff

**D.** A line cook who prepares every dish ordered in the dining room

**252.** HR facilitates a monthly process-improvement meeting in which one senior analyst talks through most of every session, and quieter members have stopped contributing. What is the BEST facilitation technique to balance participation?

**A.** Ask the senior analyst to stop attending so that the other members feel free to share their ideas.

**B.** Use structured round-robin turns and directly invite input from members who have not yet spoken.

**C.** Ask members to send ideas by email after the meeting instead of discussing them during the session.

**D.** Let the discussion run freely, since the senior analyst usually has the most experience to offer.

**253.** During a pay equity analysis, HR finds that one engineer is paid far above peers in the same job because of a retention agreement made years ago that is still in effect. How should HR treat this employee in the analysis?

**A.** Document the reason and run the analysis both with and without the employee, noting the effect.

**B.** Keep the employee in the data with no note, since every employee's pay must be counted equally.

**C.** Remove the employee from the data, since extreme values distort averages and should be excluded.

**D.** Replace the employee's pay with the job's median pay so the figure fits within the normal range.

**254.** HR must select a leadership-training vendor by Friday to use grant funds that expire and cannot be extended. Two finalists remain, but reference checks for one are incomplete and some pricing details are still being clarified. What is the BEST approach?

**A.** Focus on the critical criteria, decide with the data in hand, and note assumptions and risks

**B.** Have the leadership team vote for the vendor whose presentation impressed them most

**C.** Choose the lower-priced vendor, since cost is the most objective factor that is available

**D.** Choose the vendor with complete references, since it carries less unknown risk to the company

**255.** A job is rated with these points: skill 120, effort 60, responsibility 150 and working conditions 20. The point bands are Grade 3: 250-299, Grade 4: 300-349 and Grade 5: 350-399. What is the job's total and grade?

**A.** 330 points, Grade 4

**B.** 350 points, Grade 4

**C.** 290 points, Grade 3

**D.** 350 points, Grade 5

**256.** Two peer managers in a call center have been feuding over shift coverage. Each has separately asked the HR generalist to back her position when the director reviews the issue next week. What is the BEST response for the HR generalist?

**A.** Stay neutral, listen to both, and offer to facilitate a discussion on solutions that fit the operation's needs.

**B.** Support the manager whose position seems stronger so the director gets a clear recommendation from HR.

**C.** Tell both managers that HR does not get involved in operational disputes and that they should work it out between themselves.

**D.** Write a summary of each manager's complaints about the other and send it to the director before the review.

**257.** An employee expects about $4,000 in covered medical claims next year and asks HR which plan would cost her less overall. The PPO costs her $150 a month in premiums, with a $500 deductible and 20% coinsurance after that. The HDHP costs her $50 a month, with a $2,000 deductible and 10% coinsurance after that, and the employer puts $1,000 into her HSA. Ignoring tax savings, which plan costs her less, and by how much?

**A.** The PPO, at a net cost of $2,300 compared with $2,800 for the HDHP

**B.** The HDHP, at a net cost of $2,800 compared with $3,000 for the PPO

**C.** The HDHP, at a net cost of $1,800 compared with $3,000 for the PPO

**D.** The PPO, at a net cost of $1,800 compared with $2,200 for the HDHP

**258.** A distribution center requires all warehouse applicants to lift 100 pounds. Data show that women pass at 35% of the men's pass rate. Most packages in the facility weigh under 50 pounds, and the job description was last updated nine years ago. What should HR do FIRST?

**A.** Remove the lift test right away and hire applicants without any physical screening or post-offer medical review going forward

**B.** Keep the test as is, since physical strength is a business necessity for all warehouse work

**C.** Lower the passing standard for women only so their pass rate reaches 80% of the men's rate

**D.** Review whether the 100-pound lift matches real job demands and look for lower-impact alternatives

**259.** At a plant with a fixed-pace production line, several Muslim employees ask for short prayer breaks at set times during their shifts. The line supervisor says stepping away would stop the line. Under Groff v. DeJoy, what should HR do?

**A.** Explore options such as relief staff or shifted breaks, and deny only if the burden is substantial.

**B.** Deny the request, because any interruption of a production line counts as undue hardship.

**C.** Grant every requested break at once, since prayer breaks are always considered de minimis.

**D.** Allow the breaks only if the employees agree to make up the missed time without pay at the end of each shift.

**260.** A sales manager writes this goal for a rep: "Increase sales significantly by the fourth quarter." Which SMART element is most clearly missing?

**A.** Measurable
**B.** Relevant
**C.** Achievable
**D.** Time-bound

**261.** A company with four divisions lets each division keep its own HR, IT and purchasing staff. What is the MAIN cost disadvantage of this arrangement?

**A.** Weaker focus on the customers and markets each division serves
**B.** Duplicated resources and lost economies of scale across divisions
**C.** Slower decisions because every request must first go up to headquarters
**D.** Dual reporting lines that blur accountability for support staff

**262.** A warehouse employee tells the payroll supervisor in person that his overtime was left off his last two paychecks. The following week, his manager moves him from day shift to night shift without explanation. He tells HR the move is payback. What should HR recognize?

**A.** The FLSA protects complaints only when they are made to the HR department
**B.** Only a written complaint filed with the Department of Labor is protected
**C.** His oral complaint to payroll can be protected activity under the FLSA
**D.** Shift changes are not adverse actions because his pay rate did not change

**263.** An HR analyst uses five years of data to model how the number of customer service agents needed changes with monthly call volume, then plugs in projected call volume to estimate future staffing. Which forecasting method is this?

**A.** Regression analysis
**B.** Markov analysis
**C.** Nominal group technique
**D.** Delphi technique

**264.** An HR team has just finished a project to move benefits enrollment to a new online platform. The project lead holds an after-action review with the team and key stakeholders. What should the review MAINLY capture?

**A.** Which team members caused the delays, so it can be considered in their reviews
**B.** Final enrollment numbers compared with the target that was set in the project charter
**C.** Positive feedback from employees and managers to share with the sponsor
**D.** What worked, what didn't and why, with specific recommendations for future projects

**265.** At a town hall attended by about 200 employees, an HR director is explaining a change that ends the carryover of unused PTO. A long-tenured employee stands and angrily calls the change a "cash grab" that breaks trust with staff. What is the BEST response?

**A.** Point out that the company followed the law and gave all of the notice required by policy
**B.** Ask the employee to raise personal concerns privately and move on to the next agenda item
**C.** Calmly acknowledge the frustration, explain the reason for the change, and offer to follow up
**D.** Promise to take the concern to leadership and pause the change until it has been fully reviewed

**266.** At a unionized warehouse, an employee believes she was scheduled out of seniority order and files a first-step grievance. She, her shop steward and her supervisor meet to discuss it. What is the steward's primary role at this meeting?

**A.** Decide on behalf of the union whether the grievance should go on to arbitration

**B.** Act as a neutral party who helps the supervisor and employee reach a compromise

**C.** Present the employee's case and argue how the contract's scheduling terms apply

**D.** Observe and take notes for the union's business agent, who will argue the case

**267.** An HR team holds an after-action review following an open-enrollment period. Which set of questions defines this type of review?

**A.** What employees liked, what they disliked, what they would change and how they rate it

**B.** Who caused the problems, what it cost, how to discipline them and how to report it

**C.** What the goals were, who owned them, what the budget was and whether it was spent

**D.** What was planned, what actually happened, why it differed and what to do next time

**268.** A U.S. operations manager wants to fire an underperforming analyst at the company's 80-person German subsidiary today, the way he would at a U.S. location. The analyst has worked there for three years, and the subsidiary has a works council. What should HR advise?

**A.** Hold off and follow German rules on grounds, works council input and notice

**B.** Proceed today and provide a severance payment matching U.S. company practice

**C.** Proceed today but pay salary in lieu of the notice period to avoid disputes

**D.** Proceed today as long as the reason is documented in the termination letter

**269.** After a reorganization, the procurement, finance and operations teams keep arguing over who approves vendor contracts, and several contracts have stalled. The COO asks HR for help. Which tool should HR recommend?

**A.** A responsibility assignment (RACI) matrix for the contract approval process

**B.** A team-building workshop for the procurement, finance and operations teams

**C.** A SWOT analysis of the procurement process across the three teams

**D.** A revised organizational chart showing the new reporting relationships for each team

**270.** In an NLRB election at a manufacturing business owned as a sole proprietorship, which person is MOST likely ineligible to vote because the NLRA excludes him from the definition of employee?

**A.** A press operator who is on approved medical leave and is expected to return

**B.** A new assembler who was hired and on the payroll before the eligibility date

**C.** A regular part-time machinist who works 20 hours each week on a set schedule

**D.** The owner's son, who works full time on the production line for his father

**271.** Five nonunion customer service representatives jointly email their manager complaining that their pay is lower than competitors' rates. The manager wants to discipline them for "stirring up trouble." How does the NLRA apply?

**A.** Their complaint is protected only if they first raised the pay concern through the company's formal grievance process.

**B.** The NLRA does not apply, because the employees are not represented by a union and are not seeking to organize one.

**C.** The NLRA protects pay discussions only when they occur off duty and away from company systems such as email.

**D.** Their joint complaint is protected concerted activity, so disciplining them for it would likely violate the NLRA.

**272.** After a reorganization affecting about 300 employees across six teams, HR wants to hear candid concerns and allow real two-way dialogue within the next two weeks. What is the BEST format for the listening sessions?

**A.** Small facilitated sessions by team, with ground rules and a commitment to report back

**B.** Individual meetings between every affected employee and the new department head

**C.** A single all-hands town hall in which senior executives take live questions from the floor

**D.** An anonymous online survey made up entirely of fixed multiple-choice questions

**273.** A company has not enforced its tardiness rule for years. Shortly after a union campaign begins, a manager starts issuing written warnings for lateness, but only to employees who signed union authorization cards. What should HR conclude?

**A.** The warnings are lawful because the tardiness rule is neutral and already in the handbook

**B.** The selective enforcement is likely unlawful discrimination against union supporters

**C.** The warnings are unlawful only if the rule was never shared with employees in writing

**D.** The warnings are lawful as long as each warning accurately records the time of arrival

**274.** HR learns that an employee secretly recorded her disciplinary meeting on her phone and played it for coworkers while complaining about how she was treated. The handbook bans recording in the workplace. What should HR consider BEFORE disciplining her?

**A.** Whether state law allowed it, how the ban is enforced and whether it was protected activity

**B.** Whether federal law makes all secret workplace recordings a crime in every state and setting

**C.** Whether she deleted the recording after sharing it, since deletion fully cures any violation

**D.** Whether the recording reveals that the manager made mistakes during the disciplinary meeting

**275.** During a PIP meeting, an employee refuses to sign the plan, saying he disagrees with it. What should the manager do?

**A.** Hold off on starting the PIP until the employee agrees to sign it

**B.** Treat the refusal as insubordination and begin progressive discipline steps

**C.** Note the refusal with a witness and explain that signing shows receipt only

**D.** Revise the PIP's goals until the employee agrees with its contents

**276.** An organization runs frame-of-reference training for managers before its annual review cycle. What is the main purpose of this training?

**A.** Showing raters how to deliver difficult feedback in review meetings

**B.** Teaching raters to spread their ratings evenly across all levels of the scale

**C.** Helping raters set measurable goals for employees for the next year

**D.** Giving raters a shared standard for what each level of performance looks like

**277.** After a merger, HR must combine employee records from two different HRIS platforms into a single system. What is the BEST approach for data accuracy and privacy?

**A.** Have employees re-enter all of their personal data in the new system so it is current.

**B.** Export both databases to one shared spreadsheet so HR staff can merge and correct all records by hand.

**C.** Map and clean fields, restrict access, validate against source records, and test before go-live.

**D.** Load all records into the new system now and fix any errors as employees report them.

**278.** A female analyst's job is not substantially equal to any man's job at her company, but she has evidence her pay was set lower because of her sex. Which statement is accurate?

**A.** She may sue under Title VII only if she first proves an EPA violation in an earlier proceeding.

**B.** She may have a Title VII claim even though she lacks an equal-work comparator for an EPA claim.

**C.** She has no federal pay claim, because both the EPA and Title VII require an equal-work comparator.

**D.** She may bring an EPA claim, because the EPA covers jobs of comparable worth as well as equal ones.

**279.** An inclusion team plans to use the Implicit Association Test (IAT) in a manager workshop. Which use of the IAT is MOST appropriate?

**A.** Measuring the change in each manager's bias after training as a performance goal

**B.** Screening out managers whose scores show strong bias against a protected group

**C.** Prompting personal reflection on how unconscious associations can affect judgment

**D.** Predicting which individual managers are likely to make discriminatory hiring decisions

**280.** A comment in an anonymous engagement survey names a specific supervisor and describes repeated sexual comments and unwanted touching of team members. The author cannot be identified. What should HR do?

**A.** Report the issue as a theme in the results and remind all staff how to file a formal complaint

**B.** Hold the matter until the next survey shows whether the comments continue

**C.** Wait for a formal complaint, since an anonymous comment cannot be verified

**D.** Treat the comment as notice and promptly begin an investigation of the supervisor

**281.** What is a call tree in emergency notification?

**A.** A log that tracks the time and caller of every call received by the company switchboard

**B.** A cascade in which each person calls a set list of others until all are reached

**C.** An org chart that shows which leader may approve each emergency decision

**D.** A recorded hotline that employees call to hear updated emergency instructions

**282.** Compared with a closed, densely connected network, what is the main advantage of an open network that spans diverse, otherwise unconnected groups?

**A.** Easier enforcement of group norms through close and frequent mutual monitoring

**B.** Access to more varied information and ideas that support innovation

**C.** Higher levels of mutual trust and shared norms among all members

**D.** Faster coordination because members already share the same views

**283.** An HR scorecard sets a target of 95% for on-time completion of required safety training. Performance within 5 percentage points below target is rated yellow, and anything lower is rated red. This quarter's actual completion rate is 88%. What status should the measure show?

**A.** Yellow, because the result is about 7% below target

**B.** Green, because the result is above the 85% minimum

**C.** Red, because the result is 7 points below target

**D.** Yellow, because the result is within 10 points of target

**284.** Which rewrite of the goal "Improve customer service" BEST meets SMART criteria for a help desk team?

**A.** Improve customer satisfaction scores significantly over the next few months

**B.** Provide excellent and friendly customer service on every call this year

**C.** Raise the customer satisfaction score from 82% to 88% by December 31

**D.** Answer customer calls faster and reduce the number of complaints received

**285.** Over the past year, exit interviews at a software company have repeatedly cited below-market pay as the main reason for leaving. The HR manager is preparing a SWOT analysis for the annual plan. How should HR handle this finding?

**A.** Treat it as a threat and raise all pay ranges to market levels right away

**B.** Treat it as a weakness and offer counteroffers to employees who resign

**C.** Treat it as a weakness and verify it against market pay data before acting

**D.** Treat it as a threat, since it reflects pay moves made by outside competitors

**286.** For a group of engineering openings, hiring managers interviewed 48 candidates and extended 8 offers. What is the interview-to-offer ratio?

**A.** 6:1

**B.** 1:6

**C.** 5:1

**D.** 40:1

**287.** A department head says HR should skip the planned 90-day follow-up survey on a new mentoring program: "We already know it works." What is the BEST response from HR?

**A.** Explain that the data will show whether goals were met and keep a short survey

**B.** Escalate the disagreement to the CEO and ask for a final decision

**C.** Run the survey anyway without telling the department head or his team that it is happening

**D.** Skip the survey, since the department head owns the program's results

**288.** An HR manager's direct supervisor, the HR director, tells her to remove a complaint from a candidate's file before a hiring decision. She raised her concern with the director, who insisted. What is the MOST appropriate next step?

**A.** Escalate to the director's manager or the ethics and compliance function, using the hotline if needed.

**B.** Do what the director asked, keep a private record of the instruction and file an ethics report afterward.

**C.** Report the matter to an outside regulator before using any of the company's internal channels.

**D.** Ask the director to put the instruction in writing so that responsibility shifts away from her.

**289.** A customer service manager has just received her team's annual engagement survey report. Her team scored well below the company average on recognition and on workload, and she is worried about how her director will react. What should she do FIRST?

**A.** Ask HR to review the comments to identify which team members gave the lowest ratings.

**B.** Draft an action plan on her own and present it to her director before the team sees the results.

**C.** Wait for the next pulse survey to confirm whether the low scores reflect a lasting trend.

**D.** Share the results with her team and work with them to identify causes and choose a few actions.

**290.** In July, an employee asks HR to drop her medical coverage through the company's Section 125 plan because she wants to increase her take-home pay. She has had no change in family status, employment or other coverage. What is the BEST response?

**A.** Process the change, since employees can drop coverage at any time as long as they give 30 days' notice.

**B.** Process the change, but convert her premium payments for the rest of the year to after-tax deductions.

**C.** Explain that she must keep her election until open enrollment unless she has a qualifying event.

**D.** Explain that she can drop coverage only if she also waives coverage under the plan for the following year.

**291.** An HR investigator concluded, based on two corroborating witnesses and emails, that a sales manager made discriminatory comments. Before the report is finalized, the division VP asks the investigator to change the finding from "substantiated" to "inconclusive" to protect a top performer. What should the investigator do?

**A.** Change the finding to inconclusive but keep the original conclusion in a separate internal file.

**B.** Change the finding if the VP agrees to take full responsibility for the revision in writing.

**C.** Keep the finding as written, since it reflects the evidence, and escalate if the VP persists.

**D.** Reopen the investigation to gather more evidence so the finding can be reconsidered fairly.

**292.** HR is calculating the fully loaded cost of a two-day supervisory training program for an ROI study. Which set of costs should be included?

**A.** Facilitator, materials, travel, and participants' pay and benefits during training

**B.** Facilitator, materials, and travel only, since participant pay is already budgeted

**C.** The vendor invoice only, since internal staff time and facilities are sunk costs

**D.** Facilitator, materials, travel, and the projected productivity gains from training

**293.** A plant manager believes complaints about overtime are really about pay rates and asks HR to confirm this. HR's interviews and survey data show that most complaints concern last-minute, unpredictable overtime schedules, with few mentions of pay. What is the BEST way to present the findings?

**A.** Recommend a pay review anyway, since the manager is the client and owns the final decision.

**B.** Send the report to the manager's director first so the findings cannot easily be dismissed.

**C.** Present the schedule findings with the data and invite the manager to discuss them.

**D.** Lead with the few pay comments to match the manager's view, then briefly mention schedules.

**294.** A company's AI screening tool uses a knockout question that automatically rejects applicants with an employment gap of more than 12 months. What is the main risk of this design?

**A.** It creates a privacy breach, since gap information counts as protected health information.

**B.** It can screen out groups such as caregivers or people with disabilities without being job related.

**C.** It slows hiring, because every knockout rejection must be reviewed by a recruiter by law.

**D.** It violates federal law, which bans employers from asking applicants about gaps in their employment history.

**295.** A department of 20 employees was scheduled for a combined 4,800 workdays last year. Employees missed 120 of those days due to unscheduled absences. What was the department's absence rate?

**A.** 25%

**B.** 2.5%

**C.** 2.6%

**D.** 0.25%

**296.** To persuade an operations director to adopt a new scheduling system, an HR manager presents pilot results showing fewer scheduling errors, along with a step-by-step argument that the system will reduce overtime. According to Yukl, which influence tactic is the manager using?

**A.** Apprising

**B.** Legitimating tactics

**C.** Rational persuasion

**D.** Consultation

**297.** In a negotiation, each side opens with an extreme position, treats wages as a fixed amount to be divided, and makes small concessions only when necessary to gain something in return. What type of bargaining is this?

**A.** Distributive bargaining
**B.** Concessionary bargaining
**C.** Interest-based bargaining
**D.** Integrative bargaining

**298.** Workers at an assembly station have developed several wrist and shoulder strains from repeatedly reaching above shoulder height to place parts. Under the hierarchy of controls, which response would be MOST effective at reducing these injuries?

**A.** Train workers in proper posture and stretching routines to use during shifts.
**B.** Issue wrist braces to workers at the station to support their joints during work.
**C.** Redesign the station with adjustable fixtures so parts are within easy reach.
**D.** Rotate workers among stations so each spends fewer hours at the assembly line.

**299.** In Porter's value chain, where do receiving, storing and distributing raw materials before production belong?

**A.** Inbound logistics
**B.** Outbound logistics
**C.** Operations
**D.** Procurement

**300.** An operations manager asks HR to help improve morale on his team. When asked, he cannot say what has prompted the request or how he would know the effort had worked. What should HR do NEXT?

**A.** Propose a recognition program, since low morale often reflects a lack of appreciation.
**B.** Schedule team-building sessions now, and define specific goals once they are under way.
**C.** Launch a pulse survey to measure current morale levels across the whole operations team.
**D.** Ask what would look different if morale improved and agree on how to measure success.

**301.** A supervisor saw an employee violate the cell phone policy on the production floor but waited five weeks to issue a written warning, saying he wanted to see whether it happened again. Which principle of the hot stove rule did the supervisor violate MOST directly?

**A.** Advance warning, because employees must know the rule before it is enforced.
**B.** Impersonality, because the warning should focus on behavior, not the person.
**C.** Consistency, because every employee must receive the same penalty.
**D.** Immediacy, because discipline should follow the violation promptly.

**302.** A call center supervisor tells HR that one of her agents has missed his monthly quality targets for three months. She wants to coach him rather than start discipline. What is the BEST approach for her first coaching conversation?

**A.** Share the specific results, ask what is getting in the way, and agree together on actions and a follow-up date.

**B.** Ask him to write a detailed self-assessment first, and hold the conversation only after HR has reviewed what he submits.

**C.** Focus the talk on his strengths so he stays motivated, then mention the targets briefly at the end.

**D.** Explain the targets again in detail and tell him exactly which techniques to use to fix the problem.

**303.** Managers across the company routinely call a benefits specialist with questions about leave and benefit interactions and usually follow her advice, even though she has no authority over them. Which French and Raven power base does she have?

**A.** Expert power

**B.** Referent power

**C.** Legitimate power

**D.** Informational power

**304.** An HR director asks a plant manager to start weekly safety huddles. To make it easier, she offers to draft the huddle agendas and have an HR coordinator attend the first month of meetings. Which of Yukl's tactics is she using?

**A.** Consultation

**B.** Collaboration

**C.** Personal appeal

**D.** Exchange

**305.** In Daryl Conner's change roles, what are the employees who must actually change how they work called?

**A.** Sponsors

**B.** Agents

**C.** Targets

**D.** Advocates

**306.** During contract talks, an employer raises a permissive subject of bargaining. What may the employer NOT do with that subject?

**A.** Propose it and discuss it if the union agrees to consider the issue

**B.** Include it in the final contract if both the union and the employer voluntarily agree

**C.** Insist on it to the point of impasse as a condition of reaching agreement

**D.** Withdraw the proposal later in negotiations without any union consent

**307.** The annual engagement survey shows sharply lower scores for one department. The department head tells HR the results must be wrong because his team never complains to him. What is the BEST response from the HR business partner?

**A.** Agree to rerun the survey for his department next month so that the team can reconsider its answers.

**B.** Review the data with him calmly, explain how it was collected, and explore together what may be driving it.

**C.** Escalate his reaction to his manager, since rejecting survey data signals that he is resisting the process.

**D.** Remove his department's results from the company report until he is comfortable that they are accurate.

**308.** A unionized plant wants to replace its fixed shifts with a rotating shift schedule. The collective bargaining agreement does not address shift schedules, and no clause gives management the right to change them on its own. What must HR do before implementing the new schedule?

**A.** Obtain written consent from a majority of the employees in the unit

**B.** Wait until the agreement expires and bring the change up in negotiations

**C.** Post a notice announcing the change to all employees at least 60 days before it takes effect

**D.** Give the union notice and an opportunity to bargain over the schedule change

**309.** After a company moves to a professional employer organization (PEO), employees notice that their paychecks and W-2 forms now show the PEO's name. Some worry they have been laid off or transferred to another company. What is the BEST response?

**A.** Tell employees that the PEO's name is an administrative detail with no real effect

**B.** Ask the PEO to send employees a welcome letter that describes its services, benefits contacts and online portal

**C.** Have managers reassure employees one at a time as individual concerns are raised

**D.** Explain the PEO relationship, what has and hasn't changed, and whom to contact with questions

**310.** An instructional designer is given a 90-slide deck by a senior engineer and asked to turn it into a course on a new quality inspection process. The designer converts the slides directly into an e-learning module without any further analysis. What is the main risk of this approach?

**A.** The engineer may claim ownership of the course content and refuse to allow any later revisions

**B.** The course may cover everything the expert knows rather than what inspectors need to do on the job

**C.** The slide deck may contain technical terms that will need a glossary to be added at the end

**D.** The e-learning module may be too short to meet the company's minimum number of required annual training hours

**311.** A grocery chain needs to hire 50 associates for a new store. Historical data show that 25% of applicants pass the initial screen, 50% of screened candidates receive offers after interviews, and 80% of offers are accepted. How many applicants should the recruiter plan to source?

**A.** 250 applicants
**B.** 400 applicants
**C.** 500 applicants
**D.** 200 applicants

**312.** Last quarter, a company spent $9,000 on a job board that produced 300 applicants and $4,500 on a career fair that produced 90 applicants. Which source had the lower cost per applicant?

**A.** Job board, at $30 per applicant vs. $50
**B.** Job board, at $3 per applicant vs. $5
**C.** Career fair, since it cost half as much in total
**D.** Career fair, at $50 per applicant vs. $30

**313.** Which chart BEST shows monthly absenteeism rates over the past two years?

**A.** A stacked bar chart of the totals for each year
**B.** A pie chart with one slice for each of the months
**C.** A line chart with months on the horizontal axis
**D.** A histogram of the 24 monthly absence rates

**314.** Which employer is MOST likely required to use E-Verify under federal law?

**A.** Any private employer that sponsors workers for H-1B or other visas
**B.** Any private employer with 15 or more employees in the United States
**C.** Any federal contractor or subcontractor with a contract worth more than $10,000
**D.** A federal contractor whose contract includes the FAR E-Verify clause

**315.** A hospital is replacing paper shift schedules with new scheduling software. Several nurses with more than 20 years of tenure tell HR the old way worked fine and the change is unnecessary. What is the BEST way to address their concerns?

**A.** Remind them that the decision is final and set a firm deadline for them to switch to the system
**B.** Meet with them to hear specific concerns, show how the tool helps them, and involve them in rollout
**C.** Let them keep using the paper schedules until they personally feel ready to switch over to the new system
**D.** Assign them extra training since long-tenured staff may be less comfortable with new technology

**316.** A company closes its offices for two days in the middle of a week because of a severe snowstorm. Under the FLSA, may it reduce the salary of its exempt employees for those two days?

**A.** No. Exempt employees must receive their full salary for any closure, even one that lasts a full workweek or more.

**B.** No. Exempt employees ready and willing to work must get full salary for a closure of less than a full workweek.

**C.** Yes. Salary may be reduced for closure days, as long as employees are allowed to use paid leave instead.

**D.** Yes. Salary may be reduced for any day the employer is closed, as long as it is closed to all employees.

**317.** A retailer with 12 stores in one region is deciding how to structure HR. What is the main advantage of a centralized HR structure for this company?

**A.** Greater store-level autonomy over hiring and pay

**B.** Faster decisions tailored to each store's local market

**C.** Stronger working relationships between HR and each individual store manager

**D.** Consistent policies applied across all stores at lower cost

**318.** What is the primary purpose of generally accepted accounting principles (GAAP) in the United States?

**A.** Common standards that make financial statements consistent and comparable

**B.** Internal budget formats that all public companies are required to use

**C.** Federal tax rules for calculating a company's taxable income each year

**D.** Audit procedures that guarantee financial statements are completely free of fraud and error

**319.** A manager is preparing for stay interviews with his team. Which question is BEST suited to a stay interview?

**A.** "What would you change about our new-hire orientation program?"

**B.** "Why did you decide to accept the other company's offer?"

**C.** "How would you rate your performance against goals this year?"

**D.** "What might tempt you to leave the organization?"

**320.** How does the UK Bribery Act differ from the U.S. Foreign Corrupt Practices Act (FCPA)?

**A.** It allows facilitation payments like the FCPA does but extends its bribery rules to private-sector recipients as well

**B.** It bans facilitation payments and holds firms liable for failing to prevent bribery unless they have adequate procedures

**C.** It makes companies liable for bribes by associated persons only when senior managers knew of and expressly approved the payments

**D.** It applies only to bribes paid to foreign public officials and has no corporate offense for failing to prevent bribery

**321.** A job posting draws 500 applicants, and 100 of them pass the initial screening. What is the screening yield ratio?

**A.** 80%

**B.** 25%

**C.** 5%

**D.** 20%

**322.** A former employee sues her former supervisor personally under Title VII for sexual harassment. How do most federal courts treat this claim?

**A.** They dismiss it only if the employer has fewer than 15 employees in total

**B.** They dismiss it, since Title VII liability generally runs only to the employer

**C.** They allow it only if the supervisor had the authority to fire the employee

**D.** They allow it, since a supervisor is an agent of the employer under the statute

**323.** An AI engagement tool flags an employee as "disengaged" based on reduced email activity. Her manager wants to place her on a performance improvement plan. What should HR advise?

**A.** Review her actual work results and talk with her before treating the flag as a performance issue.

**B.** Issue the PIP but delay its start until the tool confirms the trend for one more month.

**C.** Support the PIP, since the AI flag gives objective evidence that the employee is underperforming.

**D.** Share the AI flag with her and ask her to explain the drop in email activity in writing.

**324.** A supervisor tells an employee who has been leading a union drive that she can either stop her union activity or resign, and she resigns. How is this situation best described under the NLRA?

**A.** A voluntary resignation, since she chose to leave on her own rather than accept the supervisor's stated condition

**B.** An unlawful constructive discharge, since she was forced to choose between her job and Section 7 rights

**C.** A lawful separation, since the supervisor did not directly fire her or reduce her pay

**D.** An unfair labor practice by the union, since its campaign put her in the position to resign

**325.** An HR shared services center received 5,000 inquiries last quarter. Of these, 3,000 were resolved through the portal and chatbot without an HR agent, 1,500 were resolved by tier 1 agents, and 500 were escalated to specialists. What was the tier 0 resolution rate?

**A.** 60%

**B.** 90%

**C.** 40%

**D.** 67%

**326.** At the first bargaining session, the union's committee includes an international union representative who does not work for the company. The plant manager says the company will not meet unless only employees sit on the union's team. What should HR advise?

**A.** Meet with the team, because each side may choose its own representatives for bargaining.

**B.** Meet only if the union agrees to remove the outside representative from later sessions.

**C.** Ask the NLRB to approve the outside representative before the company agrees to meet.

**D.** Decline to meet, because only unit employees may represent the union at the table itself.

**327.** An HR team's retention tool not only flags employees at high risk of leaving but also recommends, for each one, whether a pay adjustment, a schedule change or a development assignment is most likely to keep that person. Which type of analytics is the tool performing when it makes these recommendations?

**A.** Descriptive analytics
**B.** Diagnostic (root-cause) analytics
**C.** Predictive analytics
**D.** Prescriptive analytics

**328.** Which payment to a nonexempt employee may be excluded from the regular rate when calculating overtime?

**A.** A shift differential paid for each hour worked on the overnight shift crew
**B.** An attendance bonus promised in advance for perfect monthly attendance
**C.** A retention bonus promised to employees who stay through a merger
**D.** A holiday gift of equal amount to all staff, not tied to hours or output

**329.** Several candidates have posted online reviews saying they applied to the company and never heard anything back. The company's ATS has unused communication features. What is the BEST ATS-based fix?

**A.** Have recruiters personally phone every applicant who is not selected after each search closes
**B.** Respond to each negative online review and explain that the company receives many applications
**C.** Add a line to job postings stating that only candidates selected for interviews will be contacted
**D.** Set up automated status messages that go to candidates as they move through or exit each stage

**330.** When an interviewer evaluates a candidate's answer to a behavioral question using the STAR technique, what should the interviewer listen for?

**A.** The situation, the task, the action taken, and the result
**B.** The strengths, the training, the attitude, and the references
**C.** The skills, the timeline, the alternatives, and the reasoning
**D.** The setting, the team, the approach, and the reflection

**331.** A complainant at a nonunion company asks to bring a trusted coworker to her investigation interview for support. Company policy states that interviews are held with the investigator and one note-taker only. What is the BEST response?

**A.** Postpone the interview until the complainant agrees to attend alone and withdraws the request for support.
**B.** Allow the coworker to attend, since refusing a support person to a complainant could be seen as unlawful retaliation.
**C.** Allow the coworker to attend only if the coworker signs a confidentiality agreement before the interview.
**D.** Explain the policy and the confidentiality reasons for it, and offer other support such as breaks or EAP access.

**332.** A supervisor tells HR that an employee complained to him a week ago about racially offensive comments by a coworker. Before reporting it, the supervisor interviewed four team members himself and concluded that the comments were "just joking." What should HR do FIRST?

**A.** Accept the supervisor's conclusion since he already spoke to the key witnesses, and document the matter as resolved in the employee files.

**B.** Issue the supervisor a written warning for failing to report the complaint before starting his own investigation.

**C.** Take over the investigation, debrief the supervisor on whom he spoke with and what was said, and plan HR's own interviews.

**D.** Start the investigation from scratch without speaking to the supervisor so that his views do not influence HR.

**333.** A company is starting a major restructuring and wants to follow Kotter's model in forming a guiding coalition. Which characteristic is MOST important for the members of that coalition?

**A.** A membership drawn mainly from the HR and communications departments

**B.** The greatest enthusiasm for the change, whatever their influence may be

**C.** A membership limited to the senior executive team for faster decisions

**D.** Enough position power, expertise, credibility and leadership ability

**334.** A small credit union is installing a new cash recycler at its single branch, and its six tellers must learn to operate it before go-live next week. The vendor has trained the head teller, and the branch has no training staff. Which training method is BEST?

**A.** Send all six tellers to a vendor class in another city, scheduled for a date about a month after the go-live date

**B.** Have the tellers read the vendor's operator manual and sign that they have reviewed it

**C.** Build an e-learning module on the machine that tellers can complete during slow periods

**D.** Have the head teller give structured on-the-job training on the machine, with practice and a checklist

**335.** A food processing plant requires hairnets on the production floor. A new line worker says she wears a religious head covering and asks to keep it on. What is the BEST response?

**A.** Move her to an office role so the head covering will not raise any issue

**B.** Allow the head covering as is and waive the hairnet rule entirely for her

**C.** Explain that food safety rules prevent any change to the hairnet requirement

**D.** Discuss options such as wearing a hairnet over or under the head covering

**336.** Which behavior by an executive sponsor is the clearest sign of weak sponsorship of a change?

**A.** Approving extra budget for training after early adoption problems are identified

**B.** Asking the project team for brief updates on adoption progress at each monthly meeting

**C.** Delegating all change messages to HR and not discussing the change with employees

**D.** Asking fellow executives to explain how the change will affect their own departments

**337.** A consumer products company advertises a detergent as "eco-friendly" because its bottle cap contains 5% recycled plastic, while the formula and the rest of the packaging are unchanged. What term describes this practice?

**A.** Green marketing
**B.** Greenhushing
**C.** Carbon offsetting
**D.** Greenwashing

**338.** A company has lawfully recognized Union A, and no question concerning representation can currently be raised. Union B begins picketing the company's entrance with the object of forcing the company to recognize Union B instead. What is the status of Union B's picketing?

**A.** It violates Section 8(b)(4), because picketing to obtain recognition is treated as a secondary boycott.
**B.** It is lawful, provided Union B files a representation petition with the NLRB within 30 days of the start of the picketing.
**C.** It violates Section 8(b)(7)(A), which limits recognitional picketing when another union is lawfully recognized.
**D.** It is lawful, because peaceful informational picketing at a primary employer's entrance is always protected.

**339.** Which statement BEST distinguishes employer brand from the employee value proposition (EVP)?

**A.** Employer brand applies to current staff only; the EVP applies to job candidates only.
**B.** Employer brand is set by marketing alone; the EVP is set by the CEO and board alone.
**C.** Employer brand is how the market views the employer; the EVP is the value it offers workers.
**D.** Employer brand is the pay and benefits package offered; the EVP is the company's consumer brand image.

**340.** HR is coordinating an enterprise risk review. Department heads submitted their risk lists, but some rated risks on a 1-to-3 scale, others on 1-to-10, and some used labels like 'serious.' What should HR do FIRST?

**A.** Convert every score to a 1-to-10 scale and rank all of the risks in a single combined company-wide list
**B.** Rank the risks by how many departments mentioned them, regardless of the scores they gave
**C.** Present each department's list separately and let executives decide which risks matter most
**D.** Set common likelihood and impact scoring criteria and ask departments to rescore their risks

**341.** An AI tool now handles shift scheduling and time-off approvals for a distribution center, and leaders estimate it saves each supervisor about eight hours a week. The operations director proposes raising each supervisor's team from 12 to 20 employees. What should HR do FIRST?

**A.** Reduce the number of supervisors through attrition, based on the vendor's time-savings estimate.

**B.** Approve the change, since the hours saved each week are enough to cover the extra employees.

**C.** Keep spans at 12, since larger teams always reduce the quality of coaching and supervision.

**D.** Analyze supervisors' remaining duties and team needs to judge how large a span they can handle.

**342.** Under the widely used Run, Hide, Fight guidance for an active shooter event, what is the recommended order of priority for employees?

**A.** Hide in place first, evacuate once police arrive, and fight only if the shooter enters the room.

**B.** Fight back as a group first, then evacuate when the shooter is subdued, and hide if they are hurt.

**C.** Call 911 first and wait for instructions, then evacuate or hide as the dispatcher directs them.

**D.** Evacuate if a safe path exists, hide if they can't escape, and fight only as a last resort.

**343.** How does a no-fault attendance policy treat absences?

**A.** Every absence earns points, including leave that federal law protects, such as FMLA.

**B.** Absences earn points only when the employee did not provide a doctor's note.

**C.** Most absences earn points no matter the reason, except those the law protects.

**D.** Only unexcused absences earn points, while excused absences are not counted.

**344.** A city hospital brings together physicians, nurses, patients, payers, community leaders and suppliers for a multi-day meeting to review the past, find common ground and plan a shared vision for the future. Which method is this?

**A.** Intergroup mirroring

**B.** Open-systems mapping

**C.** Beckhard confrontation meeting

**D.** Future search conference

**345.** A sales manager asks the HR analytics team for a list of her employees whom the company's attrition model flags as likely to quit, so she can decide whom to invest in. The model was approved for workforce planning at the group level. What is the BEST response?

**A.** Decline to share any model findings until the model has been separately validated on her department's data

**B.** Provide the list as requested, since she is the manager responsible for these employees

**C.** Provide the list after asking her to keep it confidential and not share it with her team

**D.** Share group-level risk insights and retention strategies but not individual employee risk scores

**346.** Under the NLRA, when may a union-represented employee insist on having a union representative present during an interview with management?

**A.** When the employee reasonably believes the interview may lead to discipline and asks for one

**B.** Only after the employer has decided on discipline and is meeting to deliver the decision

**C.** Only if the employer failed to tell the employee about the right before the investigatory meeting began

**D.** Whenever management meets with the employee for any reason, including routine coaching

**347.** An employee asks HR to let her carry 15 unused vacation days into next year. Policy caps carryover at five days, and HR has denied similar requests from other employees. How should the HR generalist respond?

**A.** Point her to the policy document and close the request without further discussion

**B.** Explain the policy and its purpose, then help her plan to use the remaining days

**C.** Approve the exception once, since she has been a loyal and productive employee

**D.** Suggest that she ask her manager, who may be willing to approve the exception

**348.** Under Title VII and the ADA, when may a U.S. employer follow a host-country law that conflicts with U.S. anti-discrimination law?

**A.** When customers or business partners in the host country strongly prefer the practice

**B.** When the EEOC grants the employer an advance written exemption for that specific foreign office

**C.** When the affected employee gives the company a written waiver of U.S. legal protections

**D.** When the employee works in that country and complying with U.S. law would violate its law

**349.** A company defines time-to-fill as the number of calendar days from requisition approval to the offer acceptance of the candidate who actually fills the job. A requisition was approved on January 5, 2026. The first candidate accepted on February 10 but backed out on February 20. A second candidate accepted on March 15. What is the time-to-fill?

**A.** 36 days

**B.** 23 days

**C.** 69 days

**D.** 59 days

**350.** An employee resigns two weeks before the annual bonus payout and asks for her bonus. The written plan, which all employees acknowledged, states that participants must be employed on the payment date to receive a bonus. What should HR do?

**A.** Apply the plan's employment requirement as written, consistent with how it has been applied before.

**B.** Let her manager decide, since bonus eligibility is a discretionary decision for each manager.

**C.** Pay the full bonus, since bonuses become earned wages once the performance year has ended.

**D.** Pay a prorated bonus, since she worked nearly the entire performance year before choosing to resign from the company.

**351.** An HR director wants to forecast demand for data-science skills over the next five years. She sends questionnaires to experts who never meet, shares an anonymous summary of their answers, and repeats the process until their forecasts converge. What technique is this?

**A.** Nominal group technique
**B.** Scenario planning
**C.** Delphi technique
**D.** Trend analysis

**352.** A company evaluates jobs by rating each on several compensable factors. Each factor is divided into defined degrees, and each degree carries a weighted point value. A job's total points determine its grade. Which job evaluation method is this?

**A.** Factor comparison method
**B.** Classification method
**C.** Point factor method
**D.** Paired comparison method

**353.** Unit clerks at a hospital often skip a required step when updating patient charts. When HR asks whether they could complete the step correctly if their jobs depended on it, the clerks say yes and demonstrate it accurately. Using Mager and Pipe's performance analysis, what should HR do NEXT?

**A.** Recommend that supervisors issue written warnings to clerks who skip the step, since they know how to do it
**B.** Look for consequences and obstacles, such as time pressure, no reward for doing it, or system barriers
**C.** Design a short refresher course on charting procedures with a skills check at the end for each unit clerk
**D.** Create a job aid listing the charting steps and post it at each workstation where clerks update patient charts

**354.** The sole HR professional at a 60-employee distribution company has been asked to revise the employee handbook within four months. The company has no project management software and no budget for it. What is the SIMPLEST effective way to plan the work?

**A.** Draft a short scope statement and a task list with owners and dates, tracked in a shared spreadsheet.
**B.** Buy a basic project management software license so the revision can be tracked with Gantt charts.
**C.** Build a full work breakdown structure with a critical path analysis before starting any of the writing.
**D.** Skip formal planning and revise the handbook sections in order as time allows during the four months.

**355.** Before launching a leadership program, an L&D manager meets with senior sponsors to agree on the observable outcomes that would show the program succeeded, then designs the evaluation around those measures. Which evaluation concept does this approach reflect?

**A.** Benefit-cost analysis
**B.** Return on expectations
**C.** Reaction-level evaluation
**D.** Return on investment

**356.** While debating a leave policy with a department manager, an HR specialist rereads the handbook and realizes the manager's interpretation is the correct one. Which conflict mode is MOST appropriate at this point?

**A.** Compromising, by proposing a blend of the two interpretations of the rule
**B.** Avoiding, by tabling the discussion until a later meeting
**C.** Collaborating, by exploring both readings to find a new approach
**D.** Accommodating, by acknowledging the manager's reading of the policy

**357.** Why should a facilitator allow several seconds of silence after asking the group an open-ended question?

**A.** It reduces the total number of responses the facilitator must process
**B.** It gives people time to think and signals that answers are expected
**C.** It shows the group that the facilitator is the authority in the room
**D.** It lets the facilitator decide which participant to call on next

**358.** How may a federal contractor set its annual hiring benchmark for protected veterans under VEVRAA?

**A.** Use the share of veterans among its own job applicants over the past three years combined
**B.** Adopt the 7% utilization goal that applies to each of a federal contractor's job groups
**C.** Adopt the percentage of veterans in the state's population from the most recent census
**D.** Adopt the national percentage OFCCP publishes or set its own using the five-factor method

**359.** An employee tells HR she is pregnant so she can ask about leave options. She has not told her team. The next day, her manager asks HR whether rumors that she is pregnant are true. What should HR say?

**A.** Deny the rumor to protect her privacy until she is ready to share the news on her own.
**B.** Confirm the pregnancy so the manager can begin planning coverage for the upcoming leave.
**C.** Confirm the pregnancy but ask the manager to keep the information within the department.
**D.** Decline to confirm or deny and remind the manager not to speculate about the employee.

**360.** A company plans to add a personality measure to its hiring process for a wide range of roles. Based on research, which Big Five trait MOST consistently predicts job performance across occupations?

**A.** Openness to experience
**B.** Extraversion
**C.** Conscientiousness
**D.** Agreeableness

**361.** An HR manager at a distribution center approves all offers for entry-level warehouse roles. Her nephew has just applied for one of these roles, and the hiring supervisor says he looks qualified. What should the HR manager do?

**A.** Keep approving the offer herself but document in the file that she applied the usual hiring criteria to his application.

**B.** Approve the offer if he is qualified, since entry-level roles involve little risk of favoritism.

**C.** Ask the hiring supervisor to reject the application to avoid any appearance of a conflict of interest.

**D.** Disclose the relationship and have another qualified person handle any decision on her nephew's application.

**362.** A new timekeeping system went live last month. Which communication activity belongs in the reinforcement phase of the change?

**A.** Explaining the business case for replacing the old system and why the company needs it now.

**B.** Announcing the vendor selection and the schedule of training sessions before the launch date.

**C.** Recognizing teams that adopted the system and sharing results like fewer payroll errors.

**D.** Gathering input from supervisors on which features the new system should include at launch.

**363.** A company pays an employee referral bonus as soon as a referred hire starts work. Several referred hires have quit within two weeks, shortly after the bonuses were paid. How should HR redesign the program?

**A.** Raise the bonus amount so employees refer stronger and more committed people.

**B.** Pay the bonus only after the referred hire completes a set retention period.

**C.** Limit each employee to one referral per year to curb low-quality referrals.

**D.** End the program and shift its budget to paid postings on major job boards.

**364.** Because of rising costs, a company will reduce its 401(k) matching contribution from 6% of pay to 3% of pay starting next January. The HR manager is drafting the employee announcement. Which content is MOST important to include?

**A.** The effective date and a comparison with competitors' match rates

**B.** The reason for the change and a firm note that the decision is final and not open to debate

**C.** The new match rate and a link to the full plan document

**D.** The reason, effective date, effect on employees and where to get help

**365.** A manufacturer's income statement shows revenue, cost of goods sold, selling, general and administrative (SG&A) expense, and interest expense. Where are the wages of hourly production-line workers who assemble the company's products recorded once those products are sold?

**A.** In nonoperating expense, below operating income

**B.** In cost of goods sold, as direct labor

**C.** In SG&A, as general payroll expense

**D.** In research and development expense

**366.** A company with team members across four U.S. time zones adds core collaboration hours to its remote-work policy. What is the PRIMARY purpose of this provision?

**A.** To limit the total number of hours that remote employees may work in a single day or week

**B.** To set a shared window for meetings while allowing flexible hours outside it

**C.** To make sure that every employee starts and ends work at the same clock time each day

**D.** To set the hours used to calculate overtime for remote employees in each time zone

**367.** During an organizing drive, union organizers tell several employees that their cars may be damaged if they refuse to sign authorization cards. Which NLRA provision does this conduct violate?

**A.** Section 8(b)(3), which bars a union from refusing to bargain collectively in good faith with the employer

**B.** Section 8(b)(4), which bars a union from coercing neutral employers to stop doing business with another firm

**C.** Section 8(b)(1)(A), which bars unions from restraining or coercing employees in exercising Section 7 rights

**D.** Section 8(a)(1), which bars interference, restraint or coercion of employees in exercising Section 7 rights

**368.** What is the main purpose of an audit-rights clause in a contract with an AI hiring vendor?

**A.** To guarantee the employer a refund if the tool fails to reach the vendor's stated accuracy level

**B.** To let the vendor review the employer's hiring decisions for compliance with the license terms

**C.** To transfer legal liability for any discrimination claims from the employer to the vendor for the life of the contract

**D.** To let the employer verify the vendor's compliance, such as bias testing and data security controls

**369.** Using the same survey data, HR calculates both a 95% and a 99% confidence interval for the average engagement score. Why is the 99% interval wider?

**A.** The 99% interval has a larger standard error, because it includes more of the measurement error.

**B.** The 99% interval excludes fewer outliers, so its range of observed scores is broader.

**C.** Being more confident of capturing the true value requires a wider range of plausible values.

**D.** The 99% interval is based on a smaller share of the sample, which adds more uncertainty.

**370.** A company uses market pricing as its only job evaluation method. What is the main weakness of this approach for jobs that have no salary survey match?

**A.** They must be priced using the survey data for whichever job title sounds most similar

**B.** There is no direct basis for their value, so a method such as slotting is needed

**C.** They are exempt from internal equity reviews because they have no market comparison

**D.** Their pay automatically defaults to the midpoint of the company's highest pay grade

**371.** A federal contractor's employee alleges disability discrimination. Which agency enforces the contractor's affirmative action obligations under Section 503 of the Rehabilitation Act?

**A.** The Equal Employment Opportunity Commission, which enforces Title I of the ADA

**B.** The Office of Federal Contract Compliance Programs in the Department of Labor

**C.** The Veterans' Employment and Training Service in the Department of Labor

**D.** The Civil Rights Division of the Department of Justice, which handles federal contracts

**372.** Which interview question is a situational question rather than a behavioral one?

**A.** Describe a situation in which you had to enforce an unpopular policy.

**B.** What would you do if a customer demanded a refund outside our policy?

**C.** Tell me about a time you handled a customer who demanded a refund.

**D.** Give an example of a time you resolved a conflict with a coworker.

**373.** An autistic candidate for a data analyst role asks the recruiter to send the interview questions a day in advance. The recruiter worries this would give the candidate an unfair edge. What is the BEST response?

**A.** Decline the request, since all candidates must face the same conditions in an interview.

**B.** Treat it as an accommodation request and provide the questions in advance, as requested.

**C.** Offer more time to answer each question during the interview instead of the questions.

**D.** Ask the candidate to provide medical proof of autism before making any decision on it.

**374.** A company fills about half of its openings with internal candidates, who are typically placed within 20 days. External hires take about 50 days. The mix of internal and external fills changes a lot from quarter to quarter. How should HR report time-to-fill?

**A.** Report internal and external time-to-fill as separate figures

**B.** Report only the external figure and leave out internal moves

**C.** Report only the internal figure, since it reflects HR's speed

**D.** Report one combined average for all of the openings filled

**375.** An employee's new psychiatric medication causes morning drowsiness, and she asks to shift her schedule from 8-4 to 10-6. Her role has no fixed customer hours, and her work is done independently. What should HR do?

**A.** Deny it, since medication side effects are not part of the underlying disability

**B.** Grant it as a personal favor, since schedule changes are not ADA accommodations

**C.** Ask her to have her doctor change her medication before any schedule change

**D.** Grant the change as a likely reasonable accommodation, absent undue hardship

**376.** An HR team is evaluating a training pilot by comparing supervisor performance ratings of employees who attended with ratings of employees who did not. Why should the supervisors doing the ratings NOT be told which employees were in the pilot?

**A.** Raters who know who was trained may let that expectation shape their ratings and bias the results.

**B.** Supervisors who know may pass the training content to untrained staff and contaminate the control group.

**C.** Telling raters who attended would break the confidentiality owed to employees in the training records.

**D.** Raters who know group membership will use a narrower range of scores, which lowers the rating scale's reliability.

**377.** An HR professional is using a structured ethical decision-making model to work through a difficult situation. What should be the FIRST step in the process?

**A.** Generate alternative courses of action to compare

**B.** Choose an option and plan how to carry it out well

**C.** Weigh each option against the company's core values

**D.** Recognize the ethical issue and gather the facts

**378.** Which of the following HR variables is measured on a ratio scale, with a true zero point?

**A.** Performance rating on a 1-5 scale

**B.** Job grade numbered from 1 to 12

**C.** Annual base salary in dollars

**D.** Calendar year of hire, such as 2019

**379.** HR is rewriting its employee handbook in plain language. How does plain language improve accessibility?

**A.** It mainly benefits employees with vision loss, since shorter text is faster for screen readers.

**B.** It makes policies easier to understand for readers with varied literacy, language and cognitive needs.

**C.** It allows the company to leave out legal requirements that are too difficult to explain to employees.

**D.** It removes the need to provide policies in other formats such as audio, braille or large print versions for employees.

**380.** During a team meeting, an HR manager corrected a production manager in front of his staff after he misstated the overtime approval policy. The manager has since stopped inviting HR to his meetings. What is the BEST step for the HR manager to take?

**A.** Ask his director to remind him that HR needs to attend team meetings when policy topics are on the agenda

**B.** Meet with him privately, acknowledge that correcting him publicly undercut him, and agree on how to handle such issues

**C.** Wait for him to raise the issue himself, since he may need time and could see an early approach as pressure to reconcile

**D.** Send him a copy of the overtime policy with a note explaining that the correction was needed to prevent pay errors

**381.** A team has worked through its early conflicts and is settling on shared ways of working. Which leader action is BEST suited to this stage?

**A.** Recognize contributions and help members prepare for their next roles.

**B.** Mediate disputes between members over status, roles and decision rights.

**C.** Assign roles and set detailed procedures so that expectations are clear to every member.

**D.** Reinforce the team's agreed norms and start sharing leadership with members.

**382.** A department manager proposes quarterly team bonus targets that are lower than the results the same team already exceeded last year. He says easier targets will keep morale high. What should HR do?

**A.** Cancel the team bonus plan and fold its budget into the next merit increase cycle

**B.** Work with him to set targets above the baseline so the bonus rewards real improvement

**C.** Approve the targets but cap the total payout so the plan's cost stays predictable

**D.** Approve the targets, since high morale will lead the team to beat last year's results anyway

**383.** During a harassment investigation, a production supervisor proposes moving the complainant from day shift to night shift so she and the accused will not cross paths. The complainant has not asked to move. What should HR advise?

**A.** Reject the proposal and keep both employees on their current shifts, since interim changes may suggest a finding.

**B.** Reject the proposal and consider interim steps that do not burden the complainant, such as adjusting the accused's duties.

**C.** Approve the move because it separates the parties, and return her to day shift once the investigation is finished.

**D.** Approve the move only if the complainant gets a night-shift pay differential to offset the inconvenience of working at night.

**384.** When an organization decides whether to develop a capability internally or hire it from outside, which kind of skill makes the STRONGEST case for building it in-house?

**A.** Skills that are changing quickly and must be applied right away at full proficiency level

**B.** Skills that are core to the strategy and specific to the firm's own ways of working

**C.** Skills needed only for a short, one-time project with a fixed end date

**D.** Skills that are widely available in the labor market and quick to hire for

**385.** An employee tells HR that a peer repeatedly belittles her in team meetings, mocking her ideas and calling her "clueless" in front of others, over several months. No protected characteristic is mentioned. What is the BEST response from HR?

**A.** Coach the employee to raise the issue directly with her peer

**B.** Advise her that it is not actionable unless it involves a protected class

**C.** Tell her this is a personality conflict best handled by her manager

**D.** Investigate it as possible bullying under the conduct policy

**386.** A 20-year employee with a spotless record bypassed lockout/tagout while clearing a jam, putting himself at risk of serious injury. Company policy lists lockout/tagout violations as serious offenses that can result in suspension or termination for a first offense. His manager argues that his tenure should mean a verbal warning. What should HR advise?

**A.** Terminate him at once, since tenure has no bearing on safety discipline.

**B.** Have him retrained and treat the event as coaching rather than discipline.

**C.** Weigh severity and past cases first, treating tenure as one factor.

**D.** Give a verbal warning, since 20 clean years outweigh a single mistake.

**387.** A technology firm's applicant pool for engineering roles is 90% men. A manager proposes interviewing only women for the next round of openings to balance the team. What lawful alternative should HR recommend?

**A.** Interview only women for half of the openings and keep the rest open to everyone.

**B.** Widen outreach through partnerships with groups that serve women in engineering.

**C.** Set a hiring quota for women engineers and report progress to the leadership team.

**D.** Add points to women's interview scores to offset the imbalance in the pool.

**388.** Which condition does the ADA expressly exclude from its definition of disability?

**A.** Chronic major depression

**B.** Bipolar disorder

**C.** Alcoholism

**D.** Compulsive gambling

**389.** A nonexempt employee is scheduled for 8 hours a day, Monday through Friday. Because of a rush, she has worked 36 hours Monday through Thursday. Her supervisor offers to give her 4 hours off next Monday, instead of paying overtime, if she works her full shift this Friday. What should HR advise?

**A.** Approve the plan if the time off next week is given at 1.5 hours for each extra hour.

**B.** Approve the plan, since 4 hours off next week offsets the 4 extra hours worked this week.

**C.** Approve the plan, as long as both weeks fall within the same biweekly pay period.

**D.** Shorten her Friday shift by 4 hours instead, keeping this workweek's total at 40.

**390.** A plant receives an OSHA citation on the 3rd of the month. The plant manager believes one serious item is factually wrong. The operations director wants to wait until the leadership meeting on the 28th to decide whether to challenge it. What should the HR manager advise?

**A.** Decide sooner, because a notice of contest is due within 15 working days of receiving the citation

**B.** Decide sooner, because a notice of contest is due within 10 calendar days of the closing conference

**C.** Waiting is fine, because the employer can raise the dispute later at the informal settlement conference

**D.** Waiting is fine, because the employer has 30 calendar days from receipt to file a notice of contest

**391.** An hourly employee earns $18 per hour and works 45 hours in a workweek. She also earns a $90 nondiscretionary attendance bonus that week. What is her total pay for the week?

**A.** $950.00
**B.** $945.00
**C.** $900.00
**D.** $960.00

**392.** Which termination is the CLEAREST example of the public policy exception to employment at will?

**A.** A warehouse worker is fired two days after filing a workers' compensation claim for a back injury.
**B.** A warehouse worker is fired after a restructuring eliminates the night shift he had worked for six years.
**C.** A warehouse worker is fired after a supervisor decides her productivity has slipped below the team average.
**D.** A warehouse worker is fired after he posts complaints about the company's cafeteria food on social media.

**393.** While reviewing performance ratings, an HR business partner notices that a manager rated all six of his part-time employees below every full-time employee, even though several part-timers exceeded their productivity targets. What is the BEST way to start a coaching conversation with the manager?

**A.** Share the pattern and ask him to walk through the evidence behind each part-timer's rating.
**B.** Tell him his ratings are biased and instruct him to rate part-time staff more favorably.
**C.** Raise the part-time employees' ratings before the review cycle closes and then tell him.
**D.** Ask him to remove the productivity metrics from all the reviews so the ratings look more consistent.

**394.** An analysis shows that employees who completed the company's voluntary leadership training have higher average performance ratings than those who did not. What can HR conclude from this finding alone?

**A.** The ratings are biased, because managers know which employees completed the training
**B.** The training had no effect, because high performers were more likely to enroll in it
**C.** The two are related, but the data do not show that training caused higher ratings
**D.** The training caused the higher ratings, so it should be made mandatory for all employees

**395.** Under Section 2(11) of the NLRA, which description of a warehouse lead would MOST likely make the lead a statutory supervisor?

**A.** Decides on his own judgment which employees get suspended for violations, with no review above him
**B.** Relays the daily work schedule that the manager prepares each morning and posts it on the break room bulletin board
**C.** Trains new hires on equipment by following the written steps set out in the operating manual
**D.** Is the most senior worker on the shift and is paid an hourly premium for his lead role

**396.** A company has employees at its headquarters and others who work entirely from home. How should it meet the federal requirement to post the EEOC's 'Know Your Rights' notice?

**A.** Post it in the break room and include a copy in the handbook, which together reach every single worker

**B.** Post it only on the company intranet, since an electronic notice replaces all physical posters

**C.** Post it where notices are usually displayed and give remote staff an accessible electronic copy

**D.** Mail it to remote staff each year and post it in the HR office where employees can request it

**397.** An HR manager repeatedly demands that department heads finish their workforce plans, checks on their progress several times a day, and warns that anyone who misses the deadline will be reported to the COO. According to Yukl, which tactic is this, and what outcome does it usually produce?

**A.** Pressure, which usually produces compliance or resistance rather than commitment

**B.** Pressure, which usually produces strong commitment when the requester is senior

**C.** Legitimating tactics, which usually produce lasting commitment from the targets

**D.** Coalition tactics, which usually produce commitment from people outside the group

**398.** A company's grade 5 midpoint is $60,000 and its grade 6 midpoint is $69,000. What is the midpoint progression between the two grades?

**A.** 13.0%

**B.** 7.5%

**C.** 9.0%

**D.** 15.0%

**399.** Under OSHA recordkeeping rules, which treatment of a work-related injury makes the case recordable on the OSHA 300 log because it goes beyond first aid?

**A.** Butterfly bandages applied by the clinic to close a shallow cut on the hand

**B.** Ibuprofen at nonprescription strength recommended by the treating doctor

**C.** Sutures used by a clinic physician to close a cut on the employee's hand

**D.** A tetanus shot given by the plant nurse after the employee steps on a nail

**400.** After annual bonuses are paid, employees in one unit complain that coworkers who contributed less received larger awards. Their concern centers on whether the amounts each person received matched their contributions. Which type of organizational justice is involved?

**A.** Informational justice

**B.** Procedural justice

**C.** Distributive justice

**D.** Interactional justice