

CHRA PERFORMANCE MANAGEMENT AND APPRAISAL PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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THE FULL VERSION STUDY GUIDE

<https://chraperfmgmtappraisal.examzify.com>



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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. What is 360-degree feedback?**
 - A. Feedback from multiple sources, including self.
 - B. Feedback from customers only.
 - C. Feedback from HR only.
 - D. Self-assessment only.
- 2. Which activity is recommended for employees in preparation for the appraisal?**
 - A. Reviewing diaries or files to note all projects, regardless of success.
 - B. Focusing solely on achievements.
 - C. Designing new goals without supervisor input.
 - D. Refraining from sharing self-assessment.
- 3. Scheduling the appraisal interview refers to when supervisors typically conduct the formal interview. Which option is most accurate?**
 - A. At the start of the employee's probation period
 - B. At the end of the appraisal period
 - C. During the middle of the appraisal period
 - D. Only after a performance crisis
- 4. Which evaluation error occurs when a manager generalizes one positive performance feature to all aspects?**
 - A. Halo Effect
 - B. Central Tendency
 - C. Horn Effect
 - D. Appraiser Discomfort
- 5. How do performance appraisal and a performance improvement plan differ in purpose and focus?**
 - A. Appraisal evaluates past performance against standards; a PIP addresses ongoing underperformance with concrete steps, timelines, and consequences for improvement.
 - B. Appraisal and PIP both focus on development for future roles but in different departments.
 - C. PIP evaluates past performance, while appraisal plans future improvements.
 - D. Appraisal primarily determines promotions; PIP determines demotions.

6. What data should performance analytics typically collect?

- A. Salary history and personal details.
- B. Attendance alone.
- C. Goals, progress, ratings, feedback sources, calibration results, time-to-improvement, engagement indicators, and business outcomes.
- D. Employee self-evaluation only.

7. Which statement correctly contrasts training and development?

- A. Training focuses on short-term skills, while development focuses on long-term abilities.
- B. Training focuses on long-term planning; development is short-term.
- C. Training and development are unrelated to productivity.
- D. Development replaces training in all contexts.

8. What is the purpose of career development plans within performance management?

- A. To determine salary increases.
- B. To assess compliance with policies.
- C. To map performance to growth opportunities, succession readiness, and long-term employee engagement and retention.
- D. To replace annual performance reviews.

9. How does coaching function in performance management?

- A. Punitive remedial action
- B. Ongoing, supportive guidance that helps employees develop skills, address gaps, and improve performance through feedback, modeling, and practice
- C. One-time evaluation
- D. Only during annual review

10. Name common legal risks that can arise in performance management.

- A. Discrimination or harassment claims, retaliation, privacy/data protection violations, inconsistent practices, and failure to follow applicable employment laws.
- B. Trademark infringement claims.
- C. Environmental compliance issues.
- D. None of the above.

Answers

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1. A
2. A
3. C
4. A
5. A
6. C
7. A
8. C
9. B
10. A

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Explanations

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1. What is 360-degree feedback?

A. Feedback from multiple sources, including self.

B. Feedback from customers only.

C. Feedback from HR only.

D. Self-assessment only.

360-degree feedback gathers performance information from a variety of sources—peers, managers, direct reports, and often customers—plus the individual's own self-assessment. This broad input creates a well-rounded view of how someone behaves and performs across different relationships and situations, helping identify strengths and development needs. It's primarily used for development and growth, guiding personalized plans rather than relying on a single perspective. Feedback from customers only, HR only, or self-assessment only would provide a narrower picture, which is why collecting from multiple sources including self is the best way to assess performance.

2. Which activity is recommended for employees in preparation for the appraisal?

A. Reviewing diaries or files to note all projects, regardless of success.

B. Focusing solely on achievements.

C. Designing new goals without supervisor input.

D. Refraining from sharing self-assessment.

Preparing for an appraisal works best when you bring a complete, evidence-based view of your work, including both successes and the areas where things didn't go as planned. Reviewing diaries or files to note all projects helps you reconstruct what you did, when you did it, and what the outcomes were, giving you concrete details to discuss with your supervisor. This approach supports a balanced, fact-based conversation about impact, contributions, and learning, rather than relying on memory or selective highlights. It also signals accountability and readiness to reflect on development needs, which is exactly what an appraisal aims to foster. Other approaches miss important pieces. Focusing only on achievements can create an incomplete picture and overlook challenges, decisions, and learning moments that are crucial for growth. Designing new goals without supervisor input can misalign your plans with team priorities and organizational expectations. Refraining from sharing a self-assessment blocks you from guiding the conversation with your own perspective on strengths, development needs, and evidence from your work.

3. Scheduling the appraisal interview refers to when supervisors typically conduct the formal interview. Which option is most accurate?

A. At the start of the employee's probation period

B. At the end of the appraisal period

C. During the middle of the appraisal period

D. Only after a performance crisis

The main idea here is when a formal performance discussion is most effectively scheduled within the review cycle. Conducting the appraisal interview in the middle of the appraisal period allows you to look at what's been done so far, give timely feedback, and adjust goals or development plans for the rest of the period. This timing supports a proactive coaching approach: you can address gaps, reinforce strengths, and set realistic expectations before the cycle ends, increasing the chance of improvement and a fair final assessment. Scheduling at the start would not yet reflect actual performance, and waiting until the end is often too late to influence outcomes. Waiting after a crisis is reactive, not systematic performance management.

4. Which evaluation error occurs when a manager generalizes one positive performance feature to all aspects?

- A. Halo Effect**
- B. Central Tendency
- C. Horn Effect
- D. Appraiser Discomfort

Halo Effect is the bias where one positive attribute or performance feature colors the assessment of other, unrelated areas. When a manager sees one aspect doing well, they tend to infer that the employee is strong overall, leading to inflated ratings across multiple dimensions even if evidence in those other areas is mixed. For example, if someone consistently meets deadlines, a supervisor may rate them as highly competent in teamwork, communication, and initiative too, despite average performance in those areas. Central tendency would push ratings toward the middle, the horn effect would apply a negative trait to drag down other ratings, and appraiser discomfort isn't a recognized systematic bias of this type.

5. How do performance appraisal and a performance improvement plan differ in purpose and focus?

- A. Appraisal evaluates past performance against standards; a PIP addresses ongoing underperformance with concrete steps, timelines, and consequences for improvement.**
- B. Appraisal and PIP both focus on development for future roles but in different departments.
- C. PIP evaluates past performance, while appraisal plans future improvements.
- D. Appraisal primarily determines promotions; PIP determines demotions.

The main idea here is to understand how these tools serve different purposes and focus on different timing of performance. A performance appraisal looks back at how well an employee performed against established standards, using that past evidence to rate performance and inform decisions like pay, promotions, or development planning. A performance improvement plan is a proactive, corrective process for someone who is underperforming; it lays out specific performance gaps, the exact steps the employee should take, a timeline for achieving those steps, and clear consequences if the improvements aren't made. That combination—past evaluation in the appraisal and a structured, time-bound plan with measurable steps in a PIP—best captures the distinction. The other options mix up the focus or timing (for example, suggesting both are for future development, or reversing which tool evaluates past performance), or reduce the purpose to promotions or demotions, which misses the primary intent of each mechanism.

6. What data should performance analytics typically collect?

- A. Salary history and personal details.
- B. Attendance alone.
- C. Goals, progress, ratings, feedback sources, calibration results, time-to-improvement, engagement indicators, and business outcomes.**
- D. Employee self-evaluation only.

Capturing a complete picture of performance requires collecting a broad, multi-source set of data that ties how someone works to the results they drive. This includes goals and progress so you can see what was expected and how close the person is to meeting or exceeding it. Ratings give an overall assessment, but they gain real value when paired with multiple feedback sources (like managers, peers, and direct reports) to balance perspectives. Calibration results are important to ensure consistency across raters and avoid biased or inflated scores. Time-to-improvement tracks how quickly coaching or development actions produce measurable progress, which matters for ongoing growth. Engagement indicators connect how motivated and connected an employee is to their work and the organization, which often influences performance. Finally, business outcomes tie individual performance to tangible results for the company, such as productivity, quality, or customer impact. Data like salary history or personal details aren't about performance insight and can raise privacy concerns, so they're not part of performance analytics. Attendance alone only captures a single dimension and misses quality and impact. Employee self-evaluation alone is helpful but biased; the strongest analytics combine several sources to produce a reliable, actionable picture.

7. Which statement correctly contrasts training and development?

- A. Training focuses on short-term skills, while development focuses on long-term abilities.**
- B. Training focuses on long-term planning; development is short-term.
- C. Training and development are unrelated to productivity.
- D. Development replaces training in all contexts.

Training targets quick, task-specific skills needed for the current job and is usually short in duration with clear, measurable outcomes. Development, by contrast, is broader and longer-term, aiming to grow abilities for future roles and greater responsibilities, focusing on potential and leadership beyond immediate tasks. Because this distinction aligns with how organizations build both immediate performance and future capability, it's the best description of the contrast. The other statements misstate the relationship or timing: training and development are related to productivity, development doesn't replace training in all contexts, and the described time horizons don't fit how training and development are typically used.

8. What is the purpose of career development plans within performance management?

- A. To determine salary increases.
- B. To assess compliance with policies.
- C. To map performance to growth opportunities, succession readiness, and long-term employee engagement and retention.**
- D. To replace annual performance reviews.

The main idea here is that career development plans in performance management are about connecting how someone performs today with where they can grow in the future, with an eye on filling key roles and keeping people engaged and with the organization for the long term. A well-crafted development plan maps current performance and potential to growth opportunities, readiness for succession, and ongoing engagement and retention. It identifies specific development actions—like training, stretch assignments, or mentoring—that build the skills and experiences needed for future roles, while also signaling to the employee that the organization is invested in their career. This is different from using performance to determine salary increases, which is a separate decision tied to compensation and market considerations. It's not primarily about policy compliance, and it doesn't replace annual performance reviews; instead, it complements them by focusing on development and future readiness. By aligning an individual's development with organizational needs and potential, career development plans help create a stronger talent pipeline and a more engaged, committed workforce.

9. How does coaching function in performance management?

- A. Punitive remedial action
- B. Ongoing, supportive guidance that helps employees develop skills, address gaps, and improve performance through feedback, modeling, and practice**
- C. One-time evaluation
- D. Only during annual review

Coaching in performance management is an ongoing, supportive process that helps employees develop skills, address gaps, and improve performance through feedback, modeling, and deliberate practice. Rather than a one-off judgment, it provides regular guidance and resources that enable learning in real work situations. The coach gives timely feedback on what's working and what isn't, demonstrates how to apply desired approaches or behaviors, and creates ample opportunities for the employee to practice, with follow-up to reinforce progress. This continuous, developmental approach builds capability, sustains improvement, and keeps growth aligned with organizational goals. It isn't punitive remedial action, it isn't a single evaluation, and it isn't limited to an annual review.

10. Name common legal risks that can arise in performance management.

- A. Discrimination or harassment claims, retaliation, privacy/data protection violations, inconsistent practices, and failure to follow applicable employment laws.**
- B. Trademark infringement claims.**
- C. Environmental compliance issues.**
- D. None of the above.**

In performance management, legal risk comes from how evaluations, promotions, and disciplinary actions are conducted. The most relevant risks include discrimination or harassment claims when ratings are biased or based on protected characteristics, retaliation when employees suffer negative consequences for reporting concerns or filing complaints, privacy and data protection violations from collecting, storing, or sharing performance information without proper safeguards, inconsistent practices that treat employees differently without justification, and failing to follow applicable employment laws in documenting and enforcing performance-related actions. Each of these can lead to legal challenges if the process isn't objective, well-documented, and compliant with privacy and employment regulations. Trademark or environmental issues aren't typically connected to performance management, so they aren't the kinds of risks normally associated with this area.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://chraperfmngmtappraisal.examzify.com>

We wish you the very best on your exam journey. You've got this!

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