SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 1

Answer Key & Explanations

Operational and applied HR knowledge at the SHRM-CP level

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

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How to Use This Set

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

SHRM-CP Practice Set 1 — Answer Key

Quick key first, then a full explanation for every question

1. A	2. A	3. B	4. D	5. A	6. A	7. B	8. B	9. C	10. D
11. C	12. D	13. A	14. B	15. C	16. B	17. B	18. C	19. A	20. D
21. C	22. C	23. A	24. C	25. A	26. C	27. D	28. A	29. D	30. A
31. D	32. C	33. C	34. D	35. A	36. B	37. B	38. D	39. C	40. B
41. A	42. A	43. C	44. A	45. D	46. C	47. C	48. A	49. A	50. A
51. A	52. B	53. A	54. B	55. D	56. A	57. A	58. D	59. A	60. D
61. A	62. C	63. B	64. A	65. C	66. D	67. A	68. D	69. A	70. C
71. B	72. D	73. A	74. C	75. C	76. C	77. D	78. D	79. A	80. A
81. D	82. B	83. B	84. B	85. C	86. D	87. B	88. D	89. A	90. D
91. B	92. D	93. D	94. C	95. A	96. A	97. C	98. B	99. D	100. B
101. B	102. C	103. A	104. C	105. C	106. C	107. B	108. B	109. C	110. B
111. D	112. A	113. A	114. C	115. C	116. A	117. A	118. A	119. A	120. D
121. D	122. A	123. A	124. D	125. C	126. B	127. B	128. A	129. A	130. C
131. C	132. D	133. A	134. A	135. D	136. A	137. A	138. C	139. B	140. B
141. C	142. B	143. A	144. B	145. A	146. D	147. D	148. B	149. A	150. C
151. B	152. C	153. D	154. D	155. B	156. A	157. C	158. D	159. D	160. C
161. D	162. D	163. D	164. C	165. D	166. C	167. A	168. B	169. C	170. D
171. D	172. A	173. D	174. B	175. B	176. D	177. C	178. A	179. C	180. D
181. A	182. D	183. C	184. C	185. A	186. C	187. B	188. B	189. C	190. D
191. D	192. B	193. B	194. B	195. A	196. A	197. D	198. D	199. B	200. C
201. C	202. C	203. D	204. B	205. C	206. B	207. A	208. B	209. C	210. D
211. B	212. C	213. B	214. B	215. A	216. D	217. C	218. B	219. B	220. C
221. C	222. A	223. B	224. A	225. B	226. A	227. C	228. C	229. A	230. C
231. B	232. A	233. D	234. C	235. C	236. A	237. C	238. A	239. C	240. C
241. B	242. C	243. C	244. B	245. D	246. A	247. C	248. B	249. A	250. A
251. D	252. C	253. C	254. B	255. A	256. B	257. B	258. B	259. D	260. C
261. D	262. C	263. A	264. D	265. C	266. B	267. C	268. B	269. B	270. B
271. B	272. C	273. D	274. B	275. D	276. A	277. D	278. C	279. C	280. C
281. B	282. C	283. C	284. D	285. D	286. B	287. D	288. A	289. D	290. A
291. B	292. C	293. A	294. D	295. A	296. D	297. D	298. D	299. A	300. D
301. A	302. B	303. B	304. A	305. C	306. B	307. D	308. B	309. D	310. C
311. C	312. B	313. B	314. A	315. B	316. B	317. A	318. C	319. D	320. A
321. A	322. A	323. B	324. D	325. B	326. C	327. A	328. C	329. C	330. C
331. A	332. B	333. D	334. D	335. C	336. B	337. D	338. C	339. D	340. C
341. D	342. A	343. B	344. A	345. C	346. A	347. B	348. D	349. C	350. D
351. D	352. B	353. B	354. C	355. B	356. D	357. B	358. A	359. D	360. C
361. D	362. D	363. A	364. D	365. A	366. D	367. A	368. B	369. A	370. A
371. C	372. B	373. B	374. D	375. D	376. C	377. D	378. C	379. B	380. B
381. D	382. D	383. B	384. A	385. B	386. B	387. B	388. B	389. D	390. C
391. A	392. D	393. A	394. B	395. B	396. A	397. B	398. B	399. C	400. D

Answers and Explanations

1. Answer: A — To protect rater anonymity, which encourages candid feedback

When only one or two people in a category respond, the person receiving feedback can often identify them, so raters become less candid. A minimum number per category protects anonymity and the honesty of the data. No federal recordkeeping rule requires it, and it does not set category weights.

2. Answer: A — Meet one-on-one with leaders and employees across levels, ask how decisions get made, and observe who others consult.

Understanding informal power requires listening and observation: one-on-one conversations across levels, asking how decisions really happen, and noticing whose opinions others seek. The org chart shows only formal authority, which she already suspects is incomplete. A predecessor's list reflects one person's biases, and launching a major initiative just to test reactions risks early failure and lost credibility.

3. Answer: B — It gives the applicant a real chance to dispute errors in the report or explain it before the decision is final.

The pre-adverse action process exists so the applicant can review the report and dispute inaccuracies or offer context before the employer acts. The FCRA does not name a fixed number of days, but waiting a reasonable period, often about five business days, shows the opportunity was real. The employer does not file decisions with the FTC, and the wait is not meant for completing the report or interviewing others.

4. Answer: D — Meet the steward early and informally to get acquainted, hear concerns, and agree on how to communicate.

Building rapport with a union steward starts with early, respectful, informal contact: getting to know each other, listening to concerns and agreeing on how to raise issues before they become grievances. Waiting for a grievance repeats the adversarial pattern of the past. A formal letter about management rights or a meeting framed around management's expectations signals the same adversarial stance the new manager should be trying to change.

5. Answer: A — The facilitator describes what she thinks went well in the session

Pendleton's rules start with the learner's own view of strengths: after clarifying facts, the learner says what went well, then the observer adds what went well. Only then does the learner say what could be improved, followed by the observer's suggestions. Having the coordinator speak first skips the self-assessment that the model puts at the front.

6. Answer: A — A gap this large would be unlikely to arise by chance if there were truly no gender difference.

A p-value below .05 means that, if there were no real difference after the controls, a gap at least this large would occur by chance less than 5% of the time, so the result is statistically significant. It does not give the probability that discrimination caused the gap, and it does not describe the gap's size or how many employees are affected. The finding calls for investigating the drivers of the gap.

7. Answer: B — Investigate and act, since the chat is a work channel tied to the workplace

Conduct in work-related electronic channels can contribute to a hostile work environment even when it happens after hours, because it involves coworkers and affects the workplace. Once on notice, the employer must take prompt corrective action reasonably calculated to stop it, including discipline where warranted. Removing the complainant shifts the burden to her, and shutting down the group without consequences does not correct the conduct.

8. Answer: B — Purpose limitation

Purpose limitation means personal data collected for a specified purpose should not be used for an unrelated, incompatible purpose. Emergency contact data was gathered for safety, so using it for marketing breaches that principle. Accuracy concerns whether data is correct, storage limitation concerns how long it is kept, and portability concerns an individual's right to move data.

9. Answer: C — Yes, because Section 7 protects concerted activity of covered employees whether or not a union exists

Section 7 gives covered private-sector employees the right to engage in concerted activity for mutual aid or protection, and it applies at nonunion workplaces. Talking together about pay and planning to raise it with management is classic protected activity. Protection does not depend on union representation, an organizing campaign or the activity happening at work, though supervisors and some other groups are excluded from coverage.

10. Answer: D — Inter-rater reliability

Inter-rater reliability is the degree to which different raters give similar scores to the same performance, and a gap of 2 versus 5 shows poor agreement. Common fixes are clearer behavioral anchors and rater training. Test-retest and parallel-forms reliability involve testing the same people twice or with different versions, and internal consistency involves how the items within one test relate to each other.

11. Answer: C — Compare new-hire rates with incumbent pay in the same jobs, and compare pay across tenure and job levels.

Compression shows up when new hires are paid close to or above experienced incumbents, or when pay gaps between levels (such as supervisors and their reports) shrink, so the analysis compares pay by tenure and level and new-hire rates with incumbents. A market comparison shows overall competitiveness, not whether internal pay differences have narrowed. Turnover data and gender regression address different questions.

12. Answer: D — Disclosure is the employee's choice, and managers should focus on job needs, not diagnoses.

Employees decide whether and when to disclose a non-apparent disability. Asking an employee whether she has a disability is generally a prohibited inquiry under the ADA unless it is job-related and consistent with business necessity. The supervisor should discuss performance or support needs, not suspected diagnoses, and sharing speculation with the team violates privacy.

13. Answer: A — Add quality-of-hire and candidate experience measures to recruiter goals.

Measuring only volume rewards speed over fit, so balanced goals that include early retention, hiring manager satisfaction and candidate feedback address the cause. Higher targets intensify the same incentive. Time-to-fill is another speed measure, and moving screening to managers does not change what recruiters are rewarded for.

14. Answer: B — Ask for references from similar-size clients in the industry with recent implementations

References are most useful when the client resembles the buyer in size, industry and timing, because implementation experience and support differ widely by account size. Accepting the references as is tells HR little about how the vendor serves smaller clients. Disqualifying the vendor is premature, and anonymous reviews cannot replace direct conversations.

15. Answer: C — Pilot staggered four-day schedules that keep five-day coverage

Staggering days off across the team meets employees' request while protecting five-day coverage, and a pilot lets HR test service levels before making it permanent. Giving everyone the same day off leaves customers without service, a blanket denial ignores a workable option, and seniority-only approval does not solve the coverage question.

16. Answer: B — 20%

First-year turnover = new hires who left within a year ÷ total new hires = 12 ÷ 60 = 20%. 80% is the first-year retention rate (48 ÷ 60), 25% divides by those who stayed (12 ÷ 48), and 14% is the company-wide rate, which measures a different population.

17. Answer: B — Participant retention, promotion and engagement versus a comparison group

Leadership's question is about results, so HR should compare outcomes the program was meant to affect, such as retention, promotion and engagement, for participants and a comparable group of nonparticipants. Satisfaction ratings, meeting counts and mentor re-enrollment are useful process measures, but they show activity and reactions rather than whether the program changed outcomes.

18. Answer: C — Acknowledge every submission, give a decision and reason within a set time, and publicize ideas adopted.

A suggestion program builds trust only when employees see their ideas taken seriously. Acknowledging each idea, responding with a decision and reason within a set time, and publicizing ideas that were adopted closes the loop. A cash prize adds volume without fixing the lack of response, and requiring names discourages candid input.

19. Answer: A — An offensive lockout pressures the union to accept terms; a defensive one guards against an expected strike

A defensive lockout protects the employer against an anticipated strike or whipsaw tactic, such as a strike timed to cause maximum damage. An offensive lockout is used to put economic pressure on the union in support of the employer's bargaining position, which the Supreme Court approved in American Ship Building. Neither type depends on union membership, and permanent replacements are generally not allowed in either.

20. Answer: D — A flexible budget

A flexible budget adjusts expected costs to the actual level of activity, so variable labor costs can be compared fairly at the volume actually produced. A static budget is fixed at one planned volume and does not adjust. Incremental budgets roll last year's figures forward, and capital budgets cover long-term asset purchases.

21. Answer: C — Have managers share evidence for each rating against common criteria and compare candidates across teams.

Calibration works by having managers explain their ratings with concrete evidence against shared definitions, then comparing people across teams so standards converge. Forced caps can push managers to drop deserving people arbitrarily, and an assessment alone ignores what managers know about on-the-job behavior.

22. Answer: C — Selling, general and administrative expense

HR is a support function, so its salaries are operating expenses reported in selling, general and administrative (SG&A) expense. Indirect labor in cost of goods sold refers to factory roles such as production supervisors or maintenance staff, not corporate HR.

23. Answer: A — It is largely accurate on routine matters but incomplete

Classic studies of organizational grapevines found that most of the information passed along on routine, noncontroversial matters is accurate, although it is often incomplete and can distort details or emotionally charged topics. Because the grapevine is fast and widely trusted, HR is better off monitoring it and filling gaps with timely official information than trying to eliminate it. The claim that it is mostly inaccurate is a common but unsupported belief.

24. Answer: C — $200

Training cost per employee = total training spend ÷ total employees = $90,000 ÷ 450 = $200. Removing the leadership spend gives $60,000 ÷ 450 ≈ $133, which understates the full investment. $600 is the leadership program's cost per participant ($30,000 ÷ 50), and $150 divides the non-leadership spend by 400 employees.

25. Answer: A — An analyst identifies a skill gap, chooses online courses and practice projects, and tracks her own progress

In self-directed learning, the learner takes the lead in diagnosing needs, setting goals, finding resources and evaluating progress. The analyst who chooses her own courses and tracks her progress is doing that. In the other examples, a manager, department or mentor controls what is learned and how it is checked.

26. Answer: C — Decline the vendor's offer and have the company pay the costs if attending serves a business need.

Accepting paid travel from a vendor during a contract renewal creates a clear conflict of interest and the appearance that the renewal is being influenced. If the conference has real value, the company should pay the costs. Disclosing the trip afterward does not cure a benefit already accepted during negotiations.

27. Answer: D — Invite input openly, respond to bad news without blame, and admit his own mistakes to the team.

Psychological safety grows when leaders invite input, respond constructively to problems and model fallibility, so people believe speaking up will not be punished. An anonymous suggestion box may surface some issues but works around the fear instead of reducing it, and team discussion still stays silent. Tying individual goals to defect rates can make people even less willing to reveal problems early.

28. Answer: A — Interactional justice

Interactional justice concerns the quality of interpersonal treatment people receive when decisions are carried out, especially dignity, respect and courtesy. Distributive justice concerns the fairness of the outcome itself, which here is still a denial. Procedural justice concerns the fairness of the rules and process used to decide, which the scenario does not describe. Restorative justice is an approach to repairing harm after wrongdoing, not a dimension of how decisions are communicated.

29. Answer: D — Experienced responsibility for work outcomes

In the job characteristics model, autonomy leads to experienced responsibility for outcomes. Meaningfulness comes from skill variety, task identity, and task significance, and knowledge of results comes from feedback. Growth need strength is a personal trait that moderates the model's effects, not a psychological state the job creates.

30. Answer: A — Full-scale exercise

A full-scale exercise is the most complex type: multiple agencies and functions respond in real time, actually mobilizing personnel and resources in the field. A functional exercise tests coordination and command in a realistic, time-pressured setting but simulates the movement of people and equipment. Tabletop exercises are discussion-based walkthroughs of a scenario.

31. Answer: D — Survey less often and visibly share the actions taken on past results.

The comments point to survey fatigue driven by a lack of visible follow-through, so reducing frequency and showing what was done in response addresses the cause. Incentives and shorter surveys may lift responses briefly but do not fix the belief that input is ignored. Requiring participation undermines voluntary, candid feedback.

32. Answer: C — A cease-and-desist order and a posted notice, without reinstatement or back pay

Under longstanding Board precedent (Taracorp), when discipline was imposed for cause, a Weingarten violation generally supports only a cease-and-desist order and notice posting, not reinstatement or back pay. Section 10(c) of the NLRA bars reinstatement or back pay for an employee discharged for cause. Make-whole relief is more likely when the discipline itself rested on the unlawful interview.

33. Answer: C — To jointly assess employees' performance and potential and agree on development and succession actions

A talent review brings leaders together to discuss employees' performance and potential, calibrate views across managers, and agree on development, mobility and succession actions. Merit decisions usually happen in a separate compensation process. Low performers may be discussed, but terminations are not the goal, and documentation compliance is an administrative issue.

34. Answer: D — Average time-to-fill for critical engineering positions

Internal process measures track how well HR's own processes perform, and time-to-fill for critical roles links that process directly to the firm's strategy. A count of job postings is an activity tally that says nothing about efficiency or results. Revenue per engineer is a financial outcome measure, not an HR process measure.

35. Answer: A — Explain that the figure is what the company pays to provide her coverage, whether or not she uses it.

Total rewards statements report the employer's cost of providing benefits, which the company pays for her coverage and protection regardless of whether she files claims. HR should explain this and the value of having coverage available. Recasting the figure as expected claims misstates how it is calculated, and changing statements or plans for one person creates inconsistency.

36. Answer: B — The tool can produce plausible but fabricated content, such as citations that do not exist

Generative AI tools can hallucinate, producing confident and plausible statements, case names or citations that are inaccurate or invented. HR must check outputs against authoritative sources before relying on them. Copyright terms vary by vendor and do not explain accuracy risk, and the other choices misdescribe how these tools work.

37. Answer: B — He may have a retaliation claim, since firing a fiancé could deter her from protected activity

In Thompson v. North American Stainless, the Supreme Court held that firing a worker's fiancé can be retaliation against her, because it might well dissuade a reasonable worker from filing a charge, and that the fiancé falls within the zone of interests Title VII protects and can sue. He did not need to participate in the charge, and the Court did not limit protection to legal spouses.

38. Answer: D — Hire temporary replacements and make clear their jobs end when the lockout ends

An employer that lawfully locks out employees may generally use temporary replacements to continue operating, as long as it has a legitimate business reason and no antiunion motive. Permanent replacements are generally not allowed in a lockout because they would effectively end the locked-out employees' jobs. Bringing back only employees who quit the union would discriminate based on union membership.

39. Answer: C — Have the hiring manager and a job incumbent confirm the duties against a job analysis.

Essential functions should come from the actual job, as confirmed by a job analysis and by people who know the work, such as the hiring manager and incumbents. Accurate essential functions matter for ADA analysis and fair selection. Competitor postings and repeated AI drafts may not reflect this job, and a legal wording review does not confirm the duties.

40. Answer: B — 18 months

Termination of employment (for reasons other than gross misconduct) and reduction of hours are qualifying events that give 18 months of COBRA continuation. Twenty-nine months applies only with a disability extension, and 36 months applies to dependents after secondary events such as divorce, death of the employee or loss of dependent status.

41. Answer: A — Route mid-year life event changes for HR approval and require proof of the qualifying event

Mid-year coverage changes are allowed only for qualifying life events such as marriage, and the plan should verify both the event and the dependent's eligibility. Configuring ESS to send these changes to an approval queue with required documents, and to hold them until verified, keeps the convenience of self-service while protecting the plan. Accepting changes automatically or auditing once a year lets ineligible dependents onto the plan, and going back to paper discards the benefits of ESS.

42. Answer: A — Instructing and adjusting information, such as safety guidance and expressions of concern

SCCT ties response strategies to how much responsibility stakeholders assign to the organization. In the victim cluster (natural disasters, rumors, workplace violence by outsiders), attributions of responsibility are low, so giving instructing information (what to do to stay safe) and adjusting information (concern, support) is usually enough. Full apology and compensation are rebuild strategies meant for preventable crises, where responsibility is high.

43. Answer: C — Reverse the point, correct the record, and coach the supervisor on sick leave rules.

Paid sick leave laws generally prohibit counting protected sick time as an absence that may lead to discipline, so the point should be removed and the record corrected. HR should also coach the supervisor and check whether others have been affected. Keeping a point, even a temporary one, can be unlawful retaliation, and waiting for a complaint leaves a known error in place.

44. Answer: A — Anchoring bias

Anchoring bias is relying too heavily on the first number or piece of information presented, here the friend's salary, when making a later judgment. Availability bias involves overweighting information that comes easily to mind from memory. Basing offers on the approved range and documented criteria counters anchoring and helps keep pay decisions consistent.

45. Answer: D — Ratings that employees trust and increases that clearly differ by performance level

Pay for performance works only if employees believe ratings are accurate and see meaningful differences in rewards between performance levels. A budget that gives everyone something tends to flatten differentiation, extra rating levels add little, and secrecy undermines trust in the link between performance and pay.

46. Answer: C — Honor accrued balances, communicate the plan early, and phase in the new policy over time.

Preserving earned time, communicating early and using a transition period respects what employees have earned, reduces anxiety, and limits legal risk, since some states treat accrued vacation as earned wages that cannot be forfeited. Keeping two policies permanently undermines harmonization and creates equity issues. Resetting or forfeiting balances on day one can violate state wage laws and damages trust.

47. Answer: C — Keep the meeting on the employee's views, and give performance feedback separately

A stay interview is meant to be a listening conversation about what keeps the employee and what might pull them away; mixing in performance critique makes employees guarded. Performance feedback is still needed but belongs in a separate conversation. Combining stay interviews with reviews creates the same problem, and taking the interviews away from the manager removes the person best placed to act.

48. Answer: A — Advise the manager that excluding the employee because of expected retirement risks age discrimination.

The ADEA protects employees 40 and older at employers with 20 or more employees, and training is a term and privilege of employment. Excluding someone based on assumptions about retirement tied to age is discriminatory. Asking the employee about retirement plans to decide on training also bases the decision on age-linked assumptions.

49. Answer: A — Have the process owners map and redesign the current workflow before the tool is configured.

Automating a broken process only makes the problems happen faster, so the process owners should first map the current state, remove duplication, and redesign the workflow, then configure the tool to support the improved design. Mirroring the current steps locks in the duplicate approvals. Vendor templates may help, but the people who own and understand the process need to make the redesign decisions.

50. Answer: A — Building the new behaviors into promotion criteria and onboarding

Anchoring a change in the culture means connecting new behaviors to organizational success and making them part of how people are selected, promoted and brought on board, so the change outlasts its leaders. Publicizing early pilot results is generating short-term wins, and forming a team is building the guiding coalition. Taking on larger systems is the consolidation step that comes just before anchoring.

51. Answer: A — As a typical, acceptable result for a stretch goal that was intentionally set beyond easy reach

Aspirational OKRs are designed so that full achievement is unlikely; a score around 0.6 to 0.7 is commonly treated as a good result. A corrective plan would fit a missed committed OKR, not a stretch goal. Consistent scores near 1.0 on aspirational OKRs would suggest the goals were not ambitious enough, which is the opposite of what this score shows.

52. Answer: B — $45,440

Paid absence cost = 1,200 x $24 = $28,800 in wages, plus 30% benefits ($8,640), for $37,440. Adding the $8,000 overtime to cover the work gives $45,440. Leaving out benefits gives $36,800, leaving out overtime gives $37,440, and applying the 30% benefits load to the overtime as well gives $47,840.

53. Answer: A — Have leaders explain the reasons and future plans, clarify roles, and hold regular team check-ins.

Survivor syndrome stems from uncertainty, lost trust and unclear expectations, so honest communication about why the layoffs happened and what comes next, clear roles and regular check-ins address its causes. Broad retention bonuses can help retain key people but do not restore trust or clarity on their own. Silence and higher targets increase anxiety.

54. Answer: B — No, because employees cannot waive FLSA overtime rights through a private agreement.

FLSA minimum wage and overtime rights cannot be waived or bargained away by private agreement, even when the employee proposes the deal. The employer would remain liable for unpaid overtime plus liquidated damages. The company can still offer a flexible schedule, but it must pay overtime for any hours over 40 in a workweek.

55. Answer: D — Do not discipline her, because speaking up for coworkers about breaks is likely protected concerted activity

An individual employee who raises a concern on behalf of coworkers is engaged in concerted activity, and break periods are a term and condition of employment. Disciplining her for the email would likely interfere with Section 7 rights. The belief that concerted activity requires several employees to act together is the common mistake; one person acting for or with others is enough, and the employer does not need written authorization from coworkers.

56. Answer: A — Offer the role to the Colombian manager and begin the Mexican work-permit process.

A third-country national can bring language skills, cultural familiarity and proven knowledge of company practices, which fits this role when no local candidate is available. Sending a U.S. manager without Spanish adds cost and a language barrier, and delaying past the opening or managing finance remotely leaves the new office without on-site financial control.

57. Answer: A — Keep it in a confidential medical file apart from the personnel file and limit who sees it

Family medical history is genetic information under GINA. When an employer receives it inadvertently, it is not a violation, but the information must still be kept confidential and stored apart from personnel files, the same way as ADA medical records. Filing it in the personnel file exposes it to managers, sharing it with others spreads it further, and deleting it is not required and could remove a record the company needs to support the leave request.

58. Answer: D — 2.4 days

The overall average must be weighted by volume: total days = (300 x 1) + (150 x 3) + (50 x 9) = 300 + 450 + 450 = 1,200 days, and 1,200 / 500 cases = 2.4 days. Averaging the three type averages without weighting gives (1 + 3 + 9) / 3 = 4.3 days, which overstates the impact of the small number of long ER cases. The 3.0 figure is the middle type's average, and 1.0 is just the most common type's average.

59. Answer: A — Polycentric

In Perlmutter's model, a polycentric approach treats each subsidiary as distinct and staffs it with local nationals, while headquarters stays in parent-country hands. Ethnocentric staffing sends parent-country nationals to run subsidiaries. Geocentric staffing picks the best person regardless of nationality, and regiocentric staffing moves talent within a region.

60. Answer: D — Have him disclose the gift to compliance and follow the code, such as turning it over to the company

The code of conduct still applies even where gift-giving is customary, so the manager should disclose the gift and follow the code's process, which often allows accepting on behalf of the company and turning it over to avoid embarrassment. Keeping it because of local custom ignores the policy. Returning it with a warning is needlessly harsh, and an expensive gift in return creates a new compliance issue.

61. Answer: A — How long it takes a new hire to reach the expected level of performance

Time to productivity, sometimes called ramp-up time, measures the period from start date until a new hire performs at the standard expected for the role, such as hitting a full sales quota. Time from requisition approval to acceptance is time to fill. The gap from acceptance to start is a preboarding window, and recruiter screening speed is a separate process metric.

62. Answer: C — Have the relevant footage copied and the overwrite suspended so the recording is preserved.

Evidence that will be destroyed on a set schedule must be preserved at once, which means copying the relevant footage and suspending automatic deletion as part of a hold. Waiting for interviews risks losing the recording, and losing evidence can harm the investigation and expose the employer to spoliation claims if litigation follows. A rough time window is enough to preserve footage; the exact time can be refined later.

63. Answer: B — Explain the triage rules, expedite urgent items, and keep routine ones in the queue

Good service balances responsiveness with fairness: HR can explain how priorities are set, act quickly on genuinely urgent or high-impact needs, and treat routine requests consistently. Moving everything he sends to the front undermines the standards and fairness to other requesters. A curt refusal damages an important relationship, and escalating to the CEO is disproportionate for a request that can be handled through conversation.

64. Answer: A — Use the gap as a prompt to find causes, compare with similar stores, and learn from top performers.

Benchmarks are most useful as a diagnostic: they show where to look, and comparing with similar stores and learning from strong performers helps managers find causes they can act on. A blanket target ignores differences in local labor markets and store type. Questioning the data first may be tempting for defensive managers, but it delays improvement when nothing suggests the benchmark is wrong.

65. Answer: C — Incremental budgeting

Incremental budgeting starts with the prior period's budget and adjusts it up or down by a set amount or percentage. Zero-based budgeting is the common confusion, but it requires every expense to be justified from zero each cycle. Activity-based budgeting ties costs to drivers, and a flexible budget adjusts for actual activity levels.

66. Answer: D — A hot wash

A hot wash is an immediate, informal debrief held right after an exercise while details are fresh. Its notes often feed a later formal after-action report, which is a written document, and a tabletop is a discussion-based exercise rather than a debrief.

67. Answer: A — File an appeal through the plan's claims procedure within the deadline stated in the denial.

ERISA plans must have a full and fair review process, and a denial notice must give the reasons and the steps and time limits for appeal (at least 180 days for group health claims). Participants generally must exhaust the plan's internal appeals before suing, so going straight to court is premature. HR can help her understand the process but does not decide claims.

68. Answer: D — Meeting with each supervisor to set coaching goals and then giving feedback on how they use the skills.

Research on transfer consistently shows that the trainee's manager is one of the strongest influences on whether new skills are used. Setting specific goals soon after training and following up with feedback creates accountability and reinforcement. A refresher a year later comes long after skills have already faded, and an annual review without earlier discussion offers no timely support.

69. Answer: A — The lowest level of the WBS, where cost and duration can be estimated and managed

A work package is the work defined at the lowest level of the WBS, small enough that its cost and duration can be estimated, scheduled, assigned and monitored. The top level represents the overall project, a group of related projects managed together is a program, and handoff documents are part of project closure.

70. Answer: C — Payment after the employee stays through a set date, with repayment if paid early and the employee leaves

Retention bonuses are tied to staying through a key date, such as the end of a merger integration, and are paid at or after that date; any portion paid in advance is usually subject to repayment if the employee leaves early. Payment on the start date describes a sign-on bonus, and profit-based payments are incentives, not retention tools.

71. Answer: B — 7.5%

Monthly turnover = separations / average headcount x 100 = 18 / 240 x 100 = 7.5%. Subtracting the separations from the denominator first (18 / 222) gives 8.1%. Inverting the ratio (240 / 18 = 13.3) and misplacing the decimal (0.75%) are other common mistakes.

72. Answer: D — Similar-to-me bias

Similar-to-me bias occurs when a rater favors people who share his background, interests or characteristics. The halo effect would involve one strong job-related trait spilling over into other ratings, and a first-impression error would hinge on early encounters, but here only the engineer who resembles the manager benefits.

73. Answer: A — Temporarily transfer him to an alternative job with equivalent pay and benefits

When intermittent or reduced-schedule leave is foreseeable based on planned treatment, the employer may temporarily transfer the employee to an available alternative position for which he is qualified, with equivalent pay and benefits, that better accommodates recurring periods of leave. The pay cannot be reduced. The employer may ask him to try to schedule treatment to avoid undue disruption, but it cannot demand that treatment occur outside work hours or force continuous leave.

74. Answer: C — 35

In Markov analysis, multiply the current headcount by the probability of staying in the role: 50 x 0.70 = 35. Subtracting only the 20% who leave gives 40, because it forgets the 10% (5 people) who are promoted out of the role. Subtracting only promotions gives 45, and 15 is the number who move out of the role, not the number who stay.

75. Answer: C — Content validity

Content validity shows that a test samples the actual tasks, knowledge or skills of the job, as a keyboarding test built from real forms does. Construct validity applies to tests of abstract traits, and concurrent and predictive validity are criterion-related approaches that correlate scores with a performance measure. Those approaches could be used, but the test as described rests on how closely it matches the work.

76. Answer: C — Cross-cultural training covering daily life and work norms for both spouses

Family and spouse adjustment is one of the most common reasons international assignments fail, so pre-departure preparation should include the accompanying spouse and cover everyday living as well as work norms. An etiquette course is helpful but comes too late and leaves out the spouse. More tax detail and a handbook do not build the cultural skills the couple will need.

77. Answer: D — Meet with the director to clarify what innovation would look like, why it matters now and how success will be measured.

With an ambiguous request, HR should first clarify the problem, the desired outcomes and the measures of success with the person asking. Jumping to an idea program, training or a benchmarked plan risks solving the wrong problem. A survey may be useful later, but only after HR understands what the director wants to achieve.

78. Answer: D — Compare exit timing and reasons with how the program places graduates

Exits clustered right after placement suggest a problem with the transition, such as how permanent roles are assigned or whether they match expectations. Analyzing the timing and reasons against the program design finds the cause. Lengthening the program or paying a bonus may only delay the same exits, and hiring fewer graduates avoids the problem rather than fixing it.

79. Answer: A — Accept the stated belief and assess whether masking or similar measures would avoid undue hardship.

Employers should usually presume a stated religious belief is sincere unless there is an objective reason to question it, and Title VII does not require clergy confirmation. HR should then weigh alternatives, such as masking, testing or limited reassignment, against the hospital's safety needs. Patient safety may justify denial in some roles, but that requires an individual analysis, not a blanket rule. Removing her from all patient care without first considering less restrictive measures is not the best approach.

80. Answer: A — Matching legacy fields and values to the new system's fields and code tables

Data mapping defines where each legacy field goes in the new system and how values translate, such as converting old job codes to new ones. Removing duplicates is data cleansing, and loading records is conversion or migration. Process flow diagrams document workflows rather than field-level correspondence.

81. Answer: D — Prompt corrective action is a key part of showing the employer responded reasonably once it had notice.

Under Title VII case law, an employer's liability for coworker harassment turns on whether it knew or should have known and failed to take prompt and appropriate corrective action, and the Faragher/Ellerth defense for supervisor harassment also requires reasonable care. Delay undercuts both and lets evidence and memories fade. No federal statute sets a 30-day deadline, and the charge-filing period runs from the discriminatory act, not from an internal complaint.

82. Answer: B — Map the new-hire journey to find the moments that matter and the pain points

Employee journey mapping traces the experience step by step from the new hire's view, showing where handoffs fail and which moments most shape their impressions. Diagnosing first keeps HR from investing in fixes that miss the real problems. Software, longer orientation and buddies may help later, but each assumes a cause before it is known.

83. Answer: B — $72,100

Aging moves survey data forward by the elapsed share of the annual movement: 4% x 9/12 = 3%, and $70,000 x 1.03 = $72,100. Applying the full year's 4% gives $72,800, and subtracting the movement gives $67,900. Using the survey figure unchanged ignores that market pay has moved since the effective date, even though the data is less than a year old.

84. Answer: B — Sense, categorize and respond by applying established best practices

In the Cynefin framework, the clear domain (formerly called simple or obvious) has known cause and effect, so leaders sense the situation, categorize it and respond with best practice. Routine payroll questions fit this domain. Expert analysis fits the complicated domain, experiments fit the complex domain, and acting first fits the chaotic domain.

85. Answer: C — Hold listening sessions, say clearly what will and will not change, and visibly follow through.

Trust with acquired employees is built through listening, transparency about changes and non-changes, and demonstrated follow-through. Rapid uniform changes confirm their fears, and silence until plans are final breeds rumor. Local leaders can help, but HR delegating all communication leaves it no chance to build its own credibility with the new population.

86. Answer: D — Salaries in Department B are spread much more widely around the average.

Standard deviation measures dispersion: a larger value means individual salaries sit farther from the mean. Because both means are $60,000, Department B's typical pay is not higher. Standard deviation also says nothing about headcount, and it does not show the direction of skew, which would need the median or a look at the distribution.

87. Answer: B — 6% for the employee at 0.85 and 3% for the employee at 1.15

A merit matrix uses both performance and position in range, so equally strong performers low in the range get larger increases to move them toward the midpoint, while those high in the range get smaller ones to control pay above market. The employee at 0.85 falls in the below-0.90 column (6%), and the employee at 1.15 falls in the above-1.10 column (3%). Giving both 4.5% ignores the compa-ratio dimension.

88. Answer: D — $66,000

The search fee is 25% x $240,000 = $60,000. Adding $6,000 for travel gives $66,000 for one hire. $60,000 leaves out travel. $61,500 applies the 25% to salary plus travel, and $306,000 wrongly adds the salary itself, which is compensation and not a recruiting cost.

89. Answer: A — The anti-retaliation provision of Title VII of the Civil Rights Act

Title VII's anti-retaliation provision is created by federal statute, as are other limits such as the ADA, ADEA and whistleblower laws. Implied contracts, the implied covenant of good faith and the public policy exception are judge-made common-law doctrines that vary by state. Public policy claims often point to a statute as the source of the policy, but the claim itself is a common-law tort.

90. Answer: D — Ask what she thinks caused the error and what options she sees to resolve it

A manager acting as coach uses open questions to help the employee analyze the problem and generate her own solutions, which builds capability and ownership. Telling her the answer or handing her a procedure resolves this case but does not develop her judgment, and taking over the call removes the learning opportunity altogether.

91. Answer: B — Have him disclose the offer in writing and obtain compliance approval before he agrees to accept the fee.

Payment from a supplier the engineer may influence is a potential conflict of interest, and the code requires approval, so he must disclose in advance and wait for a decision, which may permit it, redirect the fee or require him to decline. Reporting it on next year's form misses the advance-approval requirement. Speaking at supplier events is not automatically banned, and doing it after hours does not remove the conflict.

92. Answer: D — 60.0

Severity rate = (lost workdays x 200,000) / hours worked = (60 x 200,000) / 200,000 = 60.0 lost workdays per 100 full-time employees. Using 100,000 as the base gives 30.0, using a 1,000,000-hour base gives 300.0, and dividing the lost days by hours in thousands gives 0.3. Unlike an incidence rate, the severity rate counts days lost rather than cases, so it shows how serious injuries were.

93. Answer: D — The tone, pitch, pace and volume of a speaker's voice

Paralanguage is the vocal element of a message apart from the words themselves, including tone, pitch, rate, volume and pauses. Gestures and facial expressions are kinesics, and use of physical distance is proxemics. Emojis are sometimes compared to nonverbal cues, but they are not what paralanguage means.

94. Answer: C — A practice should be understood within the context of the culture where it occurs.

Cultural relativism holds that behaviors and values should be understood in terms of the culture they come from rather than judged by an outside standard. Applying home-country practices everywhere or using headquarters' views as the test reflects an ethnocentric approach. Convergence theory predicts that practices grow more alike, which is a different idea.

95. Answer: A — Analyze the cases together for a common root cause and share findings with operations leaders.

A pattern across sites suggests a systemic cause, such as a scheduling policy or staffing model, that case-by-case fixes won't solve. Looking at the cases together and bringing the findings to the leaders who own scheduling uses data to address the root cause. Training or a survey may follow, but they assume a cause or delay action before HR understands what the existing data shows.

96. Answer: A — Operating a forklift to move pallets onto high racks

The Hazardous Occupations Orders bar workers under 18 from certain dangerous jobs, including operating power-driven hoisting equipment such as forklifts, operating power-driven meat slicers and most on-the-job driving. Manual stacking, scanning and cleanup are not covered by any hazardous order, so a 17-year-old may perform them without hours restrictions under federal law.

97. Answer: C — Explain that pregnancy cannot factor in and the decision must rest on job-related criteria.

Title VII, as amended by the Pregnancy Discrimination Act, bars refusing to hire someone because of pregnancy or expected leave, and the PWFA adds protection for known limitations. HR should steer the manager back to the documented, job-related criteria that made her the strongest candidate. Recording some other reason would just be pretext, and changing her start date because of the pregnancy is still a different term of employment based on a protected characteristic.

98. Answer: B — A key executive or decision-maker perceives a problem that needs attention.

Action research begins with problem identification, when a key executive or someone with power and influence senses that the organization has a problem. Consultation with an OD expert, data gathering, feedback and joint action planning follow in that order. Data gathering and feedback are early steps but come after a problem has been perceived.

99. Answer: D — Both parties send and receive messages at the same time

The transactional model treats communicators as simultaneous senders and receivers who continuously exchange verbal and nonverbal feedback and shape meaning together. Encoding and noise also appear in linear models, so they do not set the transactional model apart. A reply that comes only after the message ends describes the interactive model, which still treats sending and receiving as alternating turns.

100. Answer: B — Bar chart: employee survey participation rose from 62% in 2024 to 81% in 2026.

Good alt text conveys the information or purpose of the image, which for a chart is its key finding. Describing colors and layout tells a screen reader user nothing about the data, and pointing to the image or listing a file name is useless to someone who cannot see it.

101. Answer: B — To give coworkers who witness misconduct practical ways to interrupt it and report it

Bystander training builds the skills and confidence of employees who see problematic behavior to step in safely, support the target and report it, which helps change workplace norms and surface issues early. It supplements, rather than replaces, supervisors' reporting duties and the employer's investigation process. No federal statute mandates annual harassment training for private employers, although some states do.

102. Answer: C — Evidence that the tool is validated for the job and tested for adverse impact by group

Employers remain responsible for selection tools they use, even ones built by vendors, so HR needs evidence that the tool measures job-related criteria and does not produce adverse impact. Vendor indemnity promises do not shield the employer from liability under federal law, and a client list says nothing about fairness or validity.

103. Answer: A — Both share responsibility, with the host usually providing site-specific hazard training

OSHA treats the staffing agency and host employer as jointly responsible for temporary workers' safety. The host employer, which knows its worksite, generally provides site-specific training and safeguards, while the agency typically provides general safety training and checks that the host is meeting its obligations. Neither party can shift the whole duty to the other.

104. Answer: C — Protected opposition activity, as long as she has a reasonable, good-faith belief that discrimination occurred

Title VII's opposition clause protects employees who object to practices they reasonably and in good faith believe are discriminatory, including internal complaints to HR. The participation clause covers filing a charge or testifying, assisting or participating in an EEOC investigation, proceeding or lawsuit. Protection does not depend on filing a charge or on proving that discrimination occurred.

105. Answer: C — $35.00

A markup is applied to the pay rate: bill rate = $25.00 x 1.40 = $35.00. Dividing $25.00 by 0.60 gives $41.67, which treats the 40% as a gross margin on the bill rate instead of a markup on pay. The $10.00 figure is the markup amount alone, and $65.00 adds 40 dollars instead of 40 percent.

106. Answer: C — Fast tracking

Fast tracking shortens a schedule by running activities in parallel that were planned in sequence, which adds risk (here, hiring before the site is secured) but not necessarily cost. Crashing compresses the schedule by adding resources, such as paying for extra staff or overtime. Resource leveling and smoothing adjust timing to manage resource use and do not shorten the schedule.

107. Answer: B — Provide the data, since good-faith bargaining includes furnishing relevant information.

Under the NLRA, the duty to bargain in good faith includes giving the union information that is relevant and necessary to bargaining, and wage data for unit employees is presumptively relevant. Refusing, stalling or conditioning the data on concessions can be an unfair labor practice. Substituting summary averages for the requested unit data without a legitimate, specific confidentiality concern is also likely to be treated as a refusal.

108. Answer: B — His is a flexplace request, and hers is a flextime request

Flexplace is flexibility in where work is done, such as working from home on set days, while flextime is flexibility in when work is done, such as shifting start and end times. His hours stay the same but his location changes, and her location stays the same but her hours change. Treating any change in routine as one category misses this distinction.

109. Answer: C — Record the parking concern for follow-up and steer back to scheduling

Capturing the parking issue in a visible parking lot with a commitment to follow up shows respect for the concern while keeping the meeting on its purpose. Letting it run or postponing the meeting sacrifices the scheduling work. Dismissing the concern as not HR's responsibility is likely to make people feel unheard and keep raising it.

110. Answer: B — Lower perceived risk with hands-on help, share peer results, and set a date to retire paper forms.

Laggards are skeptical, tied to tradition, and adopt only when the new way feels safe and the old option is no longer available. Reducing perceived risk with personal support, showing proof from trusted peers, and retiring the old option address those traits directly. A vision-focused awareness campaign suits early stages of change, and by nine months laggards already know about the process; information alone is not what is holding them back.

111. Answer: D — A shift supervisor with authority to hire, discipline and assign employees

Section 7 rights belong to employees, and supervisors as defined in Section 2(11) are excluded. Someone with authority, using independent judgment, to hire, discipline or assign employees is a supervisor, so the employer may require loyalty on union matters. A lead who only trains others without that authority is likely still an employee, and the forklift operator and clerk are clearly protected.

112. Answer: A — The host country's market pay rate for the job

The balance-sheet approach keeps the expatriate whole by comparing home and host costs in categories such as income taxes, housing, goods and services, and a reserve for savings and other discretionary spending. Paying the host-country market rate for the job is the localization approach, not a balance-sheet category.

113. Answer: A — An opportunity

An opportunity is a favorable external condition the organization can act on, and a sudden pool of skilled workers fits that definition. It is not a strength because it is not an internal capability of the company. Although it involves a competitor, the closure helps rather than harms the company's hiring, so it is not a threat.

114. Answer: C — Mutual accountability for collective work products and a shared purpose

Katzenbach and Smith define a real team as a small group with complementary skills committed to a common purpose, performance goals and approach for which members hold themselves mutually accountable. Working groups share information and have a strong focused leader, but members remain individually accountable for their own work products.

115. Answer: C — An economic factor

Interest rates, inflation, growth and demand are economic factors in PESTLE. It is tempting to call rates political because a central bank sets them, but the effect on the business comes through economic conditions. Legal factors cover laws and regulations, and social factors cover demographics and attitudes.

116. Answer: A — The court will likely vacate that part of the award, because it does not draw its essence from the contract.

Under the Steelworkers Trilogy, especially Enterprise Wheel & Car Corp., courts defer heavily to arbitrators, but an award must draw its essence from the collective bargaining agreement. An award that grants a remedy the contract expressly prohibits exceeds the arbitrator's authority and can be vacated to that extent. Courts do not reweigh the evidence, and deference is not unlimited.

117. Answer: A — Meet with the steward, acknowledge the impact of the short notice, and agree on how she will be told about future changes

Trust with a steward depends on predictability and respect for her role, so the repair is to own the impact and agree on a notice practice going forward. Pointing to contract rights may be accurate but does nothing for the relationship and signals that it will happen again. Reversing a permitted change overcorrects and can create operational problems, and a memo to the team bypasses the steward again.

118. Answer: A — Build a RACI chart that names one person accountable for approving each type of change.

The problem is unclear decision ownership. A RACI chart names one Accountable person for each decision or task, making clear who must approve changes. Requiring both people to approve adds a step without clarifying ownership, shifting all approvals to the project manager creates a bottleneck, and a weekly meeting may catch delays but does not fix the role confusion.

119. Answer: A — Break cost per hire down by cost category and recruiting source to find which costs grew and for which roles

To explain a change in cost per hire, HR must first find what drove it, such as more agency fees, advertising, recruiter staffing or a shift toward harder-to-fill roles. Breaking the figure down by category and source pinpoints the cause. Benchmarks and quality-of-hire data add context later, and a manager survey may identify delays but will not explain the cost increase.

120. Answer: D — Analyze turnover data and interview recent leavers

A sharp change in early turnover needs diagnosis first: where it concentrates (role, shift, manager, source) and why people are leaving. Pay increases, bonuses, or longer onboarding might help, but choosing one before knowing the cause risks spending money on the wrong problem.

121. Answer: D — Affinity diagram

An affinity diagram organizes a large number of ideas or comments into natural groups based on their relationships, then labels each group with a theme. A fishbone diagram sorts possible causes of a specific problem into categories, a Pareto chart ranks problems by frequency, and a decision matrix scores options against criteria.

122. Answer: A — Programmed instruction

Programmed instruction breaks material into small steps, requires a response at each step, and gives immediate feedback before the learner moves on at their own pace; many e-learning modules follow this design. Vestibule training uses a simulated work area with real equipment, and behavior modeling uses demonstrations followed by practice. Case studies ask learners to analyze a realistic situation, usually in groups.

123. Answer: A — $150,000

Revenue per FTE = revenue / FTEs = $45,000,000 / 300 = $150,000. Dividing by the 360 employees on payroll gives $125,000, which is revenue per head, not per FTE. The other two figures result from misplacing the decimal.

124. Answer: D — Hold the announcement and contact the union, since schedules are a mandatory bargaining subject.

Hours and work schedules are mandatory subjects of bargaining, and because the contract sets the schedule, a midterm change generally requires the union's agreement. Announcing it as final would be a unilateral change. Polling employees directly bypasses the union and is unlawful direct dealing, and calling the change a pilot does not remove the bargaining obligation.

125. Answer: C — Evaluation during implementation used to improve the program as it runs

Formative evaluation happens while a program is being developed or carried out, so that feedback can be used to adjust it. Summative evaluation comes at the end and judges overall effectiveness. Cost-benefit and ROI analyses and end-of-session reaction surveys are specific evaluation methods rather than the definition of formative evaluation.

126. Answer: B — Notice of the immunity for confidential disclosures to government officials or attorneys, or a cross-reference to it.

The DTSA requires employers to give notice of its immunity for disclosing trade secrets in confidence to government officials or an attorney to report suspected violations of law, or in a sealed court filing. Notice can appear in the agreement or by cross-reference to a policy document. Without it, the employer cannot recover exemplary damages or attorney fees against that employee. A clause requiring internal reporting first would undercut the immunity rather than satisfy the notice requirement.

127. Answer: B — During servicing or maintenance where unexpected startup or stored energy could injure workers

The lockout/tagout standard applies to servicing and maintenance of machines and equipment where unexpected energization, startup or release of stored energy could injure employees. Normal production operations are generally covered by machine guarding rules instead, unless a worker must remove a guard or place part of the body in a danger zone. Cord-and-plug equipment that is unplugged and under the exclusive control of the person servicing it is excluded, and the duty comes from the standard, not the manufacturer's manual.

128. Answer: A — An environmental factor

Environmental factors in PESTLE cover climate, weather and natural conditions, so extreme heat affecting work schedules is environmental. Heat-safety rules would be a legal factor, but the stem describes the weather itself, not a regulation. Social and political factors do not describe physical climate conditions.

129. Answer: A — A structural and content plateau; add challenge through job enrichment, special projects or a lateral move.

She faces a structural plateau, because the hierarchy offers no further upward moves, combined with a content plateau, because she has mastered her job. Remedies focus on growth without promotion, such as enrichment, stretch projects, mentoring others or lateral moves, which also address the mastery that is causing her boredom. Creating a title just to promote her does not add real challenge, and telling her to wait risks losing a capable employee.

130. Answer: C — 15.0% over budget

Variance percent equals (actual - budget) / budget: ($92,000 - $80,000) / $80,000 = $12,000 / $80,000 = 15.0%, and because spending exceeded the budget it is an unfavorable variance. Dividing by actual spending gives 13.0%, which uses the wrong base. The 12.0% figure confuses the $12,000 dollar variance with a percentage.

131. Answer: C — Market culture

A market culture has an external focus combined with stability and control, and it is driven by competition, measurable targets and winning. Adhocracy is also externally focused but values flexibility, innovation and risk-taking rather than hitting set targets. Hierarchy and clan cultures are internally focused.

132. Answer: D — A scores 54 and B scores 216

For A, 3 x 3 x 6 = 54. For B, 6 x 6 x 6 = 216. Because the number of spells is squared, frequent short absences score much higher than the same total days in fewer spells; multiplying spells by days without squaring gives 18 and 36. Scores should prompt a conversation, not automatic discipline, because protected leave must be excluded.

133. Answer: A — Review the new workloads and re-evaluate whether the jobs merit a pay change

Enlargement that mainly adds volume is often seen as more work for the same pay, so HR should gather workload facts and use job evaluation to decide whether the expanded roles belong in a different pay grade. Telling coders the change should satisfy them ignores a legitimate concern, and a one-time bonus or a full reversal treats symptoms without assessing the redesigned jobs.

134. Answer: A — 15.0%

Representation equals group members divided by the total population: 45 / 300 = 0.15, or 15.0%. Dividing by the number of managers outside the group (45 / 255 = 17.6%) uses the wrong denominator. The 85.0% figure is the share of managers not in the group, and 30.0% doubles the correct answer.

135. Answer: D — Nominal group technique, with silent idea listing, round-robin sharing and private ranking

The nominal group technique gives everyone equal input through silent individual work, structured sharing and private ranking, which limits dominant voices and lowers tension, and it can be completed in one meeting. Delphi offers anonymity but takes several rounds over time. Open brainstorming lets vocal members dominate, and a public show of hands after partisan presentations may harden the two sides.

136. Answer: A — 56

Channels equal n(n - 1) / 2. At 5 members: 5 x 4 / 2 = 10. At 12 members: 12 x 11 / 2 = 66. The gain is 66 - 10 = 56. The figure 66 is the new total rather than the increase, 21 counts only channels among the 7 new members (7 x 6 / 2), and 7 is simply the number of members added.

137. Answer: A — To let employees resolve routine questions quickly and consistently on their own

A knowledge base supports tier 0 self-service: employees get fast, consistent answers to common questions at any time, freeing HR staff for complex, higher-value work. It complements HR staff rather than replacing them. It does not by itself prove that employees read policies, which takes acknowledgment tracking, and routing cases is the job of a case management system.

138. Answer: C — Show the controller how the change benefits finance and offer to schedule the work after quarter-end

People cooperate more readily when a request serves their interests and respects their constraints. Showing finance what it gains, such as simpler reconciliations, and timing the work around quarter-end addresses the controller's actual objection. Announcing the change first or escalating to the CFO pressures a partner HR relies on, and having HR do finance work raises control and accuracy risks.

139. Answer: B — Explain that a supervisor's pattern of threats needs fact-finding before any mediation

Mediation works best for voluntary disputes between people of roughly equal power. A pattern of mockery and job threats from a supervisor involves a power imbalance and possible misconduct that the company must examine, so HR should gather facts first while respecting confidentiality as far as possible. Having HR mediate does not remove the imbalance, and closing the matter would leave known threats unaddressed.

140. Answer: B — Decline, explain the anonymity promise, and help her interpret team trends.

Honoring the anonymity commitment protects trust in future surveys and guards against retaliation. Offering help with team-level results gives the manager a constructive path forward. Demographic fields can easily identify individuals in a small department, and a confidentiality pledge from the manager does not change the promise made to employees.

141. Answer: C — The company should absorb the cost, since the deduction would push her pay below the minimum wage.

Under the FLSA, a required uniform is considered primarily for the employer's benefit, and its cost cannot be deducted if the deduction would reduce the employee's pay below the minimum wage. Because she earns exactly the minimum wage, any deduction would do so. A signed authorization does not override the minimum wage, and spreading the deduction out still cuts into minimum-wage pay each period.

142. Answer: B — Construct validity

Construct validity shows that a test truly measures an underlying trait, such as emotional stability, usually through its links to other measures of the same and different traits. Content validity suits tests that sample observable job tasks, not abstract traits. Face validity is only how relevant the test looks to test takers, and test-retest reliability shows score consistency, not what is being measured.

143. Answer: A — Knowledge mapping

Knowledge mapping locates important organizational knowledge, both documented and in people's heads, and shows who holds it and how it flows. It helps identify single points of failure and retention risks. A skills inventory lists employee skills for staffing purposes, and process mapping charts workflow steps rather than where knowledge resides.

144. Answer: B — Work with the department manager on a plan to restore working relationships while reinforcing that retaliation by anyone is prohibited

After an investigation, HR still has a role in helping the team function, such as facilitated conversations, clear expectations for professional conduct and follow-up, while protecting both the complainant and the team lead from retaliation. Broadcasting the outcome to the team breaches the confidentiality of the process. Moving the complainant could be seen as retaliation for a good-faith complaint, and closing the file ignores a real effect on the team.

145. Answer: A — Require reviewers to support each comment with specific behaviors and their work impact.

Vague personality labels allow bias to shape reviews without accountability. Requiring evidence of observable behavior and its effect on results makes feedback fair and actionable for everyone. Banning words just shifts bias to other words, and adding extra review only for women's appraisals is itself unequal treatment.

146. Answer: D — Meet with the supervisor to understand his concerns and involve him in shaping the rollout and the message.

Informal leaders shape how others react to change, so HR should engage the supervisor early, listen to his concerns, which may point to real issues such as childcare, and give him a role in designing and communicating the change. Threatening discipline over honest concerns breeds resentment and may chill legitimate discussion. Bypassing him ignores his influence, and waiting indefinitely for support lets one person stall a business decision.

147. Answer: D — It ends, and she becomes eligible for regular increases within the range under policy

Red-circle status applies only while pay is above the range maximum. Once the maximum rises above her pay, she is back within the range and is treated under the normal increase policy. Green-circle status applies to pay below the range minimum, which is not her situation.

148. Answer: B — Reasonable break time and a private space, shielded from view, that is not a bathroom

The PUMP Act extended the FLSA's lactation protections to most exempt employees, so she is entitled to reasonable break time for one year after the child's birth. The space must be shielded from view, free from intrusion and not a bathroom, even if the bathroom is private. Federal law does not set a fixed number of paid minutes; break time may be unpaid for nonexempt employees who are fully relieved from duty, but an exempt employee's salary cannot be reduced for time spent pumping.

149. Answer: A — Overfitting to the training data

Overfitting occurs when a model learns noise and quirks specific to its training data, so it looks excellent on that data but generalizes poorly to new cases. Because the new applicants come from the same job and labor market, a shift in the population is not the likely cause. Range restriction would weaken the relationships seen in historical data rather than make the model look unusually strong there.

150. Answer: C — Full achievement, scored at or near 1.0 by the end of the cycle

Committed OKRs are goals the team has agreed must be delivered, such as a product release or hiring plan, so they are expected to be fully met, scoring 1.0, with resources adjusted as needed. Falling short of a committed OKR calls for explanation. The 0.7 benchmark applies to aspirational OKRs, which are intentionally set beyond what is likely to be achieved.

151. Answer: B — It could create an implied contract limiting termination to cause, especially without a clear at-will disclaimer.

In many states, specific oral assurances of continued employment from someone with apparent authority can create an implied contract that requires cause for termination, and the lack of an at-will disclaimer makes that argument stronger. Courts generally do not read such a statement as a guaranteed lifetime contract with payout obligations. Proof that the candidate turned down another offer relates to promissory estoppel, which is a separate theory.

152. Answer: C — Flextime with core hours

Flextime lets employees choose their start and end times within limits, and core hours are the period when everyone must be present. A compressed workweek fits full-time hours into fewer days, which is not happening here. Staggered shifts are fixed start times assigned by the employer rather than chosen by the employee each day.

153. Answer: D — Accept the receipt and require the replacement card to be presented within 90 days of hire

A receipt for the replacement of a lost, stolen or damaged acceptable document is valid for 90 days from the date of hire. The employee must then present the replacement document. Rejecting the receipt and asking for a List A document both misapplies the receipt rule and tells the employee which document to show. The receipt is temporary and has no 30-day limit.

154. Answer: D — Separate wage rates from productivity, such as units per labor hour, and adjust for differences in product mix

Labor cost per unit combines two factors: what each hour costs and how much output each hour produces. Separating wage rates from productivity, and adjusting for Plant A's more complex products, shows how much of the gap is location pay, how much is product mix and how much is a true efficiency difference. Wages alone explain only part of the gap, and revenue or benchmark comparisons do not isolate the causes.

155. Answer: B — By producing the same job-related questions and scoring anchors for every candidate for a role

Structured interviews gain their validity from asking every candidate the same job-related questions and rating answers against defined anchors. An AI tool helps when it creates consistent, job-analysis-based guides that all interviewers use. Tailoring new questions to each candidate makes the process unstructured, which lowers validity and makes comparisons unfair.

156. Answer: A — Meet with the supervisor to stop further disclosure, document what happened, and address it under policy.

Medical information obtained in connection with a leave request must be kept confidential and separate, and the supervisor's disclosure needs prompt correction, documentation and policy follow-up such as coaching or discipline. An email to the team about the diagnosis repeats the very information that should not be shared. Waiting for the employee's return leaves the problem unaddressed and puts the burden on her.

157. Answer: C — 0.90; the project gets about 90 cents of value for each dollar spent

CPI = EV / AC = $90,000 / $100,000 = 0.90. A CPI below 1.0 means the work performed cost more than its budgeted value, so the project is over budget and earns about $0.90 of value per dollar spent. Dividing AC by EV produces 1.11, an inverted formula, and comparing work done with work planned describes schedule performance (SPI), not cost.

158. Answer: D — Acceptance

Acceptance, specifically active acceptance, acknowledges a risk without changing the plan to address it, while setting aside a contingency reserve of time or money to use if the risk occurs. Passive acceptance would take no action at all. Mitigation would act to reduce the probability or impact, such as locking in a price, and transfer would shift the risk to another party.

159. Answer: D — No; the group plan stays primary while he works, and he may delay Part B without penalty.

Under the Medicare Secondary Payer rules, an employer with 20 or more employees must offer active employees 65 and older the same group coverage as younger workers, and the group plan pays first. Because he has coverage based on current employment, he can delay Part B and enroll later in a special enrollment period without a late penalty. The employer cannot steer him onto Medicare.

160. Answer: C — Ask the director about the specific concerns behind the decision and use them to refine the proposal.

A rejection is a chance to learn what the decision-maker cares about. Asking about the specific concerns (cost, timing, workload or something else) lets HR revise the proposal or suggest a smaller pilot that addresses them. Going over the director's head damages trust, and resubmitting unchanged ignores the feedback.

161. Answer: D — The ethical climate senior leaders create through their visible actions, decisions and messages

Tone at the top refers to the ethical climate set by leaders' behavior: what they say, what they reward and how they act when results and ethics conflict. Employees watch what leaders do more than what documents say, so leaders who bend rules signal that the code is optional. Board approval, a values statement and compliance reporting lines all support a program, but none of them is the definition.

162. Answer: D — It must prove, by a preponderance of the evidence, that one of the EPA's four defenses applies.

Under the EPA, once the plaintiff shows unequal pay for equal work, the employer must prove one of four affirmative defenses: seniority, merit, quantity or quality of production, or a factor other than sex. This is a burden of persuasion, not just production as under Title VII's McDonnell Douglas framework. Intent is not an element of an EPA claim, and business necessity is the disparate-impact defense.

163. Answer: D — Describe the behavior, express its impact, specify a change, state consequences

DESC stands for Describe, Express, Specify and Consequences. The speaker first describes the behavior objectively, then expresses its impact or feelings, then specifies the change requested, and finally states the consequences, positive or negative. The other sequences either ask for change before explaining why it matters or lead with consequences, which makes the conversation feel threatening.

164. Answer: C — Describe a time you felt most proud of the work your team did together. What made it possible?

Appreciative interview questions ask people to recall peak experiences and explore the conditions that made them possible, which surfaces strengths the organization can build on. Questions about obstacles or fixing problems use a deficit framing, the opposite of the appreciative approach. A rating-scale question collects a score but none of the stories that give appreciative inquiry its energy.

165. Answer: D — Do not discipline him, and do not allow entry until the air is tested with a working monitor

Under OSHA rules, an employee may refuse a task in good faith when there is a real risk of death or serious injury, the hazard cannot be fixed in time through normal channels, and the worker has asked the employer to fix it. Disciplining him would be unlawful retaliation, and the space must be tested with working equipment before anyone enters. Sending another worker or adding a watcher does not remove the untested atmosphere hazard.

166. Answer: C — 7.5%

Turnover rate = separations / average headcount x 100. Average headcount is (220 + 260) / 2 = 240, so 18 / 240 = 7.5%. Dividing by the starting headcount gives 8.2% and by the ending headcount gives 6.9%; adding the two headcounts without halving them (18 / 480) understates the rate at 3.75%.

167. Answer: A — Stop using the tool for New York City roles until an independent bias audit is done and its summary is posted.

NYC Local Law 144 bars employers from using an automated employment decision tool unless it has had an independent bias audit within the past year and a summary of the results is publicly posted. The duty rests with the employer even when a vendor supplies the tool. Notice to applicants is a separate requirement that does not replace the audit, and an audit by the company's own analytics staff would not meet the independence requirement.

168. Answer: B — Preview the draft with a small employee group and build an FAQ from it

Previewing the policy with a small, representative group of employees surfaces the questions real employees will ask, such as how carryover or negative balances work, so the FAQ is ready at launch. Waiting until after launch lets confusion spread. HR's own list is a useful start but may miss frontline concerns, and another company's FAQ will not match this policy's details.

169. Answer: C — 9 months

Payback period = investment / savings per period. Monthly savings are $30,000 / 3 = $10,000, so $90,000 / $10,000 = 9 months (equivalently, 3 quarters). Treating the quarterly savings as monthly gives 3 months, treating them as semiannual gives 18 months, and treating them as annual gives 3 years, or 36 months.

170. Answer: D — Complex or unusual cases, such as qualifying life events, appeals or missing information

Good escalation design sends people the cases where judgment, empathy or exceptions are involved, such as life events, appeals and incomplete data, while letting automation handle routine enrollments. Routing every multi-dependent case wastes the tool's value, and relying only on repeated failures frustrates employees. Department enrollment history is not a sound trigger.

171. Answer: D — Job-related criteria from a job analysis that are shared with employees in advance

Courts look for appraisals based on job-related criteria, communicated beforehand and applied consistently, ideally with documentation and a review step. Forced ranking can increase legal risk because it may push ratings that do not match actual performance. A signature usually shows only that the employee received the review, and numbers without supporting comments are harder to justify.

172. Answer: A — It supports every primary activity by recruiting, developing and rewarding its staff

Human resource management is a support activity that spans the entire chain, staffing and developing people in inbound logistics, operations, outbound logistics, marketing and sales, and service. It does not serve only operations, and its role goes well beyond training. Porter's model treats HRM as a support activity whatever the industry.

173. Answer: D — OKRs target a desired change over a set period; KPIs track ongoing health of a process

OKRs describe where the organization wants to go, with an objective and measurable key results for a set cycle, usually aimed at improvement or change. KPIs are ongoing metrics that monitor whether a process or business is performing as it should. A KPI that slips can become the subject of an OKR, and both can be used at any level and for any type of result.

174. Answer: B — Lateral (horizontal) communication

Lateral, or horizontal, communication takes place between people at the same level of the hierarchy, often to coordinate work across units. The two supervisors are peers, so the exchange is neither downward nor upward. Diagonal communication would involve people at different levels and in different departments.

175. Answer: B — Current performance and future potential

The 9-box grid plots employees on current performance and future potential, each rated low, medium or high, to guide development and succession decisions. Tenure, flight risk and job grade may inform talent reviews, but they are not the grid's two axes.

176. Answer: D — Prescriptive analytics

Prescriptive analytics goes beyond forecasting to recommend the best course of action given constraints, here an optimal staffing level for each shift. The volume forecast feeding the tool is predictive, but because the tool's output is a recommended decision, it is prescriptive.

177. Answer: C — Offer other ways to contribute, such as pre-meeting written input and one-on-one discussion.

Inclusive practice adapts how input is gathered so that team members with different cultural norms can contribute fully, for example through written input or private conversations. Repeatedly calling on her publicly may increase discomfort, and treating silence as agreement risks missing her valuable views.

178. Answer: A — Process all vendor invoices accurately within three business days of receipt

A performance standard describes the ongoing level of performance expected in a job, applied continuously rather than completed once. Goals are time-bound targets for a specific result or project, such as a system migration, a certification by a set date or a one-time backlog reduction. The invoice-processing expectation applies every day, so it is a standard.

179. Answer: C — Small, gradual lapses become normal over time, making larger violations feel acceptable.

The slippery slope describes how small rationalized steps, such as rounding up a few hours or bending a minor rule, become normal and gradually make bigger violations seem acceptable. This is why programs address small lapses early. Obedience to authority and group risk-taking are different behavioral ethics concepts.

180. Answer: D — Review the actual content of both jobs and any documented job-related factors that explain the pay difference.

HR should first determine whether the two roles involve substantially equal work and whether a legitimate factor such as seniority, merit or a production-based system explains the gap, since the same title alone does not settle that question. An immediate raise skips the facts and may be unnecessary or insufficient. Discouraging pay discussions can violate the NLRA, and a company-wide audit may be worthwhile later but delays a response to a specific complaint.

181. Answer: A — To separate the program's effect from outside factors affecting both

A comparison, or control, group experiences the same outside influences, such as labor market conditions or seasonal patterns, but not the program, so a difference between the groups can more credibly be credited to the program. The comparison offices do not enlarge the pilot sample, and the goal is not equal rollout or design feedback.

182. Answer: D — All four elements of a prima facie case of discriminatory failure to hire

McDonnell Douglas requires that the applicant belongs to a protected class, applied and was qualified, was rejected, and that the position stayed open while the employer kept seeking applicants with his qualifications. Those facts are all present; the job does not need to be filled by someone else. Making the prima facie case shifts only a burden of production to the employer, not the burden of proving the decision was right.

183. Answer: C — Mitigation

Mitigation includes permanent measures that reduce or eliminate the impact of a hazard before it happens, such as elevating critical equipment above flood level. Preparedness covers planning, training, exercises and stockpiling supplies so people can respond well. Response is the action taken during the event, and recovery is the restoration of operations afterward.

184. Answer: C — Analyze absenteeism, overtime and turnover trends at the plant

HR adds the most value by bringing workforce data that may explain the decline, such as rising absenteeism, fatigue from overtime, or turnover that leaves inexperienced workers on the line. Proposing a bonus or training first jumps to a solution before the cause is known. Data-based analysis lets the team pick the right intervention.

185. Answer: A — The petition will be dismissed, because no election may be held in that unit within 12 months.

Section 9(c)(3) provides that no election may be held in a bargaining unit in which a valid election was held in the preceding 12 months, whatever the outcome. A new showing of interest does not override the statutory bar. Seven months after the prior election, a petition for the same unit will be dismissed.

186. Answer: C — Review each module against the objectives and cut or move content that is not essential to them

Pilots exist to fix problems like this before rollout. Checking each module against the objectives shows what is need-to-know versus nice-to-know, and the nonessential content can be cut or moved to pre-work or job aids. Rushing delivery hurts learning, removing practice cuts the part that builds skill, and a third day ignores the stated constraint.

187. Answer: B — Social capital

Social capital is the value created by relationships, trust and networks. Human capital is the knowledge, skills and abilities individuals hold, and structural capital is knowledge built into the firm's processes, systems and databases. Her advantage here comes from her relationships rather than her personal expertise.

188. Answer: B — Assess how much flexibility is actually offered and align the messaging with it.

A gap between the employer brand and the actual experience drives early turnover and distrust, so HR should first find out what flexibility really exists and where. Then it can either correct the messaging or work with leaders to deliver on the promise. Removing all mentions or mandating flexibility acts before the facts are known, and more testimonials deepen the mismatch.

189. Answer: C — Use an authorized representative to examine the documents in person, or enroll in E-Verify first

The DHS alternative procedure for remote document examination is available only to employers enrolled in E-Verify and in good standing. A non-participating employer must physically examine the documents, which it can do through an authorized representative near the employee. Keeping copies is part of the alternative procedure, but it does not make the procedure available to a non-E-Verify employer. Scanned copies are not an examination of the original documents.

190. Answer: D — Do not make the statement, since predictions must rest on objective facts outside the company's control

Under the Supreme Court's Gissel decision, an employer may predict the consequences of unionization only if the prediction is carefully phrased on the basis of objective fact and concerns demonstrably probable consequences beyond its control. A made-up claim about a customer pulling work is an implied threat, not a protected prediction. Calling it personal opinion does not cure the lack of factual basis.

191. Answer: D — Meet with managers to learn their pain points and solve problems with them

Shifting from policy police to partner starts with understanding clients' business needs and solving problems with them, which builds credibility and often reveals ways to meet goals within policy. Loosening policies without analysis can create legal and consistency risk. Explaining policies more loudly does not change the experience, and speeding up exceptions treats the symptom while weakening consistency.

192. Answer: B — The median is less affected by extreme values, so it better reflects the typical rate

The median is the middle value, so a few very high salaries do not pull it up the way they pull up the mean. That makes it a better measure of the typical market rate when data are skewed. With high outliers the median is usually lower than the mean, not higher, and both statistics use all of the reported data.

193. Answer: B — Hire an experienced digital marketing leader from outside the company

Buying talent is the best choice when the needed capability does not exist internally, speed matters, and the organization wants fresh perspectives and permanent leadership. A two-year development plan is too slow. Consultants can help in the short term but do not provide long-term internal leadership, and a store manager lacks the expertise.

194. Answer: B — 90%

Market index = employee pay / market rate = $54,000 / $60,000 = 90%. Inverting the formula gives 111%, and 10% is the size of the gap rather than the index.

195. Answer: A — Treat the score as one signal and follow up directly on the specific complaints raised.

Aggregate sentiment scores can mask real problems for individuals or subgroups, and direct complaints are concrete evidence that deserves follow-up. HR should coach the manager to use the tool as one input and talk with the employees. Relying on the average dismisses legitimate concerns, recalibrating the tool does nothing for these employees, and waiting for the score to drop delays action on known issues.

196. Answer: A — Now, because litigation is reasonably anticipated, so routine deletion of relevant records should stop.

The duty to preserve evidence arises when litigation is reasonably anticipated, and a demand letter threatening suit meets that standard. A litigation hold notifies custodians and suspends routine deletion of relevant documents and electronic data. Waiting until a lawsuit is filed risks losing evidence and court sanctions for spoliation.

197. Answer: D — Approve the leave, since she stands in loco parentis to her nephew

The FMLA covers care of a son or daughter, which includes a child for whom the employee stands in loco parentis, meaning she has day-to-day responsibility to care for or financially support the child. No biological or legal relationship is required, so adoption or guardianship papers are not needed. HR may ask for a simple statement of the relationship, and the status of the child's parents is irrelevant.

198. Answer: D — 50%

Annualize the benefit first: $4,000 x 12 = $48,000. ROI = ($48,000 - $32,000) / $32,000 x 100 = $16,000 / $32,000 x 100 = 50%. Using only one month of savings gives ($4,000 - $32,000) / $32,000 = -87.5%, and 150% is the benefit-cost ratio ($48,000 / $32,000) expressed as a percentage rather than ROI.

199. Answer: B — Explain that these are reasonable accommodations and work with the employee to put them in place.

Accommodations like these are low-cost, common and effective. Under the ADA they are meant to remove barriers, not to give anyone an advantage, so coworker resentment is not a reason to deny them. HR may request limited documentation if the disability is not obvious, but not full treatment history.

200. Answer: C — Check awareness, approval steps and eligibility rules before making changes

Low use can stem from many causes, including low awareness, burdensome approvals, upfront payment, or eligibility rules that exclude many employees, so HR should diagnose the cause before choosing a fix. Raising the cap, promoting the benefit, or dropping it each assumes a cause that has not been confirmed, and the wrong fix wastes money without increasing use.

201. Answer: C — Reproduction, in which the learner practices performing the observed behavior

Bandura's four processes are attention, retention, reproduction and motivation. The associate has paid attention and retained the steps, so the next step is reproduction, physically practicing the behavior. Motivation affects whether the learned behavior is used over time, and in the model it follows reproduction.

202. Answer: C — A signed statement by two employees that their relationship is voluntary.

In a love contract, two employees in a relationship confirm in writing that it is consensual, that they know the harassment policy and reporting options and that they will keep conduct professional. It is a tool for managing risk, not a ban on dating. It may include agreements about reporting lines, but transfer is not what defines it, and it does not waive future harassment claims.

203. Answer: D — A communicated policy against improper deductions, a complaint process and prompt reimbursement

The DOL safe harbor protects an employer that has a clearly communicated policy prohibiting improper deductions, includes a complaint mechanism, reimburses employees for improper deductions and makes a good-faith commitment to comply. Isolated or inadvertent deductions are excused only if the employee is reimbursed, so leaving the deduction unpaid loses that protection. Employees cannot waive salary basis protections by signing a statement.

204. Answer: B — Using different passing scores for applicants depending on their race

The Civil Rights Act of 1991 bars race norming, which means adjusting scores, using different cutoff scores or otherwise changing test results based on race, color, religion, sex or national origin. A single cutoff based on job analysis is the defensible approach. Broader recruiting is a lawful way to diversify the pool, and monitoring pass rates for adverse impact is a sound practice, since Title VII disparate-impact liability still applies.

205. Answer: C — That it has a permissible purpose, gave the disclosure and got authorization, and will follow adverse action rules

The FCRA requires the employer to certify to the consumer reporting agency that it has a permissible purpose, has given the required disclosure and obtained written authorization, will comply with the adverse action requirements, and will not use the information in violation of equal employment opportunity laws. A final offer is not required, and the applicant cannot know or approve the contents of a report that has not yet been prepared.

206. Answer: B — Your company's offer, by about $1,320

The expected bonus is $76,000 x 10% x 70% = $5,320, so the company's offer is worth about $81,320, or $1,320 more than $80,000. Ignoring the bonus makes the alternative look $4,000 better, and counting the full $7,600 target overstates the advantage at $3,600. Using 30% instead of 70% gives $78,280, which wrongly favors the alternative by $1,720.

207. Answer: A — Aggregate data such as overall usage rates and broad issue categories

EAPs operate on a confidential basis, so employers usually receive only de-identified, aggregate utilization reports. Individual names or issue summaries are disclosed only with the employee's written consent or in narrow legal exceptions, such as an imminent threat. Automatic reporting of individual contacts would deter employees from using the program.

208. Answer: B — What business problem or performance goal the course is meant to address

Training should be tied to a business need, so the first question is what problem or goal it is meant to address. That answer shows whether training is the right solution and how success will be measured. Price, format and attendee interest matter only after the need is confirmed, because a cheaper course that solves no problem is still wasted spending.

209. Answer: C — Explain the confidentiality concern and offer to bargain over an accommodation, such as redaction or employee consent.

Under Detroit Edison and later Board cases, an employer with a legitimate confidentiality interest may not simply refuse relevant information; it must raise the concern and bargain in good faith over an accommodation such as redaction, consent forms or a confidentiality agreement. A flat refusal violates the duty to bargain, while handing over everything ignores a recognized privacy interest the employer is allowed to protect.

210. Answer: D — To align expectations and set confidentiality boundaries for all parties from the start

Three-way contracting aligns the coachee, coach and sponsor on goals and measures and clarifies what will remain confidential, which protects trust while keeping the engagement tied to business needs. It does not give the manager access to session content, and goals are agreed jointly rather than imposed by the manager.

211. Answer: B — Code a sample to build themes, apply them to all comments and report how often each occurs.

Thematic analysis develops a coding framework from a subset of comments, applies it consistently to the full set and then reports theme frequency with illustrative quotes. This approach is systematic and defensible within a week. Word counts lose context, such as "pay" appearing in both praise and complaints, and hand-picked quotes or general impressions are open to bias.

212. Answer: C — When the costs reduce an agent's pay for the workweek below the minimum wage or the overtime due

Under the FLSA's free-and-clear (anti-kickback) principle, an employer may not shift business costs to employees if doing so cuts their wages below the minimum wage or the overtime they are owed. The FLSA does not require reimbursement of every work expense and sets no dollar limit for such costs, though some states do require reimbursement. Whether the agent asked for repayment is irrelevant to the federal wage floor.

213. Answer: B — An overall average can mask much lower scores in smaller groups offset by larger ones.

Because larger groups weigh heavily in the overall average, a strong total can hide groups that report much less favorable experiences. Breaking results down, while respecting minimum group sizes for confidentiality, reveals those differences. No federal law requires employers to disaggregate engagement surveys, and disaggregation does not change the overall score or prevent year-over-year comparison.

214. Answer: B — Selection rates compare how often each group advances; error rates compare how often the tool misjudges each group.

Equal selection rates (demographic parity) ask whether each group is advanced at similar rates, the idea behind adverse impact analysis. Equal error rates ask whether the tool's false positives and false negatives occur at similar rates across groups. The two can conflict, so audits should examine both. The tempting distractor reverses the definitions, and the 80% rule of thumb applies to selection rates, not error rates.

215. Answer: A — Generally no, because simple negligence or an honest mistake is not by itself arbitrary, discriminatory or bad faith.

Courts and the NLRB generally hold that mere negligence, such as an inadvertent missed deadline, does not breach the duty of fair representation; the conduct must be arbitrary, discriminatory or in bad faith. Some courts find arbitrary conduct where a union shows reckless disregard or perfunctory handling, but an isolated honest error usually does not qualify. Unions are not held to an attorney malpractice standard, and the duty covers grievance handling as well as negotiations.

216. Answer: D — 2.0%

Monthly turnover is separations divided by average headcount: (690 + 710) / 2 = 700, and 14 / 700 = 2.0%. Dividing by the March 1 headcount alone (14 / 690 = 2.03%) ignores the change in staffing over the month. Dividing by the combined 1,400 halves the rate, and 24.0% is an annualized figure, not March's rate.

217. Answer: C — Report both views and examine why women are concentrated in low-promotion units

This is Simpson's paradox: a gap in the combined data reverses or disappears within subgroups because of how people are distributed across those subgroups. The equal within-department rates suggest individual promotion decisions are not the source, but the concentration of women in units with fewer openings may reflect hiring, placement or career-path barriers worth examining. Declaring no issue ignores that pattern, and setting targets acts before the cause is understood.

218. Answer: B — 24%

Quarterly turnover = 9 / 150 = 6%. Annualizing multiplies by four quarters: 6% x 4 = 24%. Reporting 6% gives only the quarterly rate, and 18% or 12% come from multiplying by the wrong number of periods.

219. Answer: B — 22 story points per sprint

Average velocity is the total points completed divided by the number of sprints: (20 + 24 + 22) / 3 = 66 / 3 = 22. Using the best sprint (24) overstates capacity, and using only the first sprint (20) understates it. Averaging only the first and last sprints, (20 + 22) / 2, gives 21 and ignores the middle sprint.

220. Answer: C — Say that exceptions will be made for religious practice unless it is an undue hardship.

Title VII requires employers to accommodate sincerely held religious practices, including dress and grooming, unless doing so would cause undue hardship, which the Supreme Court in Groff v. DeJoy described as substantial increased costs. Customer preference generally does not establish hardship. Employers should not require a request on the application or judge whether a practice is mandatory in a faith, since a sincere personal belief is protected.

221. Answer: C — Interviewing and observing new hires to understand their experience

Design thinking starts with the empathize stage, in which the team learns about users' needs and experiences through interviews and observation. Defining the problem, generating ideas and prototyping follow. A problem statement based only on leaders' priorities skips the user insight the method depends on.

222. Answer: A — A caucus

A caucus is a private, separate meeting between the mediator and one party, often used to explore interests, test options or let emotions settle. A joint session is the opposite, with all parties present together.

223. Answer: B — The two are correlated, but other factors, such as rep experience, could explain both.

Correlation shows that two measures move together, not that one causes the other; a third factor such as experience or motivation could drive both. Claiming causation in either direction goes beyond the data, and a controlled comparison would be needed to test it. A correlation is still useful because it suggests where to look further.

224. Answer: A — Reclassify them as nonexempt, because help-desk and repair work falls outside the computer exemption.

The computer employee exemption covers systems analysts, programmers, software engineers and similar workers whose primary duty is applying systems analysis techniques or designing, developing and testing systems or programs. Help-desk support, routine software installation and hardware repair are not included, whatever the title or pay method. A degree is not what decides the question; the duties are.

225. Answer: B — Reward power

Reward power is the ability to provide things others value, such as raises, bonuses and desirable assignments. Legitimate power comes from the formal position itself, coercive power from the ability to punish, and referent power from personal admiration or loyalty.

226. Answer: A — Treat these as possible signs of organizing and train supervisors on lawful conduct

Sudden off-site meetings, withdrawal from company events and new interest in policy details are common early signs of organizing. The right response is to review possible underlying concerns and train supervisors on what they may and may not lawfully say or do, keeping in mind the TIPS rule (no threats, interrogation, promises or surveillance). Spying on meetings or questioning employees about union activity would be unlawful.

227. Answer: C — 0.60

The impact ratio equals the category's selection rate divided by the selection rate of the most-selected category: 0.30 / 0.50 = 0.60. Subtracting the rates (0.50 - 0.30 = 0.20) or inverting the division (0.50 / 0.30 = 1.67) are common mistakes. A ratio of 0.60 falls well below the 80% rule of thumb often used to flag possible adverse impact.

228. Answer: C — Meet the director privately to understand the time concern and adjust the proposal to address it

A flat rejection is often a signal that the proposal did not address the stakeholder's real concern. A private conversation to explore the time constraint lets HR redesign the proposal, such as by shortening sessions, while building the director's ownership. Going over the director's head can damage the relationship, and research or results elsewhere do not respond to the stated objection.

229. Answer: A — Tell her privately before the announcement, explain the deciding factors, and plan her development together

A high performer should hear the decision from her manager, in private and before the public announcement. Explaining the specific factors behind the decision and building a development path toward a future lead role protects trust and retention. A retention raise offered on the spot does not address why she was passed over, can look like a payoff, and may create pay-equity problems; learning the news from an announcement or an email feels dismissive.

230. Answer: C — $70,000

Human capital cost per FTE = (pay + benefits + contingent labor) / FTEs = ($20M + $5M + $3M) / 400 = $28M / 400 = $70,000. Leaving out contingent labor gives $62,500, which understates the full cost of the workforce. Leaving out benefits gives $57,500, and pay alone gives $50,000.

231. Answer: B — Allow it, with guidance that managers verify accuracy, edit the drafts, and remain accountable for the final content.

Generative AI can save time, but drafts may contain errors, invented details, or biased wording, so managers must review, correct, and own the final reviews. Using an approved tool limits data risk. Treating AI drafts as final removes needed judgment, no federal law bans the practice, and allowing it only for some ratings creates inconsistent treatment.

232. Answer: A — Only the promotion denial, because each discrete act has its own 300-day period.

Under Morgan, discrete acts such as promotion denials and demotions each start their own filing clock. The promotion denial at 250 days is within 300 days, but the demotion at 400 days is time-barred, though it may be used as background evidence. The continuing-violation approach that pulls older acts into a timely claim applies to hostile environment claims, not discrete acts.

233. Answer: D — Work is delivered in short cycles, with frequent feedback and adjustment

Agile delivers work in short iterations (sprints), gathers stakeholder feedback after each one and adjusts priorities as it learns. Fixing requirements up front and moving through phases in order is waterfall. Agile still uses defined roles and timeboxes, so describing it as having no structure is a common misconception.

234. Answer: C — Employees doing substantially similar work at a similar level, whatever their titles are

Pay equity comparisons should group similarly situated employees based on the content, skill, effort, responsibility and level of their work, because titles can be inconsistent or misleading. Grouping by title alone may separate people doing the same work or combine people doing different work. Departments mix very different jobs, and hire year is a possible control variable rather than a basis for comparing jobs.

235. Answer: C — Ask what decision or question the turnover data will be used to inform.

Clarifying the business question first makes sure the analysis is relevant, scoped correctly and delivered in a useful form. A large raw extract may bury the answer and can expose more personal data than needed. The standard dashboard or a predictive model may not address what the CFO actually wants to know.

236. Answer: A — Explain that a fixed curve distorts small teams and apply it across larger groups

Forced distributions assume performance in a group is spread across the curve, an assumption that breaks down in very small groups, so forcing one of five strong performers into "below" would produce an inaccurate and hard-to-defend rating. Applying the distribution at a larger level, such as the department, reduces that distortion; rotating or forcing ratings misstates actual performance.

237. Answer: C — Authentic leadership

Authentic leadership centers on self-awareness, relational transparency, balanced processing and an internalized moral perspective, so that a leader's behavior is consistent with personal values. Transactional leadership relies on exchanges of rewards, charismatic leadership on personal appeal, and situational leadership on adapting style to follower readiness.

238. Answer: A — A bar chart with one bar for each department

Bar charts are designed to compare values across separate categories, and sorted bars make the highest and lowest rates obvious. A pie chart shows parts of a whole, and turnover rates do not sum to a meaningful total. A line chart implies a sequence or trend between departments, and a scatter plot answers a different question about the relationship between two variables.

239. Answer: C — The regional director decides whether to use manual ballots, mail ballots or a mix of the two.

The NLRA does not fix a voting method, and the Board leaves the mechanics of elections, including whether to use mail ballots, to the regional director's discretion. Mail ballots are commonly used when eligible voters are scattered geographically or have widely varied schedules. The parties may state their positions, but neither side controls the choice.

240. Answer: C — 75%

Top-two-box CSAT = responses rated 4 or 5 / total responses = (120 + 60) / 240 = 180 / 240 = 75%. Counting only 5s gives 120 / 240 = 50%, and including the neutral 3s gives (180 + 35) / 240, about 90%. The 25% figure is the share rating 3 or lower, not satisfaction.

241. Answer: B — Share the news in person with facts the family approved, acknowledge grief, offer EAP, and allow flexibility.

Grieving teams benefit from hearing the news in person, with details limited to what the family approved, along with open acknowledgment of the loss, access to EAP or grief counselors, and some flexibility. An email alone feels cold, and reassigning work immediately signals that the person was simply a workload.

242. Answer: C — Rank requests by urgency, impact and deadlines, and tell requesters the timing

Effective triage weighs urgency, business and legal impact, and hard deadlines, so time-sensitive items like the termination question and enrollment deadline get attention first, while clear communication about timing manages expectations for the rest. First-in, first-out ignores risk and deadlines. Clearing easy items first improves the count but can let critical items slip, and rank alone is not a sound priority rule.

243. Answer: C — Exchange

Exchange means offering something the target wants in return for doing the request; here the specialist trades a help-desk shift for the analyst's help. Collaboration also involves an offer, but it is an offer of resources or assistance needed to carry out the request itself, which covering an unrelated shift is not. A personal appeal asks for help out of friendship or loyalty, and ingratiation uses praise to create a favorable mood.

244. Answer: B — The predicted salary at grade 0, which has no real-world meaning

The intercept is the predicted value of the outcome when the predictor equals zero, so $40,000 is the modeled salary at grade 0. Because no grade 0 exists, the intercept anchors the line but should not be read as a real pay level or a pay floor. The $2,500 slope, not the intercept, is the change in predicted salary per grade.

245. Answer: D — No, because the employer remains responsible for selection tools it chooses to use.

Under Title VII disparate impact principles, an employer that uses a selection procedure with adverse impact must show it is job-related and consistent with business necessity, regardless of who built it. A vendor's marketing claim does not shift that legal responsibility, though a contract may allocate costs between the parties. Disparate impact does not require intent, and modifying the tool is not a precondition for liability.

246. Answer: A — She may make up missed deferrals, and the company must then provide the match those makeup deferrals earn.

USERRA treats military service as continuous service for pension vesting and benefit accrual. For a contributory plan, the returning employee may make up missed deferrals (over a period of up to three times the length of service, capped at five years), and the employer must then make the matching contributions those makeup deferrals would have earned. The match is not automatic without the employee's deferrals, and it is not optional for the employer once she makes them.

247. Answer: C — To state that management keeps the right to make operating decisions not expressly limited by the terms of the contract

A management rights clause reserves to management the right to direct the workforce and run the business, such as scheduling, assigning work and setting standards, except where the contract expressly limits that authority. It does not override other contract terms or remove disputes from the grievance and arbitration process. Closing off midterm bargaining is the role of a zipper clause, not a management rights clause.

248. Answer: B — Have local counsel review and adapt the handbook to Mexican labor law before it is issued

Mexico's Federal Labor Law differs greatly from U.S. law, for example on termination, benefits and internal work rules, so the handbook must be reviewed and localized before use. U.S. concepts such as at-will employment do not apply there. A precise translation keeps the legal problems, and a choice-of-law notice cannot override mandatory local labor law.

249. Answer: A — $80,000

Annual differential cost = workers x hours per worker x differential = 20 x 2,000 x $2.00 = $80,000. The $40,000 figure leaves out the $2 multiplier or halves the hours, and $160,000 double-counts it. The $8,000 figure is a decimal error.

250. Answer: A — Share the retraining plan and explain how roles will change

Resistance is best addressed by targeting its source, which here is fear of job loss. Communicating the retraining plan and how roles will change speaks directly to that fear. Stressing efficiency gains may heighten it, and mandating compliance or delaying the rollout leaves the fear unaddressed.

251. Answer: D — She is likely a managerial employee, who is excluded from NLRA coverage and from the unit.

Managerial employees, those who formulate and effectuate management policies or have discretion to commit the employer independent of established policy, are excluded from NLRA protection under the Supreme Court's Bell Aerospace decision, even if they supervise no one. Confidential status is narrower: it covers employees who assist people responsible for labor relations policy, not those who see business-sensitive data.

252. Answer: C — Set common reporting standards and coordination roles while keeping local managers.

Weak coordination with headquarters is the classic drawback of polycentric staffing, and it is best addressed by adding integration mechanisms such as shared standards, global process owners and liaison roles, while keeping the local knowledge that local managers bring. Replacing all local leaders swings to an ethnocentric model and its own morale and cost problems, and converting reports or auditing them later does not fix the coordination gap.

253. Answer: C — Move most training close to go-live and add job aids and on-the-job support afterward

Skills not used soon after training fade quickly, so just-in-time training timed close to go-live, backed by job aids and support at the point of use, gives the best retention. A reminder email will not rebuild skills lost over three months. Repeating the full course doubles the cost, and having no formal training leaves employees without the Knowledge they need.

254. Answer: B — The branches are likely separate establishments, so the Atlanta manager is a weak EPA comparator.

The EPA compares pay within the same establishment, which usually means a distinct physical place of business. Separate establishments can be treated as one only in unusual cases, such as central control of hiring and pay. Here each branch sets pay locally, so an EPA comparison with Atlanta is weak, though she might still raise a Title VII pay claim, which has no establishment rule.

255. Answer: A — The short interval lets people recall answers, which can inflate the reliability estimate.

When the retest comes too soon, people remember items and their earlier answers, so scores look more consistent than the test really is. A longer interval, or an alternate-forms or internal-consistency estimate, reduces this memory effect. Using different people in each session would make test-retest reliability impossible to compute, and correlating scores with performance is a validity question, not reliability.

256. Answer: B — A $50,000 federal contract to renovate a federal office building

The Davis-Bacon Act applies to federal contracts over $2,000 for the construction, alteration or repair of public buildings or public works, including painting and decorating. Janitorial services fall under the Service Contract Act, and supply contracts are governed by other laws. A construction contract of $2,000 or less is below the threshold.

257. Answer: B — Managing applicant records, hiring workflow, and compliance data

An ATS manages candidates through the hiring process, posting jobs, collecting applications, routing candidates to reviewers and keeping the applicant records needed for compliance. Payroll, performance management and succession are functions of other HR systems, and background checks are usually done by outside vendors.

258. Answer: B — Automating tasks with technology rather than staffing them

The bots option means meeting work needs by automating tasks through technology, such as robotic process automation or AI, rather than hiring or developing people. Using screening software or hiring automation specialists involves technology but is still a way of staffing roles with people. Monitoring tools measure work rather than replace it.

259. Answer: D — Instrumentality

Instrumentality is the belief that performance will lead to the promised outcome, and inconsistent payouts undermine exactly that link. Expectancy is the belief that effort will lead to performance, which is intact because staff are hitting their targets. Valence is how much the reward is valued, and distributive justice comes from equity and justice theories rather than expectancy theory.

260. Answer: C — Recognize leading behaviors such as hazard reports, near-miss reports, and safety ideas.

Recognizing leading behaviors rewards the actions that build a safety culture and encourages open reporting. Rewards tied only to injury-free results or low incident counts focus on lagging outcomes and can discourage employees from reporting injuries and near misses, which hides risk. Celebrating milestones is common, but on its own it rewards outcomes rather than the behaviors the plant wants to become habits.

261. Answer: D — Thank early reporters promptly and specifically, noting what their reports fixed

Reinforcement works best when it is timely and specific and shows people that the behavior made a difference, which encourages others to report. Rewarding the fewest reported incidents discourages reporting, the opposite of the goal. Waiting a year, or recognizing only confirmed hazards, weakens the link between the behavior and the reward and may deter people from reporting uncertain hazards.

262. Answer: C — Salaries typically sit about $4,000 above or below the mean

The standard deviation measures the typical distance of individual values from the mean, so it describes how tightly salaries cluster around $70,000. The distance between the highest and lowest salaries is the range, not the standard deviation. Precision of the mean itself is the standard error, and in a roughly normal distribution about 68%, not half, of values fall within one standard deviation.

263. Answer: A — Team management, with high concern for both people and production

The 9,9 position is team management, which Blake and Mouton viewed as ideal because it combines maximum concern for production with maximum concern for people. Country club is 1,9, authority-compliance is 9,1, and middle-of-the-road is 5,5.

264. Answer: D — Note that remote eligibility depends on past ratings, so the gap may reflect selection

Because remote work is limited to employees who were already high performers, the remote group was pre-selected for high ratings, so the difference does not show that remote work raises performance. A larger sample drawn the same way would carry the same selection bias. The issue is how the groups were formed, not the size of the gap.

265. Answer: C — Warn that the model may not hold past 15 years and check market data

Using a model outside the range of data it was built on is extrapolation, and the relationship may change beyond 15 years; pay growth often flattens with experience. Market data for comparable senior roles gives a sounder basis for the offer. An arbitrary 10% adjustment or a cap at the 15-year figure is a guess, not evidence.

266. Answer: B — Direct him to stop with those who object, since repeated unwelcome urging can be harassment

Persistent proselytizing that continues after coworkers object can become religious harassment, and an employer need not accommodate religious expression that harasses coworkers, because that imposes an undue hardship on the business. A blanket ban on religious discussion goes too far and could itself be discriminatory. Telling the objectors to avoid him leaves the conduct uncorrected.

267. Answer: C — Boulwarism; the overall take-it-or-leave-it approach can be found to violate the duty to bargain in good faith.

Boulwarism, named after a General Electric executive, is a take-it-or-leave-it approach, and in the GE case the NLRB found that the employer's overall conduct, including refusing to consider union proposals and bypassing the union, violated the duty to bargain in good faith. The NLRA does not require concessions on every proposal. It also does not forbid an employer from making the first offer or from all communication with employees, though bypassing the union to deal directly with employees is unlawful.

268. Answer: B — Ask the hiring manager what problem the new role would solve and which tasks are going undone today.

Interest-based questions reveal the underlying need behind the demand, which may be met by a contractor, a temporary role, redistributed work or a technology fix. Siding with one party or escalating skips understanding of the real problem. Splitting the difference may satisfy neither side if it does not address the actual workload.

269. Answer: B — Comparing total expected costs with the program's monetized benefits

A cost-benefit analysis adds up all expected costs, direct and indirect, and compares them with the benefits expressed in dollars, such as reduced turnover or overtime. Comparing costs with other organizations is benchmarking, tracking spending against budget is budget variance analysis, and estimating participation is only one input.

270. Answer: B — Her election is timely and coverage is retroactive, so the claim can be paid once she pays the premium.

Qualified beneficiaries have at least 60 days to elect COBRA, measured from the later of the loss of coverage or the date the election notice is provided. A timely election makes coverage retroactive to the date it would have been lost, so claims during the election period are covered once premiums are paid. The plan cannot treat the gap as a new start date or exclude the condition as preexisting.

271. Answer: B — Behavioral control

Behavioral control asks whether the company has the right to direct and control how the worker does the job, including instructions on when, where and how to work. Detailed instructions of this kind point toward employee status. Financial control concerns business aspects such as investment and unreimbursed expenses, and economic dependence is not one of the IRS categories.

272. Answer: C — Briefly state the problem, the proposed solution, the main benefit and a clear request.

An elevator pitch is a short, compelling summary meant to spark interest and earn a next step, such as a meeting. It works best when it states the problem, the solution, the key benefit and a specific ask. Full cost detail, research methods and every option considered belong in the full proposal, not a one-minute conversation.

273. Answer: D — Applying the same copays and visit rules to therapy visits as to comparable medical visits

MHPAEA requires that financial requirements (such as copays) and treatment limitations (such as visit caps and prior authorization) for mental health and substance use disorder benefits be no more restrictive than those applied to comparable medical/surgical benefits. Each of the other designs imposes a stricter limit on behavioral health care than on medical care.

274. Answer: B — About 30 days

DSO = (accounts receivable / annual credit sales) x 365 = ($500,000 / $6,000,000) x 365 = about 30.4 days, meaning customers take roughly a month to pay. The figure 12 is the receivables turnover ratio ($6 million / $500,000), not days, and 8 comes from treating the 8.3% receivables-to-sales ratio as days.

275. Answer: D — Weigh business impact with the manager and agree a firm date in writing

HR should discuss the cost of the delay with the hiring manager, consider options such as a phased or partial start, and confirm any new start date in writing. A flat refusal could lose a good hire over a manageable delay. Lowering pay for the delay is unfair, and going silent for six weeks raises the risk that she accepts another offer, so HR should keep in touch during the gap.

276. Answer: A — National averages may not describe the individual and can lead to stereotyping.

Hofstede's scores describe central tendencies of national populations, so applying them to one person commits the ecological fallacy: individuals vary widely within any country. Using the scores as a prediction for an individual can lead to stereotyping. The framework is better used to frame questions and build awareness than to forecast a specific employee's behavior.

277. Answer: D — An engraved watch given to an employee for 10 years of service

Length-of-service awards can be excluded from income only if they are tangible personal property, are not given in the employee's first five years of employment, and stay within the statutory limits. Cash and gift cards are not tangible personal property, so they are taxable wages regardless of tenure. The watch for three years of service fails the five-year requirement even though the item itself is eligible.

278. Answer: C — It may violate state off-duty conduct laws and the NLRA's Section 7 protections.

Many states protect lawful off-duty activities, such as political activity or legal product use, and the NLRA protects employees who discuss working conditions with one another, including off duty and online. A blanket ban on any activity management dislikes is likely to reach protected conduct. Off-duty conduct policies should be tied to legitimate business interests such as conflicts of interest or harm to the company.

279. Answer: C — The challenges are determinative, so the region must resolve them before the outcome is decided.

The union needs a majority of valid votes cast, not of the whole unit, so 150 is not the test. Challenged ballots are determinative if they could change the result: if all 5 were counted against the union, the tally would be 61 to 63, a loss. The region therefore resolves the challenges, opening and counting any found valid, before certifying a result; a rerun follows only if objections are sustained.

280. Answer: C — Open a channel for questions, track themes, and report back on answers and any changes made.

A feedback loop gives employees a clear place to raise concerns, lets HR spot patterns such as common misreadings, and closes the loop by telling people what was clarified or changed, which builds trust in the change. Reissuing the policy repeats one-way communication and does not show that concerns were heard. Routing everything through individual supervisors scatters the information so HR cannot see or correct themes.

281. Answer: B — Route the request through change control with an assessment of its impact

Change control exists to evaluate new requests for their effect on scope, budget, timeline and risk, so the sponsor or steering committee can make an informed decision. Adding the module without review invites scope creep. Rejecting or deferring it without analysis ignores a stakeholder's need and may miss a valid requirement.

282. Answer: C — The mediator helps the parties reach their own agreement but cannot impose one

Mediation is a voluntary process in which a neutral third party facilitates communication and helps the parties craft their own solution; the mediator has no authority to impose a decision. Hearing evidence and issuing a binding ruling describes arbitration, not mediation.

283. Answer: C — The employee may be new to the role or paid below the market rate that the midpoint reflects.

A compa-ratio of 0.86 means pay is 86% of the midpoint, which usually reflects someone still learning the job or pay that lags the market rate the midpoint represents. Compa-ratio compares pay with the midpoint, not the minimum, so it does not show that pay is 14% below the minimum. A ratio under 1.0 indicates pay below, not above, the market reference point.

284. Answer: D — Pair of hands

In the pair-of-hands role, the client defines the problem and the solution, and the consultant uses its skills to carry out the client's plan. In the expert role, the consultant takes control of diagnosing the problem and recommending a solution, while in the collaborative role the two share diagnosis and decisions. Facilitator is not one of Block's three consultant roles.

285. Answer: D — Approve courses that meet the policy and point out the policy's terms, such as the grade rule

HR should apply the written policy consistently: the MBA is plausibly job-related for a marketing analyst, so courses meeting the criteria should be approved and the employee should understand the grade and other requirements. Denying the request out of retention fear treats her differently from others the policy covers, while approving the whole degree up front bypasses the per-course approval the policy requires.

286. Answer: B — To assess each proposed change's impact on scope, schedule and cost before it is approved

Integrated change control ensures every proposed change is documented, its effects on scope, schedule, cost and quality are evaluated, and an authorized body approves or rejects it before work proceeds. This prevents scope creep without forbidding change altogether. Recording changes after the fact skips the evaluation and approval that give change control its value.

287. Answer: D — Setting each offer at the candidate's prior salary plus a fixed percentage

Anchoring offers to prior salary imports whatever inequities affected the candidate's earlier pay, so a gap at a previous employer follows the person into the new job. Basing offers on the role's range, job-related qualifications, internal peer pay and market data ties pay to the job rather than to past compensation. For this reason many employers have moved away from relying on salary history.

288. Answer: A — Training aims to confirm that each learner can perform to a set standard, not to rank learners

Criterion-referenced tests measure whether each person meets a defined standard, which is what an employer needs to know: can this employee do the job safely and correctly? Norm-referenced tests compare learners with each other, so a learner could rank well and still fall short of the standard. Grading on a curve and score spread are features of norm-referenced testing.

289. Answer: D — 36.0%

The ratio is total compensation divided by total operating expense: $9M / $25M = 36.0%. The 26.5% figure comes from adding compensation to operating expense again ($9M / $34M), even though the stem says it is already included. The 64.0% figure is the non-compensation share, and 56.3% divides compensation by non-compensation expense only ($9M / $16M).

290. Answer: A — The employee was terminated for gross misconduct, such as theft or violence.

Termination is a COBRA qualifying event unless it is for gross misconduct, which courts generally reserve for serious, intentional wrongdoing such as theft, fraud or violence. Poor performance, exhausting FMLA leave and introductory-period releases are ordinary terminations that still trigger COBRA rights. Employers should use the exception cautiously because the term is not defined in the statute.

291. Answer: B — Join the program's advisory board and offer internships and guest instructors each year.

A lasting partnership requires ongoing, two-way involvement, such as helping shape the curriculum and giving students hands-on experience, which builds relationships with faculty and students over time. Posting jobs and attending fairs are transactional recruiting tactics, and a one-time donation builds goodwill but not a sustained relationship.

292. Answer: C — Require a fitness-for-duty certification before he returns to work

When an employer has a uniformly applied policy and gives notice of it in the designation notice, it may require a fitness-for-duty certification from the employee's own provider before restoration after leave for the employee's own serious health condition. If the employer listed the essential functions, the certification may address his ability to perform them. The employer may not require a second opinion on fitness for duty or let the supervisor decide when he returns.

293. Answer: A — Leader style is fairly fixed, so match leaders to situations or change the situation

Fiedler held that leadership style, measured by the least preferred coworker scale, is relatively stable, so effectiveness depends on matching the leader to a favorable situation or changing the situation. Adapting style to follower readiness is situational leadership, clearing paths to goals is path-goal theory, and in-groups and out-groups are leader-member exchange theory.

294. Answer: D — Help them define specific behaviors and how they will check progress

A vague agreement is hard to keep or measure, so the mediator should help the parties spell out concrete behaviors, such as how they will share updates, and how they will review progress. Signing a vague statement does not make it more specific. A distant follow-up and sending a summary to managers do not fix the lack of clarity.

295. Answer: A — "Java developer" NOT contractor

Quotation marks search for the exact phrase, and NOT excludes results containing the term that follows. AND would return only profiles that do mention contractor work, and OR would broaden the search to any profile mentioning either term. Splitting Java and developer with OR returns any developer or anyone mentioning Java.

296. Answer: D — Keep the report to findings of fact and whether company policy was violated, without legal conclusions.

Whether conduct is unlawful is a legal question for counsel, agencies and courts; investigators decide what happened and whether it violated company policy, which is often broader than the law. A statement that the company found illegal harassment could be used against it as an admission in litigation. Removing the policy conclusion goes too far, because decision-makers need it to act.

297. Answer: D — Set up a way to record and pay the evening time, and limit who is expected to respond.

Regular after-hours work that the employer expects is compensable for nonexempt employees and creates off-the-clock overtime liability if not recorded. The de minimis rule covers only small, irregular amounts of time that are hard to record, not routine, expected tasks that add up across many nights. Job duties, not convenience, determine exempt status, and a phone stipend does not pay for hours worked.

298. Answer: D — It is a case study, and findings from one site may not generalize to sites with different conditions

An in-depth study of a single unit using several data sources is a case study. It gives rich insight into how a change happened, but because it covers one context with no comparison group, results may not transfer to plants with different workforces, equipment or leadership. No variables were manipulated, so it is not an experiment, and a meta-analysis combines results from many separate studies.

299. Answer: A — Explain that EPA "wages" include bonuses and allowances, so these differences need a lawful defense.

EPA regulations define wages to include all forms of compensation, such as bonuses, expense allowances, fringe benefits and other payments. Car allowances and discretionary bonuses therefore count, and the employer must justify the differences with seniority, merit, production or a factor other than sex. Treating the car allowance as outside the EPA is the near-miss error.

300. Answer: D — Report the theft to the incident response team to contain, assess and document the breach

The incident response plan should be activated at once so IT can lock or remotely wipe the device and disable accounts, and the team can work out what data was exposed, involve legal counsel and police, and decide which notices are required. Notification comes after the scope is assessed. Discipline is a later question, and waiting for recovery wastes time when legal notice deadlines may already be running.

301. Answer: A — Assure her against retaliation, preserve the original time and edit records, and open an inquiry.

Altering time records to avoid overtime may violate the FLSA, so HR should protect the reporter, secure the timekeeping data and audit logs before they can be changed, and begin a prompt investigation. Questioning the supervisor first could tip him off before evidence is preserved. Paying her alone ignores other employees who may be affected, and an internal report should not be deflected to an outside agency.

302. Answer: B — Make clear the discount is earned whether or not employees answer the family history questions.

GINA regulations allow an employer to request genetic information, including family medical history, in a voluntary wellness program but bar offering an inducement in return for providing it. An incentive for completing a questionnaire is allowed only if it is clear the reward is available whether or not the family history questions are answered. Limiting questions to hereditary conditions still collects genetic information.

303. Answer: B — Have the tool reviewed for approval, and make sure all attendees are told and consent before recording.

An unapproved tool may send meeting content to a third party, so it needs IT and privacy review, and telling attendees and getting their consent respects their privacy and satisfies states that require consent of all parties. One-party consent does not apply in every state and ignores data-handling concerns. Deleting transcripts later does not address consent, and a blanket ban goes beyond the issue raised.

304. Answer: A — The method used would capture the true workforce rate in about 95% of repeated samples.

A 95% confidence interval means that if the sampling were repeated many times, about 95% of the intervals built this way would contain the true population value; it is a statement about the precision of the estimate. It does not describe how individual employees answered, and it says nothing about any single future respondent. The 71% is only a sample estimate, not the known true value.

305. Answer: C — It is the group considered for the cuts; too narrow a unit can hide age patterns and void waivers.

Under OWBPA rules, the decisional unit is the portion of the workforce from which the employer chose who would be terminated, and the disclosure must list job titles and ages of those selected and not selected within it. If the unit is drawn too narrowly, the disclosure fails to show the real comparison group, which can make the waivers invalid. The unit refers to the pool considered, not the decision-makers or only those laid off.

306. Answer: B — An outside provider runs all or part of the recruiting function on an ongoing basis.

In RPO, an employer transfers all or part of its ongoing recruiting process, such as sourcing, screening and scheduling, to an outside provider that often works as an extension of HR. Paying only on placement for a specific opening describes contingency search, and an upfront fee for one executive role describes retained search.

307. Answer: D — Bring both groups together to design a policy that meets both sets of needs

Collaborating fits when both parties' concerns are too important to be compromised and there is enough time to work through them; four weeks allows joint problem-solving. Giving each group half of its requests is tempting, but it would leave essential concerns about fatigue or coverage unmet when an integrative solution is achievable.

308. Answer: B — Give supervisors a briefing kit with key messages, FAQs and an escalation path

Employees prefer to hear about change from their direct supervisor, so equipping supervisors with consistent messages, answers to likely questions and a way to escalate unknowns keeps information accurate and builds trust. Routing every question to HR sidelines supervisors and overloads HR. Repeating the announcement does not answer the new questions, and letting supervisors guess spreads inconsistent information.

309. Answer: D — Assess the comment's context and any risk factors before deciding what discipline fits.

Zero tolerance means every threatening statement is taken seriously and reviewed, not that every remark leads to automatic termination. HR should gather facts about the context, the analyst's history and any warning signs, and then choose a response such as coaching, a warning or a referral, applied consistently. Firing her on the spot risks an inconsistent, poorly supported decision, while ignoring the remark fails to assess a potential threat. A fitness-for-duty exam is not justified without facts that suggest a medical or safety concern.

310. Answer: C — Key driver analysis

Key driver analysis, typically using correlation or regression, shows which items are most closely related to the overall engagement outcome, which separates high-impact issues from low-impact ones. Ranking items by percent favorable shows only which items scored lowest, not which ones matter most. Benchmark and trend analyses compare scores but do not measure impact.

311. Answer: C — Employees may receive conflicting directions and priorities from two managers.

Dual reporting violates unity of command, so employees can face conflicting demands, ambiguous accountability and power struggles between functional and project managers. The matrix is designed to increase cross-functional contact and resource sharing, so those options describe its benefits rather than its problems.

312. Answer: B — Arrange for him to document key methods and hold shadowing sessions before he leaves.

With only two weeks left, the biggest risk is losing undocumented know-how, so HR should immediately set up knowledge capture: documentation, job aids and shadowing with the colleagues who will take over. A replacement is unlikely to be hired and trained within two weeks, and a consulting agreement may help later but depends on his willingness. The exit interview matters, but it does not protect the critical knowledge.

313. Answer: B — Coach him to prepare specific examples and hold the review within the next week

Delaying the review denies the employee clear feedback and a chance to improve and leaves the company without documentation. HR should help the manager prepare factual examples and practice the conversation, then hold the meeting promptly. HR delivering the review undercuts the manager's role, skipping to discipline bypasses feedback, and waiting for improvement without feedback is unlikely to work.

314. Answer: A — Notify the union and bargain over the change before it is finalized.

Shift bidding is a term of employment set out in the collective bargaining agreement, so the employer cannot change it on its own during the contract term; it must bring the proposal to the union and reach agreement through bargaining. Involving the union early also improves the design and acceptance. Presenting a finished design, putting it into practice in a pilot first or going around the union to employees can be an unfair labor practice, such as a unilateral change or direct dealing.

315. Answer: B — Review handoff records and observe several handoffs to test both accounts

Good diagnosis triangulates, checking interview accounts against other data sources such as records and direct observation, so conclusions rest on evidence rather than on who is more persuasive or senior. Asking the managers to negotiate one story may produce a compromise rather than the truth. Passing both accounts up to leadership skips the diagnostic work HR was asked to do.

316. Answer: B — To cover costs from identified risks or unknowns that may arise during the project

A contingency reserve sets aside funds for the risks and uncertainties that are likely to arise during a project, such as delays or unexpected integration work. Added post-launch scope is a change that should go through change control and be funded separately, not absorbed by contingency. Recognition events and currency effects are not the purpose of a general contingency line.

317. Answer: A — Accept the risk and keep basic precautions such as locking doors

When a risk is low in likelihood and impact and controls would cost more than the losses they prevent, risk acceptance is the rational choice, ideally documented and reviewed periodically. Installing the vendor's system spends more than it saves. A separate policy is likely uneconomical for such small losses, and removing all equipment would make the office unable to function.

318. Answer: C — Whether the targets were adjusted for her leave and the issues predate it.

Timing this close to protected leave invites an FMLA retaliation or interference claim, so HR must make sure the decision does not count the leave against her. Judging her on a full quarter's target while she was out for most of it would do exactly that. HR should also confirm the performance problems were documented before the leave and that similar performers were treated the same. No waiting period makes a termination safe after leave.

319. Answer: D — Participants match jobs using detailed descriptions, and many organizations contribute

Reliable surveys use clear job descriptions so that participants match jobs accurately, and they include enough organizations and incumbents to be representative. Other good signs are a current effective date and administration by a third party. Self-reported data and title-only averages make it hard to verify the quality of each match.

320. Answer: A — Treat it as a discrimination complaint and look into the promotion decisions

An allegation of religious discrimination puts the employer on notice, whether or not the employee stays or plans to act. Investigating protects other employees, may show a pattern, and supports the employer's defense if a charge is later filed. Merely noting it, or pointing her to the EEOC, leaves a possible ongoing problem unaddressed, and HR does not need a signed statement before it acts.

321. Answer: A — About 16%

A score of 115 is one standard deviation above the mean. About 68% of scores fall within one standard deviation, leaving 32% in the two tails, or about 16% above +1 SD: (100% - 68%) / 2 = 16%. About 34% is the share between the mean and 115, 32% counts both tails, and about 2.5% is the share above two standard deviations (130).

322. Answer: A — Count employees within 75 miles of headquarters, which is her worksite

For FMLA eligibility, a remote employee's worksite is the office to which she reports or from which her assignments are made, not her home. Headquarters has 80 employees within 75 miles, so she meets the 50-within-75-miles test and, with the tenure and hours tests met, she is eligible. Treating her home as the worksite would wrongly exclude many remote employees, and the test still applies to remote staff.

323. Answer: B — Test whether job-related factors such as range position explain the gap, then correct any unexplained disparity.

Merit matrices often give smaller percentage increases to employees already high in their ranges, so HR must first test whether such legitimate factors explain the gap and then correct any disparity that remains unexplained. Waiting a year allows potential discrimination to continue and compounds it. A flat adjustment for all women ignores individual facts, and a reminder to managers does nothing about increases already given.

324. Answer: D — Federal rules require keeping hiring records, and they are needed to show the tool was applied fairly.

EEOC regulations require employers to keep records related to hiring decisions, including those for applicants not selected, for at least one year, and longer when a charge is filed. Those records let the employer analyze adverse impact and defend its decisions. Licensing does not depend on past scores, no general federal right lets applicants demand scores, and reusing old scores could rely on outdated information.

325. Answer: B — The interference provision that bars coercing or threatening anyone exercising ADA rights

The ADA makes it unlawful to coerce, intimidate, threaten or interfere with anyone exercising ADA rights, and that reaches threats even if no adverse action follows. Threatening a raise to discourage an accommodation request is a clear example. The confidentiality and medical-inquiry rules address different conduct, and undue hardship is a defense, not a prohibition.

326. Answer: C — Alert IT security to assess the exposure, gather the facts, and apply the policy's discipline consistently.

The first concern is containing a possible data exposure, so IT security needs to assess what was shared and whether it can be retrieved or deleted. HR should then gather facts, such as intent, training and prior conduct, and apply discipline consistent with the policy and past practice. Immediate termination skips fact-finding, an informal reminder ignores the policy's severity scale, and a company-wide ban punishes everyone for one incident.

327. Answer: A — Audiences, messages, channels, frequency and the owner of each

A communication plan defines who needs information, what they need to hear, how and how often it will be delivered, and who owns each communication. Tasks, durations and dependencies belong to the project schedule. Risks and responses are in the risk register, and deliverables, acceptance criteria and exclusions belong to the scope statement.

328. Answer: C — One year from the date of the personnel action to which the record relates

ADEA regulations require employers to keep records such as job applications, promotion and training records, job orders, advertisements and test papers for one year from the related personnel action. Payroll records showing name, address, birth date, occupation and pay must be kept for three years. Two years is the Equal Pay Act period for records explaining wage differentials.

329. Answer: C — 0.8 returns less than its cost, 1.0 breaks even, and 1.5 returns $1.50 per $1

BCR = program benefits / program costs. A BCR of 1.0 means benefits equal costs (break-even), below 1.0 means benefits fall short of costs, and 1.5 means $1.50 in benefits for every $1 spent. Converting a BCR directly to an ROI percentage is a common mistake: a BCR of 1.5 corresponds to an ROI of 50%, not 150%.

330. Answer: C — Police officers and paramedics on patrol

DOL regulations state that police officers, firefighters, paramedics, emergency medical technicians and similar first responders who perform front-line work such as rescuing, patrolling and responding to emergencies are not exempt, regardless of rank or pay. A fire chief whose primary duty is directing the department can meet the executive test. Administrators and physicians can also qualify for exemptions.

331. Answer: A — Inferences from titles and activity data can miss or overstate skills, so people should confirm them.

Skills inference tools guess at skills from job titles, project records and other indirect signals, so profiles can be incomplete or wrong. Having employees and managers confirm them improves accuracy and trust before the data shapes staffing, development or promotion decisions. No federal law requires written consent to store skills data in an HRIS.

332. Answer: B — Share the development areas identified in the review and discuss a plan to build that experience.

The best response is honest, specific feedback about the gap and a development plan, which keeps her engaged and builds the pipeline. Many companies limit who sees the full plan, but refusing to discuss her own development misses the chance to retain a valued employee. Stating that seniority does not count is accurate but unhelpful on its own, and adding her to the list without a real assessment undermines the plan's credibility.

333. Answer: D — Estimate the turnover costs avoided and compare them with the bonus cost.

A business case compares the investment with the expected financial return, such as the recruiting, vacancy, lost productivity and onboarding costs avoided by keeping the engineers. Market data and exit comments add context but do not show whether the spend pays off. Saying the cost is small relative to payroll does not show any return.

334. Answer: D — Pause the session, consult the company's employment counsel, and reschedule so both sides can decide on representation.

An unexpected attorney changes the legal dynamics, so HR should pause, involve company counsel, and reschedule on terms that keep the process balanced. Going ahead lets one side have counsel while the other does not, and excluding the attorney unilaterally can escalate the dispute and look like interference. Permanently canceling and forcing arbitration is a heavy-handed reaction that the program does not call for.

335. Answer: C — His own ideas get little attention and his influence declines

Overusing accommodating means one's own concerns and contributions are routinely set aside, so others give his ideas little weight and he loses influence and respect. Unraised issues festering is the typical result of overusing avoiding, and lengthy problem-solving reflects overused collaborating.

336. Answer: B — Issue a withhold release order and detain the goods at the port of entry

Section 307 bars importing goods made wholly or in part with forced labor. When information reasonably indicates forced labor, CBP can issue a withhold release order and detain the shipments; the importer may then export the goods or try to prove they are admissible. The law does not raise duties or ban all trade with a country.

337. Answer: D — Share data on delays and lost candidates privately and suggest piloting a shorter path

Influencing upward works best when it is respectful of the manager's ownership and grounded in evidence. Bringing data privately and proposing a low-risk pilot lets the manager evaluate the idea without being embarrassed. Raising it in a group meeting or going to another leader can make the manager feel bypassed, and skipping approvals on her own violates the current process.

338. Answer: C — $42,500

A weighted average multiplies each salary by the number of employees earning it: (10 x $50,000 + 30 x $40,000) / 40 = ($500,000 + $1,200,000) / 40 = $42,500. Averaging the two salary levels without weighting gives $45,000, which ignores that three times as many people earn $40,000. Swapping the weights gives $47,500.

339. Answer: D — When operations continue substantially unchanged and most of its unit workforce came from the seller

Under Supreme Court precedent, a buyer is a successor employer with a duty to recognize and bargain when there is substantial continuity in the business and a majority of its employees in the bargaining unit came from the predecessor. Assuming the labor agreement is a separate question: a successor generally must bargain even if it does not adopt the old contract. No new election is required when the successorship test is met.

340. Answer: C — 7.6

Multiply each score by its weight and add the results: (8 x 0.50) + (6 x 0.30) + (9 x 0.20) = 4.0 + 1.8 + 1.8 = 7.6. A simple average of the three scores, (8 + 6 + 9) / 3, gives about 7.7 and ignores the weights. Applying the 50% weight to the support score instead of functionality gives 7.9, and leaving out the support criterion gives 5.8.

341. Answer: D — The candidate reports directly to the accused manager.

An investigator must be impartial and free from conflicts, and someone who reports to the accused has an obvious conflict and could fear retaliation. Limited experience with this type of complaint can be managed with guidance and does not by itself bias the outcome. A different work location or lack of a law degree does not affect impartiality.

342. Answer: A — Fix the formula, check the results, and promptly send managers a corrected report with a short note.

Ethical practice and data credibility call for owning the error, correcting it, verifying the fix, and promptly sending accurate figures with a brief explanation. Waiting until next month leaves managers acting on wrong numbers. Asking managers to delete the report without a replacement, or to redo the analysis themselves, shifts HR's responsibility onto them and invites new errors.

343. Answer: B — 85%

Specificity is the true negative rate: true negatives divided by all actual negatives, or 255 / 300 = 85%. The 15% figure (45 / 300) is the false positive rate. Dividing 45 by 255 gives 17.6%, which uses the wrong denominator, and 82.4% is simply 100% minus that mistaken figure.

344. Answer: A — Rate both finalists on weighted job-related criteria

A weighted decision matrix built on the job's requirements focuses the panel on evidence and makes the basis for the decision clear and defensible. Deferring to the hiring manager may be needed eventually but leaves the panel's split unexamined. Another interview round delays without adding structure, and years of experience alone ignores the other requirements of the job.

345. Answer: C — Promptly, since litigation is now reasonably foreseeable and records must be kept

Once a charge or lawsuit is reasonably foreseeable, the employer has a duty to preserve relevant records, and counsel can issue a litigation hold and guide the investigation. Waiting for formal notice risks lost evidence and missteps. HR must also make sure the employee faces no retaliation for saying he may file.

346. Answer: A — Employees have a Section 7 right to discuss wages, so the flags and warnings may be unlawful.

Section 7 of the NLRA protects the right of non-supervisory employees, union or not, to discuss wages and other working conditions, so disciplining them for pay discussions, or a policy that bars such talk, can be an unfair labor practice. HR should stop the warnings, reconfigure the tool and review the policy. The NLRA does not require written consent to monitoring or NLRB review before discipline.

347. Answer: B — Providing specialized expertise and program design in areas such as pay or learning

Centers of excellence house deep specialists who design programs and policies in areas such as compensation, learning or talent management. High-volume transactions belong to shared services, and day-to-day advice to business unit leaders is the business partner's role. Compliance may involve a COE, but auditing every unit's records is not its defining purpose.

348. Answer: D — Reconcile the differences, fix their root causes, and delay go-live if needed

Every discrepancy must be traced to its cause, such as a configuration, mapping or legacy error, and resolved before cutover, with go-live moved only if the fixes cannot be completed and retested in time. Going live with known errors harms employees and creates compliance risk. Matching totals can hide offsetting individual errors, and an automatic one-quarter delay may be unnecessary.

349. Answer: C — Developing current employees through stretch roles to ready them for future jobs

A build strategy develops existing employees for future roles through training, stretch assignments, coaching and rotations. Hiring from competitors and acquiring a firm for its talent are forms of buying. Using consultants is borrowing talent.

350. Answer: D — As a permissive subject, because retirees are not employees in the bargaining unit.

In Pittsburgh Plate Glass, the Supreme Court held that retirees are not employees within the bargaining unit, so benefits of already-retired workers are a permissive subject. The parties may bargain over them voluntarily, but neither may insist on them to impasse. Pension benefits for current employees, by contrast, are a mandatory subject.

351. Answer: D — Regression analysis

Regression analysis uses the statistical relationship between a business factor, such as sales volume, and staffing levels to predict future headcount. Trend analysis projects headcount from its own past pattern over time without modeling a driver, the Delphi technique relies on expert judgment, and Markov analysis forecasts internal supply by tracking how employees move between jobs.

352. Answer: B — Yes; SOX protection extends to employees of a public company's private contractors.

In Lawson v. FMR LLC (2014), the Supreme Court held that SOX's anti-retaliation provision covers employees of private contractors and subcontractors that serve public companies. His employer's private status does not remove his protection. SOX protects internal reports as well as reports to the SEC, unlike Dodd-Frank's anti-retaliation provision.

353. Answer: B — Pick a few core metrics tied to the company's top business priorities.

Starting with a small set of metrics linked to what the business cares about most produces useful insight quickly and builds credibility. Buying a platform or adopting a long list of metrics before setting priorities spreads limited resources thin. Collecting history without knowing which questions matter may waste effort on data that is never used.

354. Answer: C — Define which practice or metric to benchmark and the business reason for comparing it

Benchmarking starts by deciding what will be benchmarked and why, so the effort targets a real business need. That choice determines which peers are relevant, what data to collect and which survey sources fit. Choosing peers or buying surveys first risks collecting comparisons that answer no particular question.

355. Answer: B — Check company policy and any state law protecting disaster-relief volunteers, then discuss leave options

No federal law requires volunteer leave, but some states protect employees who volunteer in disasters, so HR should confirm the legal position and then look at options such as the volunteer day, PTO or unpaid leave. Denying the request outright overlooks possible state protections and flexible options. FMLA covers serious health conditions, family care and military-related needs, not volunteer work.

356. Answer: D — Benchmark the associates' pay against current market data for comparable jobs

Exit data shows what departing employees say. Market pricing shows whether pay is actually behind and by how much, which is what a raise recommendation should be based on. A blanket raise could cost too much or miss the real gap. Dismissing the finding ignores useful evidence, and an engagement survey delays the comparison that matters most here.

357. Answer: B — The neutral zone

Bridges describes three phases of transition: endings, the neutral zone and new beginnings. The neutral zone is the in-between period after people let go of the old and before the new feels natural; it can be uncomfortable but is also a time of innovation. Refreezing belongs to Lewin's change model, not to Bridges' model.

358. Answer: A — The power imbalance means employees may feel unable to refuse, so their consent is rarely considered freely given.

GDPR consent must be freely given, specific, informed, and revocable. Because employees depend on their employers, regulators presume they may not feel free to refuse, so employers should usually rely on other bases, such as performance of the employment contract, legal obligation, or legitimate interests. There is no annual renewal requirement or advance regulator approval for consent.

359. Answer: D — Problems are corrected early and goals can be adjusted as priorities shift

Frequent check-ins let managers address issues before they become entrenched and keep goals aligned with changing priorities, so employees get timely direction and support. Continuous feedback usually adds manager time rather than reducing it, and many organizations still keep documented year-end ratings for pay and promotion decisions.

360. Answer: C — Giving a statement to an EEOC investigator about a coworker's discrimination charge

The participation clause protects taking part in a charge, investigation, proceeding or hearing under the statute, such as testifying or giving a statement to the EEOC. The opposition clause protects opposing practices the employee reasonably believes are unlawful, which includes internal complaints, refusing a discriminatory order and group protests. All are protected, but they fall under different clauses.

361. Answer: D — Model each store's needs from its own sales-to-staffing history and projected sales.

Because sales patterns differ by store, a store-level forecast built on each location's historical sales-to-staffing ratios and projected sales gives the most accurate plan. An even chain-wide increase ignores the wide variation in growth between stores. Manager estimates can supplement the data, but relying on them alone discards the data HR already has.

362. Answer: D — "We believe we can work well together without a union, and here is how our pay compares to the area."

The FOE approach, facts, opinions and examples, reflects Section 8(c), which protects employer views and arguments that contain no threat of reprisal or promise of benefit. Stating a preference to remain union-free and sharing accurate wage facts is lawful. Predicting closure without objective basis is a threat, asking supervisors to report attendance is spying, and tying a promotion to the vote is a promise.

363. Answer: A — To March 1, 2024, two years before the charge was filed

Title VII limits back pay to no more than two years before the date the charge was filed. The Lilly Ledbetter Fair Pay Act lets each discriminatory paycheck restart the filing period, but it kept the two-year back pay limit. Three years is the willful-violation lookback under the Equal Pay Act, and the 300-day period governs when a charge must be filed, not how much back pay accrues.

364. Answer: D — Marital status

Title VII protects race, color, religion, sex (including pregnancy and, under Bostock v. Clayton County, sexual orientation and gender identity) and national origin. Marital status is protected by some state and local laws, but not by Title VII. Religion, color and national origin are all expressly listed in the statute.

365. Answer: A — Anonymous experts answer in repeated rounds, receiving summarized group feedback each time.

The Delphi technique gathers judgments from experts who do not interact directly. Responses are anonymous, collected in several rounds, and summarized and fed back to the panel between rounds so estimates can converge. A face-to-face round-robin with private ranking describes the nominal group technique, and scoring options against weighted criteria is a decision matrix.

366. Answer: D — Make it voluntary, define the scope and time on work hours, and recognize or pay participants.

Using ERG members as advisers can add real business value, but it should be voluntary, clearly scoped, done on work time and recognized or compensated so that members are not doing unpaid extra work because of their identity. HR should also make clear that participants share personal views and do not speak for an entire community. Informal, unscoped feedback through the chair invites the very problem the chair raised, and required participation turns a voluntary group into an assignment.

367. Answer: A — Show the head counts with the rate and note that one exit drives the figure

With very small denominators, one event swings a percentage dramatically, so a rate alone can mislead leaders into seeing a crisis. Showing the actual counts, or rolling small units into a larger group, keeps the data accurate while giving the context needed to read it. Removing the unit hides data, and asking the manager to justify the figure treats a statistical artifact as a real problem.

368. Answer: B — To find hot spots and losses of high performers that an overall average can hide

An overall rate can look healthy while masking serious problems, such as high turnover in one department, among new hires or among top performers whose loss is regrettable. Segmenting the data shows where retention efforts will matter most. No federal rule requires employers to report turnover by segment, and segmentation does not change the overall rate.

369. Answer: A — That AI will be used, what it evaluates, and how to request an accommodation or an alternative process

Meaningful transparency tells candidates before assessment that AI is used, what characteristics it evaluates, and how to request an accommodation or alternative, which also supports ADA compliance. A vague technology statement gives too little information, notice after rejection comes too late, and disclosing proprietary code is neither required nor useful to candidates.

370. Answer: A — Have her document the tool and train an employee who works alongside her until she leaves

Combining documentation with hands-on shadowing captures both the explicit details and the tacit judgment behind the design, and builds internal capability. A last-day summary leaves no time for questions or practice. Extending the engagement delays the problem rather than solving it, and expecting a newcomer to reverse-engineer the tool is slow and risky.

371. Answer: C — Review his cost-of-living allowance using current rates under the policy.

The balance-sheet approach aims to protect purchasing power, so allowances are periodically adjusted for exchange-rate and price changes under the policy's review rules. A permanent base-pay increase would distort his home pay and would not reverse if the currency moves back, and switching to localization changes the entire basis of the assignment rather than fixing the allowance.

372. Answer: B — A lead-lag policy

In a lead-lag policy, ranges are set to lead the market at the start of the plan year so that, as the market moves, they match it at midyear and lag it by year end, averaging out at about market over the year. A pure lead policy would aim to stay above market for the whole year, not just at the start.

373. Answer: B — Preparation; detection and analysis; containment, eradication and recovery; post-incident activity

The classic NIST life cycle starts with preparation (plans, tools and training), then detection and analysis of an incident, then containment, eradication and recovery, and finally post-incident activity such as lessons learned. An organization cannot detect or contain incidents well without preparing first, and it cannot contain an incident it has not yet detected and analyzed. NIST's 2025 Revision 3 replaced this cycle with the CSF 2.0 functions, but the four-phase model is still widely taught.

374. Answer: D — The repeated refusals are likely an unprotected partial strike, though the wage complaint is protected

Partial or intermittent strikes, in which employees stay on the job but refuse part of their assigned work on their own terms, are generally unprotected. The plant can apply its overtime policy consistently to refusals. The underlying wage complaint remains protected, so the plant must not punish employees for raising it. Ten-day strike notice applies to health care institutions, not to this situation.

375. Answer: D — Internal benchmarking

Internal benchmarking compares performance among units of the same organization, which makes data easy to obtain and practices easy to share. Competitive benchmarking compares against direct rivals, and functional or generic benchmarking looks at similar processes in other organizations or industries.

376. Answer: C — A live video town hall is synchronous; a recorded video posted for later viewing is asynchronous.

Synchronous communication happens in real time with participants present together, as in a live town hall. Asynchronous communication lets people receive the message at different times, as with a recorded video. The medium, video in both cases, does not decide the classification, and a live event stays synchronous even if some people cannot attend it.

377. Answer: D — The note is informal recognition, and the ceremony is formal recognition

Informal recognition is spontaneous, personal and low-cost, like a thank-you note, while formal recognition is structured, scheduled and governed by set criteria, like an annual awards ceremony. Whether recognition is written or involves cash does not determine whether it is formal. The ceremony counts as formal because it is planned and criteria-based.

378. Answer: C — Record and pay the overtime, and handle the policy violation through normal discipline.

Under the FLSA, work the employer suffers or permits must be paid, including overtime the employee was told not to work. The employer may enforce its approval policy through discipline, but it may not refuse to pay or leave the hours off the record. Time off in a later week does not replace overtime pay for a private employer.

379. Answer: B — "I missed your review date because the system never sent me the reminder it was supposed to send."

An apology accepts responsibility, acknowledges the impact and commits to repair; an excuse shifts responsibility elsewhere. Blaming the system's reminder offers an outside cause and contains no acknowledgment or remedy. The other statements each accept responsibility and include a concrete correction or commitment.

380. Answer: B — Pause the tool's use and bring in IT and legal to review its data access and compliance risks.

Monitoring employee communications raises privacy, data security and labor law issues, including a chilling effect on concerted activity protected by NLRA Section 7, so the tool should stop while experts review it. Acting on the reports or announcing the monitoring treats the tool as approved before anyone has assessed it. A future policy is useful, but it does not address the risk the tool is creating now.

381. Answer: D — Incentive stock options

Incentive stock options (ISOs) receive no regular income tax at exercise, and if shares are held at least two years from grant and one year from exercise, the entire gain is taxed as long-term capital gain. Nonqualified options create ordinary income on the spread at exercise, and SARs and phantom stock pay out as ordinary compensation.

382. Answer: D — Tone and pace may not relate to job performance and can vary with disability, accent or culture.

A selection measure must be job-related, and features such as tone and pace often have weak links to performance. They can also differ for reasons unrelated to ability, such as speech disabilities, accents or cultural norms, creating adverse impact and accommodation issues. No federal law bans AI scoring of interviews, and validity depends on evidence for the job, not on job title.

383. Answer: B — Check each policy statement in the draft against the official policy document before sending.

Generative AI can state invented details with confidence, so the reliable safeguard is to verify each factual claim against the authoritative source. Asking the same tool to check itself is not independent verification. A grammar pass misses factual errors, and relying on recipients to catch mistakes lets wrong information reach employees.

384. Answer: A — Gantt chart

A Gantt chart shows tasks as horizontal bars along a timeline, making start dates, end dates, durations and often dependencies easy to see. A RACI matrix assigns responsibilities, a work breakdown structure decomposes scope into deliverables, and a fishbone diagram is a root-cause analysis tool.

385. Answer: B — Confirm the person no longer works there and focus on how the team's work will be covered.

Reasons for a termination are confidential personnel information, and disclosing them can create privacy and defamation risk and hurt morale. HR can acknowledge the departure and help the team with workload and next steps. A promise of confidentiality from the coworker does not make disclosure appropriate, and passing the job to the manager just moves the same disclosure elsewhere.

386. Answer: B — Within 30 days after the qualifying event

When the qualifying event is the employee's termination, reduction in hours, death or Medicare entitlement, the employer must notify the plan administrator within 30 days. The 14-day period is the administrator's deadline for sending the election notice after receiving the employer's notice, and 60 days is the period for employees to report events such as a divorce. Forty-five days is the deadline for the first premium payment after election.

387. Answer: B — Compare practices at the high- and low-shrink stores to find what differs, such as procedures, staffing or controls

Comparing high- and low-performing units shows what the better stores do differently and whether the cause is a skill gap, a process or control issue, or something else, such as location or staffing. Training just the eight stores is more targeted but still assumes training is the fix before the cause is known. Self-reports from the managers involved are less reliable than a structured comparison.

388. Answer: B — A heat map with color-coded cells by item and department

A heat map arranges items and departments in a grid and uses color to show high and low scores, so problem spots stand out at a glance. Eight pie charts are hard to compare, and item scores are not parts of a whole. Lines imply a sequence between items, and an overall average hides which items are weak.

389. Answer: D — Profit sharing pays from company profits, while gainsharing pays from improved unit results

Profit sharing distributes part of organization-wide profits, which can rise or fall for reasons employees do not control, while gainsharing rewards measurable productivity, cost or quality gains in the unit that produced them. That is why gainsharing usually gives employees a clearer line of sight.

390. Answer: C — Each added training hour is linked to half an error fewer per week

A slope shows the change in the outcome for a one-unit change in the predictor, in the outcome's own units. A coefficient of -0.5 means each additional hour of training is associated with 0.5 fewer errors per week, holding other variables constant. It is not a percentage change, and variance explained is shown by R squared, not by a coefficient.

391. Answer: A — It pools several judgments to dilute one rater's bias, but it can intimidate candidates or slide into groupthink.

Panels bring several perspectives, so one interviewer's biases carry less weight. The trade-offs are that a group setting can make candidates nervous and that panelists may defer to a dominant member instead of rating on their own. Panels usually cost more interviewer time, not less, and they work best with a shared scoring guide, not without one.

392. Answer: D — Explain that the investigation will continue on other evidence, that refusal may breach policy, and document it.

An accused employee's refusal does not stop the investigation. HR should explain that conclusions will be based on the evidence available, that failure to cooperate can lead to discipline under policy, and that he still has the chance to respond. The refusal and the explanation given should be documented. Treating silence as an admission skips the evidence analysis, and immediate termination is premature.

393. Answer: A — Compare trained teams with similar untrained teams over the same period

A control group of similar untrained teams measured over the same period accounts for outside factors such as market conditions, pricing or seasonality, so differences can be more confidently attributed to the training. Before-and-after and year-over-year comparisons cannot separate the training from other changes, and participant estimates are a weaker method used when a control group is not feasible.

394. Answer: B — Classification method

The classification (grading) method fits whole jobs into predefined grade descriptions, as the federal General Schedule does. The point factor method scores separate factors instead of matching whole jobs to written grade levels, and ranking simply orders jobs against each other without grade descriptions.

395. Answer: B — 1%

Absence rate = days lost / (number of employees x scheduled workdays) x 100 = 120 / (50 x 240) x 100 = 120 / 12,000 x 100 = 1%. The figure 2.4 is days lost per employee (120 / 50), not a percentage, 10% results from a decimal error, and 50% divides by one employee's 240 scheduled days instead of the whole department's.

396. Answer: A — Disclose the relationship and have matters involving him handled by another HR professional.

Disclosure is required, but it does not by itself fix the conflict; she must also step away from any investigation, discipline or decision involving her partner. That targeted recusal manages the risk without disrupting her support of the whole department. Keeping the relationship private violates the disclosure rule, and a full reassignment may be unnecessary unless the relationship affects her objectivity more broadly.

397. Answer: B — Trend line analysis

Trend line analysis plots a measure such as defect rate before the program, extends that trend into the post-program period, and treats the gap between projected and actual performance as the training's effect, provided no other major influence entered at the same time. A control group design compares trained and untrained groups during the same period. Participant and expert estimation rely on informed judgment rather than projected data.

398. Answer: B — Identifying and acquiring the new skills the energy storage business requires

Diversification means new products in new markets, so it usually requires capabilities the current workforce lacks, such as battery engineering and electrical expertise. HR must identify those gaps and plan to hire or develop the skills. Selling more units in current markets describes a market penetration strategy, not diversification.

399. Answer: C — HR practices should be tailored to the organization's strategy and context

The best-fit (contingency) approach holds that HR practices work best when they match the organization's strategy, culture and circumstances. The idea that one universal set of practices improves performance everywhere is the best-practice approach, the main alternative view.

400. Answer: D — 15 years old

ILO Convention No. 138 sets the general minimum age for employment at no lower than the age of completing compulsory schooling and, in any case, not less than 15. Some developing countries may start at 14, light work may be allowed from 13, and 18 is the minimum for hazardous work. Sixteen is a common national rule but not the ILO general standard.