SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 2

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 2 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: B — Remove the FMLA-protected absences and base the PIP only on unprotected absences

Under the FMLA, employers may not count approved FMLA leave against an employee in disciplinary or performance actions, so protected absences must be excluded. Including them, even with a note or only past a threshold, is interference with FMLA rights, and delaying the plan is unnecessary if unprotected absences justify it.

2. Answer: C — Logos

Logos is persuasion through logic and evidence, such as cost data and a clear calculation. Ethos relies on the speaker's credibility and character, and pathos on the audience's emotions. Kairos refers to the timeliness of an argument, which is not the focus here.

3. Answer: C — Give specific, behavior-based feedback tied to the same standards used for all direct reports.

Withholding feedback deprives the employee of the chance to improve and can itself be a form of unequal treatment. Specific feedback about observable behavior, measured against the standards applied to everyone, is both fair and defensible. Sending feedback through HR undermines the supervisor's role, softening it hides the problem, and waiting until the annual review delays correction while errors continue.

4. Answer: D — Give neutral facts: members may resign anytime and generally can't be fined for conduct after resigning

Employees may resign union membership at any time, and a union generally cannot fine a person for conduct after a valid resignation (Pattern Makers v. NLRB), although it may discipline members for crossing while they remain members. HR may answer her questions with accurate, neutral information, and she can check the union constitution or the NLRB for details. Preparing or sending her resignation goes beyond ministerial help and could be seen as unlawful interference.

5. Answer: B — Set a target for each measure and assign an owner accountable for results

Without targets, no one can tell whether performance is good or bad, and without owners, no one is accountable for acting on the results. Trimming or adding measures and reporting more often do not fix those two gaps. Ten measures may be more than ideal, but the missing targets and owners are the core flaw.

6. Answer: D — Explain plainly what data is collected, why, and how long it is kept, and share the privacy notice.

Under the EU's GDPR, employees are entitled to clear information about what personal data is processed, for what purpose and for how long, and a direct, plain answer also builds trust. The works council agreement does not shift the employer's transparency duty to the council. Calling the details confidential conflicts with that duty, and offering reassurance without confirming the facts risks misleading her.

7. Answer: B — Coaching goals, meeting frequency and what will and won't be kept confidential

A coaching contract sets expectations: what the manager wants to achieve, how often and how they will meet, roles and the limits of confidentiality, including what, if anything, will be shared with the manager's leader. Coaching doesn't promise performance ratings, and it helps the coachee find solutions rather than handing out a fixed list of answers.

8. Answer: C — Time-bound, because it sets no date by which the 18% rate is due

The goal names the group (call center employees), the metric (voluntary turnover) and the target (18%), but it has no deadline or measurement period, so it is not time-bound. Turnover is readily measured and clearly relevant to call center cost and service quality, so those elements are present.

9. Answer: B — Market culture

Market culture has an external focus with an emphasis on control, competition and results, with leaders acting as hard-driving producers. Hierarchy is internal and rule-based, clan is internal and collaborative, and adhocracy is external but centers on innovation rather than winning on targets.

10. Answer: D — Offer her a choice between continuing without a representative or ending the interview

Once an employee validly requests a representative, the employer may grant the request, end the interview, or let the employee choose between continuing without a representative and having no interview. The employer may then complete the investigation using other information. Continuing over the request, threatening discipline for insisting on the right, or substituting a non-union witness would violate the employee's Weingarten rights.

11. Answer: C — Help him see the cost of always yielding and weigh requests against coverage

The supervisor is overusing accommodating, so effective coaching builds his awareness of its cost and his skill in being appropriately assertive by evaluating requests against business needs. A blanket denial swings to the opposite extreme of competing, and taking over approvals removes his accountability rather than developing him.

12. Answer: D — Chi-square test of independence

Both variables here are categorical (group membership and a yes/no promotion outcome), which is what the chi-square test of independence is designed for. ANOVA compares means of a continuous outcome across three or more groups, so it is the tempting near miss. A t-test compares only two group means, and a Pearson correlation measures a linear relationship between two continuous variables.

13. Answer: A — The petition may proceed, since only a signed contract with substantial terms bars it

Under the NLRB's contract-bar doctrine (Appalachian Shale Products), a contract bars an election petition only if it is in writing, signed by the parties and contains substantial terms and conditions of employment. An unsigned tentative agreement does not meet that test, so a petition filed before signing is not barred. No 60-day grace period applies, and the union's majority support is not the test.

14. Answer: A — Keep membership open to all employees and offer voluntary small-group sessions for members.

Company-sponsored groups that limit membership by race or another protected characteristic create Title VII risk, and federal agencies have specifically warned employers about restricted ERG membership. Open membership also supports allyship and broader impact. HR can still meet the safe-space goal with voluntary, topic-focused sessions that any member may choose to join. Voluntary status or off-hours meetings do not cure exclusion from a company-supported program.

15. Answer: C — An evergreen requisition should be excluded or tracked per hire, not as one vacancy

An evergreen requisition is a continuous pipeline, not a single vacancy, so its age says nothing about how long any one hire took. It should be excluded or measured per hire from when each need arose. Closing and reopening it to reset the clock games the metric, and the other fixes still leave the distortion in the average.

16. Answer: C — Compare its cost with current cost per hire by source and with the retention of past referral hires

A sound evaluation compares the program's full cost per hire with the cost of the sources it would replace, such as agency fees, and considers quality measures like retention. Surveys and benchmarks help set the bonus amount but do not show whether the program is cost-effective. Counting referrals measures activity, not hires, cost or quality.

17. Answer: B — It is not HIPAA-protected, but it must be kept confidential and filed apart from the personnel file.

HIPAA's definition of protected health information excludes employment records held by an employer in its role as employer, so the note is not PHI. However, the ADA requires employers to keep employee medical information confidential and in separate medical files, with limited access. Assuming no federal protection applies is the tempting error.

18. Answer: A — $200,000 is cost avoidance and $40,000 is cost savings

Cost savings reduce a cost the company is currently paying, such as the existing consultant fees. Cost avoidance prevents a future cost that would otherwise occur, such as projected injury claims, so it does not reduce current spending in the budget. Business cases are more credible when they label the two separately.

19. Answer: B — Green-circle rate; $3,000

Pay below the range minimum is a green-circle rate, and bringing the employee to the minimum costs $41,000 - $38,000 = $3,000. Red-circle rates are above the range maximum. The $13,250 figure is the cost to reach the midpoint of $51,250, not the minimum.

20. Answer: B — 0.60; 60% of all possible pairs of members have a working tie

Possible ties = n(n - 1)/2 = 6 x 5 / 2 = 15, so density = 9 / 15 = 0.60, meaning 60% of the pairs that could be connected are. Dividing by n(n - 1) = 30 gives 0.30, dividing by n x n = 36 gives 0.25, and using 5 members (10 possible ties) gives 0.90.

21. Answer: C — Declaring victory too soon, before changes are rooted in culture

Kotter warns against declaring victory too soon. One successful pilot is a short-term win, and the change team's momentum is needed to consolidate gains and spread the change before it is anchored in the culture. Disbanding now invites people to slide back to old practices. Urgency and vision problems arise at the start of a change, not after a successful pilot.

22. Answer: C — Share results promptly and involve the team, since delay erodes trust in the survey

Employees expect to see results soon after a survey, and silence suggests the feedback was ignored. Fixing problems alone also risks solving the wrong issues, since the team can explain what is behind the scores. Sharing only the favorable results is selective and damages trust once employees notice.

23. Answer: A — It can meet its near-term bills, but its long-term debt load may be hard to sustain

Liquidity is the ability to meet short-term obligations from current assets, while solvency is the ability to meet long-term obligations and sustain its debt over time. A liquid company with weak solvency can pay this month's bills but carries more long-term debt than it can comfortably support. The reverse description confuses the two terms.

24. Answer: A — Assign a headquarters sponsor and include her in talent and succession reviews.

Keeping expatriates visible requires a home-country sponsor who advocates for them and inclusion in talent reviews and succession planning while they are abroad, which reduces repatriate turnover. Reassurance without action repeats the problem, leaving networking to her shifts the company's responsibility, and an extension delays rather than solves the issue.

25. Answer: D — Decline, because results for so small a group could identify individuals and must be kept confidential.

Wellness program medical information must be kept confidential and may be shared with the employer only in aggregate form that does not reasonably identify individuals. With five people, even averages could reveal individual results, so the request should be declined. Asking employees for permission at the manager's request puts pressure on them, and good intentions do not change the confidentiality requirement.

26. Answer: B — Have both review the documented results against the stated goals

Grounding the discussion in documented work results and the agreed goals keeps it objective and lets both sides test the ratings against evidence. Having the supervisor justify first can feel one-sided, and committing to revise the rating prejudges the outcome. Splitting the difference on ratings ignores whether the evidence supports them.

27. Answer: B — An investigative consumer report, which requires notice that the applicant may ask about its nature and scope

A report based on personal interviews with neighbors, friends or associates about character, reputation or way of living is an investigative consumer report. The FCRA requires the employer to disclose within three days of requesting it that such a report may be made, and to tell the applicant he can request a full disclosure of the nature and scope of the investigation. The FCRA does not give the applicant approval over each person interviewed.

28. Answer: D — Identification-based trust

Identification-based trust is the most developed stage, in which parties internalize each other's desires and intentions so fully that one can act for the other. Calculus-based trust rests on weighing the rewards of keeping trust against the costs of breaking it, which is how relationships usually begin. Knowledge-based trust rests on predictability from experience, but stops short of the shared identity described here.

29. Answer: B — $600

Training cost per employee = total training budget / number of employees = $270,000 / 450 = $600. The $60 and $6,000 figures are decimal-place errors. The $1,667 figure comes from inverting the division and rescaling the result.

30. Answer: D — Acquired rights, because a long-repeated benefit can become an entitlement

In many countries, particularly in Latin America and parts of Europe, the acquired rights doctrine treats a benefit that has been granted regularly over time as part of the employment terms, even if it was labeled discretionary. Withdrawing it unilaterally can be treated as a breach, so employers need legal advice and often consultation or consent. Employment at will is a U.S. concept and does not apply in these jurisdictions.

31. Answer: D — Recognition for achievement

Herzberg's motivators are intrinsic to the work: achievement, recognition, the work itself, responsibility, and advancement. Policy, supervision, and interpersonal relationships are hygiene factors, which can prevent dissatisfaction but do not by themselves create motivation.

32. Answer: C — Listening without judgment, thanking the employee, escalating properly and preventing retaliation

How a manager responds in the first moments determines whether employees keep speaking up. Managers should listen, thank the employee, avoid promising outcomes, escalate to HR or compliance as policy requires and watch for retaliation. Investigating on their own, requiring written complaints or screening out concerns they think are minor all discourage reporting and can compromise later investigations.

33. Answer: A — A flat, team-based firm that encourages lateral moves to build skills

Broadbanding supports flatter, team-based organizations where career growth comes from lateral moves and new skills rather than climbing many grade levels. Hierarchical, tenure-based, negotiated or tightly controlled systems fit traditional narrow grades better.

34. Answer: D — Compare 360-degree ratings of targeted behaviors before coaching and several months after it ends.

Whether people use new behaviors on the job is Kirkpatrick Level 3, best measured by observing or rating the behaviors before and after, ideally by others who work with the leader. End-of-program satisfaction surveys measure Level 1 reaction, and unit results are Level 4 outcomes affected by many factors besides coaching.

35. Answer: A — The company takes longer to fill roles than about 75% of its peers, which is unfavorable

A 75th percentile value is higher than about 75% of the peer values. Because a higher time-to-fill is worse, the company is slower than most peers. A percentile is a rank, not a percentage of the average, and the median is the 50th percentile.

36. Answer: D — Review the volume data and her assumptions with her before the forecast is finalized.

When a manager's forecast is far out of line with the data, HR should test the assumptions with the manager, since there may be new work, skill gaps or other factors not reflected in volume. Accepting it unchallenged risks overstaffing, and cutting it to 5% on its own overrides the manager without understanding her reasons. Passing it to finance avoids HR's role as a data-driven partner.

37. Answer: B — Note that absence often varies by season and propose comparing against a similar group or prior summers

A before-and-after comparison without a control cannot separate the program's effect from other causes, such as seasonal patterns in illness and absence. Comparing the same months in prior years, or employees who did not participate, gives a fair baseline. Self-reports of benefit do not measure absence, and a full-year comparison still lacks a comparison group.

38. Answer: D — Scope 2 emissions

Scope 2 covers indirect emissions from purchased electricity, steam, heating and cooling consumed by the company. Scope 1 covers direct emissions from sources the company owns or controls, such as its own boilers and vehicles. Scope 3 covers other indirect emissions across the value chain, such as business travel, employee commuting and purchased goods.

39. Answer: D — Prioritize by business impact and urgency, schedule the warehouse training, and offer sales another date.

Competing requests for a scarce resource should be prioritized using clear criteria such as compliance risk, urgency and business impact. Lapsed forklift certifications create a safety and compliance problem, while a team-building session can be rescheduled. First-come, first-served seems neutral but ignores consequences, and splitting the day may leave neither session effective.

40. Answer: C — A facilitated dialogue in which those affected take turns describing the harm and agree on how to repair it

Restorative practices bring the people affected together, often in a circle with each person speaking in turn, to discuss what happened, who was harmed and what is needed to make things right. The focus is repairing relationships, not assigning punishment, which separates it from a peer review panel. Private sessions with each party describe mediation caucuses, and a retreat that avoids the conflict does not address the harm.

41. Answer: A — The praise around the criticism can bury the corrective message so it gets missed

The sandwich's chief drawback is that the corrective point gets diluted: employees often remember the praise and miss the problem. Over time it can also make praise feel like a warning that criticism is coming. It does not overweight the problem; the issue is the opposite.

42. Answer: D — Use open questions on the incident, then focused probes to pin down who, what and when

Steering the witness back with open questions about the incident, followed by targeted probes, draws out the witness's own account while getting the specific facts an investigation needs. Relying only on closed questions limits what the witness volunteers and can miss key information. Offering the investigator's version for confirmation is leading and can taint the evidence.

43. Answer: D — Cross-train staff, build a float pool and set up agency agreements to activate if needed.

A contingency plan should create flexible capacity that can be scaled up only if the surge happens: cross-trained staff, an internal float pool and pre-negotiated agency agreements. Hiring permanent staff for a possible short-term peak creates costly excess capacity, and waiting until the surge starts leaves no time to recruit. Relying mainly on mandatory overtime risks burnout, errors and turnover.

44. Answer: A — The axis starts at 10%, so a modest rise looks far larger than it is.

A truncated axis exaggerates visual change: the rise is 2 percentage points, but the line covers half the chart's height. Line charts are a standard format for trends, and rates are better than raw counts when headcount changes. A short series limits what can be concluded, but it is not what makes this chart misleading.

45. Answer: C — The union submits the tentative agreement to its members for a ratification vote.

A tentative agreement typically goes to the bargaining unit members for a ratification vote under the union's constitution or bylaws; if members approve it, it becomes the new contract. The NLRB does not review or approve labor contracts. The FMCS provides mediation but does not certify agreements, and there is no 60-day posting and objection period.

46. Answer: C — Give the union notice and a meaningful opportunity to bargain over the change

Health insurance benefits are a mandatory subject of bargaining, and changing coverage terms without notice to the union and an opportunity to bargain is an unlawful unilateral change under Section 8(a)(5). Since the contract does not address carrier changes, HR cannot rely on a contractual right to act alone. Polling employees directly would also bypass the union.

47. Answer: A — One month from receipt of the request

The GDPR requires a response to an access request without undue delay and within one month of receipt, extendable by two further months for complex or numerous requests if the person is told within the first month. Forty-five days is a California privacy timeline, and 72 hours is the GDPR deadline for notifying a regulator of certain data breaches.

48. Answer: D — "I see myself still working here two years from now."

Intent-to-stay items ask directly about expected future tenure, and research shows stated intentions to leave are among the strongest predictors of actual turnover. Benefits satisfaction, line of sight to goals, and access to tools are useful engagement drivers, but each is only one factor in a decision to leave and predicts turnover less directly.

49. Answer: A — Formalize the role with set term limits, shared co-lead duties, and recognition in goals and reviews.

Burnout among ERG leaders usually comes from unrecognized, open-ended volunteer work. Term limits, a co-lead or committee structure and counting ERG leadership in goals and performance reviews spread the load and build a pipeline of successors. Asking her to stay longer or giving a one-time bonus leaves the structural problem in place, and simply cutting events reduces the group's impact without fixing how the work is shared.

50. Answer: C — Adaptive learning that tests what each learner knows and skips content already mastered

Adaptive learning uses pretests and ongoing responses to tailor the path to each learner, letting experienced hires test out of what they already know while novices receive full content. Gamification and microlearning change motivation or format but still deliver the same content to everyone, and a virtual classroom keeps everyone on the same pace.

51. Answer: A — It is unprotected, so the employer may discipline the participants

A walkout that violates a valid no-strike clause is unprotected, even though it concerns working conditions, because the employees are expected to use the grievance procedure. The employer may discipline or discharge participants, applying discipline consistently. The lack of union authorization makes it a wildcat strike; it does not create protection, and protection does not depend on production losses.

52. Answer: C — Hold a video call with a witness, cut access during it, and send prepaid return kits.

A scheduled video call with a second company representative keeps the conversation personal and documented. Coordinating access shutdown for the time of the call protects company systems without blindsiding the employee beforehand. Prepaid shipping makes equipment return easy and avoids improper deductions. HR should also follow the final pay rules of the state where she works. Cutting access first is disrespectful, and a home visit is costly and can feel intrusive.

53. Answer: A — The gap may reflect who volunteered, so it cannot be credited to flexible schedules alone

Because participants selected themselves and were already stronger performers, the groups were not comparable, so the difference may be due to who joined rather than to the schedule change. Running the pilot longer or surveying satisfaction does not remove this self-selection bias. A stronger design would compare each person's performance before and after or assign participants randomly.

54. Answer: C — The difference between the value customers pay for and the cost of all activities

In Porter's model, margin is the difference between the total value buyers are willing to pay and the collective cost of performing all value-chain activities. It is not gross profit after only direct materials, because it covers all primary and support costs. It is also not a cost share or a price premium.

55. Answer: D — Confirm with the VP what decision the list will support and share only what that requires.

PIP status is sensitive personnel information that should be shared on a need-to-know basis. HR should verify the request with the VP and limit what is released to the business purpose, sending it directly to the person who needs it. Sending the list to the assistant spreads it further than necessary, while a flat refusal ignores that leaders may have legitimate reasons to know.

56. Answer: D — Send notices to the part-time employees too, because affected part-timers are entitled to notice

Part-time employees are excluded when counting whether the 50-employee threshold is met, but those who will lose employment are still entitled to notice. Here the 60 full-time employees trigger a plant closing, so all affected employees, including the 25 part-timers, should receive notice. Excluding part-timers from the count is different from excluding them from notice.

57. Answer: C — To apply the same rating standards across managers and reduce individual rater bias

Calibration brings raters together to test their ratings against shared definitions, which reduces leniency, severity and similar-to-me errors and makes ratings comparable across units. A forced distribution is a separate design choice that calibration does not require. Calibration refines manager judgment through group discussion rather than handing the decision to HR.

58. Answer: C — Selective hiring, extensive training, team problem-solving and pay tied to plant results

High-performance work systems rely on a bundle of mutually reinforcing practices that build ability, motivation and opportunity to contribute. A single practice, such as training or a pay raise, has a limited effect when the rest of the system does not support it. Tight rules and close supervision build compliance, not commitment.

59. Answer: D — Take prompt corrective action within its control, such as asking the vendor to assign a different driver.

An employer can be liable for harassment of its employees by nonemployees, such as vendors and customers, if it knew or should have known of the conduct and failed to take prompt and appropriate corrective action within its control. Contacting the vendor, requesting a different driver and changing delivery procedures are within the employer's control. Moving the receptionist puts the burden on the person who complained and can look retaliatory.

60. Answer: A — Give each employee a total rewards statement showing the full value of pay and benefits

When employees underestimate their benefits, a total rewards statement showing the full employer-paid value of pay, health coverage, retirement and other benefits addresses the gap directly with facts. Promising improvements in exchange for no organizing is an unlawful promise of benefit. Cutting benefits before learning why they are undervalued could worsen dissatisfaction, and the dues argument does not correct the misperception.

61. Answer: B — Apprising

Apprising explains how carrying out a request will benefit the target personally, for example by advancing her career; the benefit comes from the task itself, not from the requester. Exchange would involve the HR manager offering something in return, such as a favor or reward. An inspirational appeal targets values and ideals, and ingratiation uses praise to create goodwill.

62. Answer: D — A hierarchical breakdown of the project's total scope into smaller deliverables

A work breakdown structure is a deliverable-oriented hierarchical decomposition of the total scope of work into progressively smaller, more manageable components. A network diagram or Gantt chart shows sequence and timing, a RACI matrix assigns roles, and the project charter authorizes the project.

63. Answer: D — Named spokespersons, current contact lists, and preapproved message templates

A crisis plan prepares in advance who will speak, how to reach people, and what core messages say, so the company can communicate quickly and consistently. Waiting for all facts delays urgent safety information. Employees should hear from the company before or with the media, and separate manager messages create inconsistency.

64. Answer: C — About 70 percent

The 70-20-10 model holds that roughly 70 percent of development comes from challenging work experiences, 20 percent from relationships such as coaching and mentoring, and 10 percent from formal training. It is a rule of thumb rather than a precise formula, but it points programs toward building in stretch assignments.

65. Answer: C — The minimum return a project must earn to be approved

A hurdle rate is the minimum acceptable rate of return set by the organization, often based on its cost of capital plus a risk premium, and it is used as the discount rate for evaluating projects. The interest rate on bank loans is only the cost of debt, which is usually lower than the hurdle rate.

66. Answer: D — Review the specific gaps, measurable goals, the timeline, available support and the consequences of not improving.

An effective PIP meeting sets out the specific performance gaps, clear and measurable expectations, the timeline and check-ins, the support available (such as coaching or training) and what happens if goals are not met. This gives the employee a fair chance to improve and creates a clear record. Vague goals, unrealistic deadlines and simply handing over the document all undercut fairness and clarity.

67. Answer: A — Hold the decision and arrange a structured interview with the guide for that candidate so all finalists are rated alike.

Structured interviews are valid and defensible only when every candidate faces the same questions and rating scales. Pausing the decision and giving the favored candidate the same structured interview restores a consistent basis for comparison. Disqualifying the candidate penalizes her for the manager's error, and accepting or averaging an unstructured impression brings back the inconsistency that creates bias and legal risk.

68. Answer: C — $1,500

HR expense per employee = HR department expense / total employees = $1,200,000 / 800 = $1,500. Dividing by the eight HR staff gives $150,000, which is cost per HR staff member, not per employee served. The other two figures misplace the decimal.

69. Answer: D — Adjust the benchmark for scope by matching services and counting the cost of the outsourced work

Benchmarks are only valid when they compare like with like. A peer that outsources payroll and benefits has fewer HR staff but pays vendors for that work, so the fair comparison adjusts for services delivered and total HR cost. Cutting staff or outsourcing before that analysis acts on a flawed comparison, and dismissing benchmarks entirely avoids the CFO's legitimate cost question.

70. Answer: C — Probably not, since a one-time idea session with no back-and-forth is not dealing with the employer

A labor organization under Section 2(5) involves employees "dealing with" the employer, which the NLRB has interpreted as a pattern of proposals made by employees and responses from management. A one-time brainstorming session in which employees simply share ideas generally does not meet that test. Risk rises if the group becomes ongoing and management starts accepting or rejecting its proposals on terms and conditions of employment.

71. Answer: B — Rational persuasion, consultation, inspirational appeals and collaboration

Yukl's research identifies rational persuasion, consultation, inspirational appeals and collaboration as the most effective tactics for gaining commitment. Pressure and legitimating tactics tend to produce compliance or resistance. Exchange, apprising, ingratiation and personal appeals are moderately effective at best, and coalition tactics are generally among the least likely to produce commitment.

72. Answer: C — Ask for the business reason and stop the move unless a legitimate, documented reason exists that would apply to any employee.

Requesting an accommodation is protected activity, and moving the employee to a less desirable shift right afterward could dissuade a reasonable worker from asserting rights, which is the standard for retaliation. A shift change can be adverse even without a pay cut. Conditioning the accommodation on accepting a worse shift could also violate the ADA's interference provision.

73. Answer: A — Interference concerns denying or restraining FMLA rights and needs no proof of intent; retaliation requires proof of a punitive motive.

An interference claim asks whether the employer denied, restrained, or interfered with an FMLA entitlement, such as refusing leave or failing to restore the employee, and the employer's intent generally does not matter. A retaliation claim asks whether the employer took adverse action because the employee used or asserted FMLA rights, so motive is central. The EEOC does not administer the FMLA.

74. Answer: A — She is likely misclassified, because routine bookkeeping that follows set procedures is not exempt work.

Accounting is a business-operations function, but the administrative exemption also requires discretion and independent judgment on significant matters. Matching documents, entering approved invoices and referring exceptions to someone else is routine clerical and bookkeeping work that follows set procedures, so it does not qualify. Supervising two employees is part of the executive test, not the administrative test.

75. Answer: A — Residual risk

Residual risk is the risk that remains after controls are in place. Inherent risk is the level of risk before any controls are applied, which is what the hospital faced before the background checks and access controls. The organization should compare residual risk with its risk appetite to decide whether additional controls are needed.

76. Answer: C — Review the ratings and supporting evidence with the department head to confirm they are job-related.

A sharp difference by group is a red flag that warrants checking the documentation and criteria behind the ratings before they affect pay or careers. Changing ratings to match a pattern without evidence replaces one problem with another. Releasing them and waiting for complaints lets possible bias take effect, and the disparity alone does not prove discrimination.

77. Answer: A — $1,717,350

Trend compounds each year: $1,500,000 x 1.07 = $1,605,000 after year one, and $1,605,000 x 1.07 = $1,717,350 after year two. Adding a simple 14% gives $1,710,000, which ignores the growth on the first year's increase. The $1,605,000 figure covers only one year.

78. Answer: A — That the goals, facts and deadlines are accurate, specific and consistent with documented issues

AI drafting tools can invent or generalize details, so HR must confirm the plan reflects real, documented performance problems with measurable goals and realistic timelines. An inaccurate PIP is unfair and can undermine the company's defense if the employee is later terminated. Consistent structure across PIPs is useful, but identical wording for different problems would make the plan less specific.

79. Answer: C — Create regional units led by managers with authority for local decisions

A geographic structure with regional managers moves decisions closer to the locations and the new state's conditions while keeping overall coordination. More headquarters staff keeps decisions centralized, full independence gives up consistency and economies of scale, and functional routing does not speed local responsiveness.

80. Answer: D — Employees no longer must give a reason, so policy must track unplanned use by its notice and timing

Because PTO does not distinguish between sick and vacation time, employees usually do not need to give a reason, so the company loses insight into why absences occur. Attendance policies then typically manage unscheduled use through notice requirements and patterns, such as last-minute call-ins. PTO does not eliminate unplanned absences or provide illness data, and excessive unscheduled use can still be addressed under a consistently applied policy, subject to protected leave laws.

81. Answer: D — Team or group-based bonuses tied to shared unit results

Collectivist cultures emphasize group loyalty and harmony, so rewards tied to team or unit results tend to fit better. Individual commissions, forced rankings and public praise of one person all stress individual achievement and competition, which can disrupt group harmony in collectivist settings.

82. Answer: B — Move go-live to after the holiday peak and use the extra time for testing and training

Launching a timekeeping change during the peak season, when managers have the least capacity, raises the risk of missed punches and pay errors that can create wage-and-hour liability and hurt morale; the fee savings rarely outweigh that. Delaying to a quieter period and using the time for testing and training is the sound advice. Running parallel systems or sending corporate helpers still loads extra work onto stores at their busiest time, and piloting at the busiest stores maximizes exposure.

83. Answer: B — Rebalance the team or add lead roles to share day-to-day coaching

With many inexperienced employees, the span of control is too wide for one supervisor to coach effectively, so the structural fix is to narrow it by rebalancing the team or creating lead roles. Time-management training treats a design problem as an individual skill gap, group meetings do not provide the one-on-one coaching new hires need, and delaying coaching lets errors continue.

84. Answer: D — Concurrent validation; current employees may differ from applicants in motivation and range of ability.

Testing incumbents and correlating scores with criterion data collected at about the same time is concurrent validation. Its main drawback is that incumbents have already been screened and trained, so their range of scores is restricted and their test-taking motivation differs from applicants'. Predictive validation is the design that tests applicants and waits to collect performance data later, which is why it is the tempting but wrong label here.

85. Answer: D — Replace the injury-free reward with incentives for safety activities such as hazard reports.

Rewards tied to having no reported injuries create peer pressure not to report, which hides hazards and can violate OSHA's rule that employers may not discourage injury reporting. Rewarding leading activities such as hazard reports, near-miss reports and training builds safety without suppressing reports. A written reminder leaves the cause of underreporting in place, and disciplining workers punishes behavior the program itself encouraged.

86. Answer: D — The CPEO is solely liable for federal employment taxes on wages it pays worksite employees

Under the federal CPEO program, a certified PEO is treated as the employer for federal employment tax purposes on wages it pays to worksite employees and is solely liable for those taxes, which protects the client if the PEO fails to remit them. Certification does not shift discrimination liability, certify benefit plans or relieve state and local tax duties. A non-certified PEO does not offer this protection, so the client could remain liable.

87. Answer: B — A statement of the consequences if the conduct happens again, such as further discipline.

An effective written warning describes the specific conduct, states the expected behavior and policy, explains the consequences of further violations and, where relevant, gives a timeline for improvement. This warning already covers the conduct, dates, policy and expectation, but it never tells the employee what will happen if she does it again. Performance review history is not a required element.

88. Answer: A — Deliberately select employees across shifts, sites, roles and access methods.

Focus groups aim for depth and range of perspectives, not statistical representation, so purposive sampling across key variables is the best approach. A small random draw may miss important subgroups, such as kiosk users on the night shift. Choosing only frequent complainers or manager nominees produces a skewed set of views.

89. Answer: A — Shutting down a single site that causes employment losses for 50 or more full-time workers within 30 days

A plant closing is the permanent or temporary shutdown of a single site, or of one or more facilities or operating units within a site, that results in employment losses for 50 or more employees (excluding part-time workers) during any 30-day period. The 33% figure belongs to the mass layoff definition and applies only when at least 50 employees are affected. An employer's 100-employee size triggers coverage but does not by itself make an event a plant closing.

90. Answer: A — Review the commission plan's terms on when commission is earned and paid after separation.

The plan document defines when a commission is earned (for example, at signing, booking or payment) and what happens to pending deals at separation, so HR must start there and also check applicable state wage law. Paying or denying the commission before reviewing the plan risks either an unearned payout or an unlawful withholding of earned wages, and an ad hoc split ignores the written terms.

91. Answer: C — Back pay is generally cut off as of the date she refused the job

Title VII reduces back pay by interim earnings and by amounts the plaintiff could have earned with reasonable diligence. Refusing a substantially equivalent job generally ends back pay from that point forward, but she can still recover for the six months before the refusal. The employer bears the burden of proving the failure to mitigate.

92. Answer: A — Members collectively plan, schedule and control their own work with little direct supervision.

Self-managed teams take responsibility for planning, scheduling, decision-making and often hiring or quality control for a whole work process, with minimal supervision. A supervisor assigning tasks contradicts that autonomy, and a temporary problem-solving group describes a task force rather than a self-managed team.

93. Answer: D — Make sure he gets care, and report the injury to the workers' compensation carrier to decide coverage

Whether an injury at a company-sponsored volunteer event is covered depends on state workers' compensation law and facts such as how much the employer organized, promoted or benefited from the event. HR should not make that call itself; it should report the injury to the carrier and let the claim be decided. Paying bills off the books can violate reporting rules and the carrier's policy terms.

94. Answer: C — Consistency

Commitment and consistency holds that people who make an active, public commitment feel pressure to behave in line with it. A signed, visible pledge is a classic use of this principle. Social proof relies on what peers are doing, reciprocity on returning favors, and scarcity on limited availability.

95. Answer: D — As taxable wages subject to income tax withholding and payroll taxes

Cash referral bonuses are supplemental wages: they are included in income and subject to federal income tax withholding, Social Security and Medicare taxes. A $1,000 cash payment is not a de minimis fringe benefit, payments to employees for services are not gifts, and taxability does not depend on how long the referred hire stays.

96. Answer: D — Explain the plans' networks, referral rules and costs, and help her model costs using her own usage.

HR should give employees the information and tools they need to decide for themselves, such as provider networks, referral requirements, deductibles, copays and out-of-pocket maximums, and a cost estimate based on her expected care. Recommending a specific plan based on her medical condition goes beyond HR's role and could expose the company if the plan turns out to be a poor fit. Refusing to help at all fails her when she needs plan information.

97. Answer: A — A permissive subject, so the employer may propose it but may not insist on it to impasse.

Interest arbitration, which lets a neutral set the terms of a future contract, is a permissive subject because it gives up the parties' right to settle terms through their own bargaining. It may be adopted by mutual agreement, but insisting on it to impasse is unlawful. Grievance arbitration, which resolves disputes under an existing contract, is a mandatory subject, which is the source of the confusion.

98. Answer: D — The seniority rule ordinarily prevails unless special circumstances undermine it

In US Airways v. Barnett, the Supreme Court held that an accommodation conflicting with a seniority system is ordinarily not reasonable, even when the system is unilaterally imposed rather than collectively bargained. The employee can still show special circumstances, such as frequent exceptions that weaken employee expectations under the system. HR should continue the interactive process to look for other vacancies or options.

99. Answer: A — Competitor

The four balanced scorecard perspectives are financial, customer, internal business process, and learning and growth. Competitor information can inform the scorecard's targets, but it is not one of the four perspectives.

100. Answer: D — Creating exceptional customer experiences that keep people coming back

Appreciative inquiry topics are stated in affirmative terms that describe what the organization wants more of, because inquiry moves in the direction of the questions asked. Exceptional customer experiences are the positive opposite of complaints. The other topics still focus on complaints and dissatisfaction, even when one is framed as a measurable goal.

101. Answer: A — Recognition shows what good conduct looks like and signals that the company values how results are achieved.

Positive reinforcement shows employees concrete examples of the behavior the company wants and tells them that integrity matters in addition to results. Effective programs use incentives and consequences together, so recognition complements discipline rather than replacing it. The federal sentencing guidelines refer to incentives for compliance, but they do not mandate bonuses or pay increases.

102. Answer: C — Note that reporting only favorable metrics biases the result, and ask for all tracked measures.

Choosing which results to report after seeing the outcomes is cherry-picking, and it gives leaders a misleading view of the pilot. The analyst should insist that all tracked measures be reported against the success criteria, including those that stayed flat or worsened. Extending the pilot or validating the four favorable metrics still leaves the other eight hidden.

103. Answer: C — Share the data with managers and add bias training and evidence-based calibration

Lower ratings despite similar output suggest proximity bias, where managers favor those they see more often. HR should raise the issue with managers, use objective output data in calibration and train raters to recognize the bias. Requiring office time treats the symptom rather than the rating problem, a blanket adjustment ignores individual performance, and waiting lets possibly biased ratings drive pay and promotion decisions.

104. Answer: C — Treat the gap as context and weigh it with internal trends and driver data

External benchmarks are useful context, but differences in workforce mix, timing, and survey method mean a gap alone does not define the problem. Internal trends and key driver analysis show where action will matter most. Ignoring benchmarks entirely goes too far, and treating the gap as a crisis or a fixed target skips that analysis.

105. Answer: A — Confirm the dates and documentation of the prior warnings to verify they are still active under the contract.

Arbitrators enforce contractual limits on how long prior discipline can be considered, so citing expired warnings could undermine the progressive discipline record and the case. Verifying dates and documentation ensures the employer relies only on discipline it can properly use. Adding undocumented concerns after the fact or creating new statements to bolster old warnings damages credibility and may be excluded.

106. Answer: A — Explain the threshold and give him results for the larger group that includes his team

Rolling the team's data into the next reporting level keeps the confidentiality promise while still giving the manager useful data to plan from. Releasing scores for four people, even without comments, would let him infer individual answers. Refusing all data is too restrictive, since the roll-up report can be shared.

107. Answer: D — One with a history of cancer that limited normal cell growth, now in remission

The record-of prong covers people who have a history of, or have been misclassified as having, an impairment that substantially limited a major life activity, such as cancer that limited normal cell growth. A mistaken belief about a current condition falls under the regarded-as prong, a current limiting impairment is an actual disability, and a spouse's illness is protected through the ADA's association provision.

108. Answer: D — First-year performance and retention of hires made with and without the assessment

The purpose of a selection tool is to produce better hires, so quality of hire, measured by job performance and retention compared with a baseline group, is the right test. Time to fill measures speed, not quality, and may even get worse with an added step. Candidate satisfaction and completion counts describe the process, not its results.

109. Answer: C — Analyze total pay for both groups, including overtime, and benchmark the supervisor range against market.

Pay compression should be diagnosed before it is fixed, so HR compares total cash compensation for both groups and checks whether the supervisor range still matches market. Capping overtime may hurt production and does not address supervisor pay. Reclassifying supervisors as nonexempt depends on their duties and salary meeting the FLSA tests, not on pay compression, and a one-time raise tied to one operator's overtime does not create a lasting structure.

110. Answer: B — Time to productivity

Time to productivity measures how long a new hire takes to reach the full performance standard for the job. Time to fill and time to hire end at offer acceptance or the start date, before the person has done the job. Onboarding completion rate tracks whether orientation tasks were finished, not whether performance reached standard.

111. Answer: D — Facilitate a session where both heads tie their needs to project objectives and the sponsor sets priorities.

When stakeholders disagree on requirements, the project manager should surface the conflict, link each requirement to the project's business objectives, and have the sponsor or decision authority set priorities. Simply accepting everything inflates scope and cost without a decision, and siding with one stakeholder bypasses the sponsor. A vendor's view of other clients cannot settle this organization's priorities and has a sales interest in the answer.

112. Answer: A — Review her pay against job-related placement criteria, adjust if unsupported, and set structured offer guidelines.

Courts have been skeptical that negotiation alone is a factor other than sex, so an unsupported gap between equally qualified hires creates Equal Pay Act and Title VII risk. HR should compare her pay with documented placement criteria, fix any unjustified gap, and use structured guidelines tying offers to experience and skills. The EPA forbids reducing anyone's pay to cure a violation, and a total ban on negotiation is not required and may hurt recruiting.

113. Answer: C — Narrow the list to a few priority goals tied to team objectives and handle other duties as routine work

Too many goals dilute focus and effort; a small number of priority goals, commonly three to five, aligned with team objectives is more likely to be achieved. More check-ins and weighting both leave the overload in place, and extending every deadline postpones the problem without setting priorities.

114. Answer: A — It is an unlawful promise of benefits meant to influence the vote

Promising benefits to employees if they reject a union interferes with their free choice and violates Section 8(a)(1). It can also be grounds for setting aside the election. Section 8(c) protects opinions only when they contain no promise of benefit or threat of reprisal, and the promise is unlawful whether or not the company later keeps it.

115. Answer: A — Assign specific tasks with named owners and report each member's progress at every meeting.

This is social loafing, which grows in large groups when individual contributions are not visible. Making each member's role identifiable through named assignments and regular progress reports increases accountability. General reminders do not change visibility, public rewards for a few do not create individual responsibility for the rest, and removing members skips the fix while losing their input.

116. Answer: C — That the employer acted with retaliatory intent or animus

In Murray v. UBS Securities, the Court held that a SOX whistleblower must show that protected activity was a contributing factor in the adverse action but need not prove retaliatory intent. The employer can still avoid liability by showing by clear and convincing evidence that it would have taken the same action anyway. Protected activity, an adverse action and contributing-factor causation remain required elements.

117. Answer: A — Track daily applicant flow and stage yields against the hiring plan.

High-volume hiring on a tight deadline needs leading indicators: daily applicant volume and conversion rates at each stage show early whether the funnel will produce 800 hires in time. Post-season review comes too late to correct course. Cost-per-hire tracks efficiency rather than progress, and a monthly update is too slow for a six-week window.

118. Answer: B — Employees lack time, incentives and leader role models for sharing what they know

Knowledge management efforts usually fail because of culture rather than technology: people have no time set aside for sharing, are not recognized or rewarded for it, and do not see leaders contributing. Better tools rarely fix a culture that does not value sharing. Limiting access would reduce participation further.

119. Answer: A — Caring for a grandmother recovering from a stroke

FMLA family care leave covers an employee's spouse, son or daughter and parent with a serious health condition. Grandparents, siblings and in-laws are not covered family members unless they stood in loco parentis to the employee or the employee stands in loco parentis to them. A spouse, a parent and a minor child with a serious health condition all qualify.

120. Answer: B — Options

In the GROW model, the Options step generates and evaluates possible courses of action. Goal defines what the coachee wants to achieve, Reality explores the current situation, and Will (or Way forward) commits to specific actions and timing.

121. Answer: A — It must be written in a way calculated to be understood by the average plan participant.

ERISA regulations require that an SPD be written in a manner calculated to be understood by the average plan participant and be accurate and complete enough to inform participants of their rights and obligations. There is no set grade-level score, the DOL does not approve SPDs in advance, and copying dense plan-document language would defeat the readability standard.

122. Answer: B — Add a rated values-and-behaviors section with observable examples that affects the overall rating.

A rated section with clear, observable behavior indicators makes expectations concrete and lets managers rate consistently, and tying it to the overall rating shows that results achieved the wrong way are not rewarded. An optional comment box carries little weight. Counting only violations ignores positive behavior, and self-ratings of integrity are not reliable.

123. Answer: B — Apply the same consequences that other employees have received for similar expense violations.

Exempting high performers tells everyone that the code is negotiable and invites disparate-treatment claims from employees who were disciplined for the same conduct. HR should make sure the outcome matches what others have received for comparable violations. Leaving it to the director or handling it off the record are the inconsistent treatment that undermines the program.

124. Answer: B — Assigning each article a content owner and a scheduled review date

A knowledge base works only if employees trust that it is accurate, so each article needs an owner who is accountable for updating it and a review date that forces a check when policies change. Loading many articles quickly without ownership creates stale content. Vague summaries and links to the full handbook push employees back to Tier 1 for answers.

125. Answer: B — Screen reader for a blind user, screen magnifier for a low-vision user, and speech recognition for a user with limited hand use

Screen readers convert on-screen text to speech or braille for blind users. Screen magnifiers enlarge content for people with low vision. Speech recognition software lets people who have limited use of their hands control a computer and dictate by voice.

126. Answer: A — Repetition raises the chance that people notice and remember it

People often miss or forget a message they see only once, and they prefer different channels, so repeating the same core message through several channels increases both reach and retention. The messages should stay consistent, since varying them causes confusion. Documentation may be a side benefit, but it is not the main reason for repetition.

127. Answer: C — Current employees were already screened and low performers have left, narrowing the range of scores.

Incumbents have already passed earlier selection, and many poor performers have quit or been let go, so both test scores and performance ratings cover a narrower range than in the applicant pool. This restriction of range lowers the correlation. In fact incumbents often have less motivation than applicants, not more, and nothing in the design suggests they have seen the items.

128. Answer: D — No later than the first day of employment

The employee must complete Section 1 no later than the first day of employment, though it may be done earlier once the person has accepted the job offer. The 3-business-day deadline applies to the employer's completion of Section 2. Requiring Section 1 before an offer is made is not permitted.

129. Answer: B — Building talent internally for stable, efficiency-focused jobs

Defenders protect a stable niche by operating efficiently, so they favor internal development, narrow and stable job structures, and promotion from within. Buying talent externally for flexible roles fits prospectors, and a mix of internal development with selective outside hiring describes analyzers.

130. Answer: D — The nature and gravity of the offense, the time that has passed, and the nature of the job

The Green factors are the nature and gravity of the offense or conduct, the time elapsed since the offense or completion of the sentence, and the nature of the job held or sought. Courts use them to judge whether a criminal-record exclusion is job related under Title VII, and letting the applicant explain the circumstances strengthens an individualized review. Arrest counts, manager opinions and job status are not part of the framework.

131. Answer: B — Courts can vacate an award only on narrow grounds such as fraud, arbitrator bias, or the arbitrator exceeding authority.

Under the Federal Arbitration Act, judicial review of a binding award is very limited; courts may vacate only for reasons such as corruption, fraud, evident partiality, misconduct, or the arbitrator exceeding powers. A simple legal or factual error is generally not grounds to overturn. The EEOC does not review awards, and a second arbitrator is available only if the agreement specifically provides for an appeal panel.

132. Answer: B — $15,000

The allowance covers the extra cost of the same goods and services in the host location: $60,000 x (125 - 100) / 100 = $15,000. The figure of $75,000 is the total host-location cost rather than the differential, and $12,000 comes from dividing the $15,000 difference by 125 instead of 100.

133. Answer: B — Analyze the tasks in each affected role to see which ones AI could change or remove

Technology rarely replaces whole jobs at once; it changes specific tasks. A task-level analysis shows which work AI is likely to automate or augment and therefore how headcount and skill needs may shift. A hiring freeze acts before the facts are known, and peer surveys describe other companies' situations rather than this contact center's work.

134. Answer: C — Type II, customer or client violence

Type II violence is committed by someone who has a legitimate relationship with the business, such as a customer, client, student or patient, while being served. It is especially common in health care and social services. Type I involves offenders with no legitimate relationship to the business, Type III involves current or former employees, and Type IV involves someone with a personal relationship to the victim.

135. Answer: D — Only aggregate data that does not reasonably identify any individual participant

ADA rules for wellness programs allow employers to receive medical information only in aggregate form that does not disclose, or reasonably identify, specific individuals, except as needed to administer the plan. Keeping individual results in separate files does not make it permissible for the employer to receive them. Singling out high-risk participants would identify individuals.

136. Answer: B — Global strategy

A global (standardization) strategy pursues high global integration and low local responsiveness, relying on standardized products and economies of scale. A multidomestic strategy tailors offerings country by country, and a transnational strategy balances integration with significant local adaptation.

137. Answer: A — Beliefs about how much deference is owed to elders

The iceberg model separates visible elements of culture, such as food, dress, language and holidays, from the larger hidden part made up of values, beliefs and assumptions. Attitudes about deference to elders are an underlying value that shapes behavior but cannot be directly observed. The other options are all surface elements that an outsider can see.

138. Answer: B — Intent-to-stay survey score trend for critical engineers

A leading indicator changes before the loss occurs, so declining intent-to-stay or engagement scores in the critical group give leaders time to act. Turnover rates and exit interview themes are lagging indicators because they measure people who have already left. Time to fill measures recruiting effectiveness after a vacancy exists.

139. Answer: D — Weigh plausibility, consistency, motive and any corroborating details

A lack of eyewitnesses does not prevent a finding. Investigators assess each account's inherent plausibility, internal consistency, possible motive, demeanor and any corroboration, such as contemporaneous complaints to others, messages or behavior changes. A clean record does not settle credibility, and the Employee Polygraph Protection Act generally bars private employers from requesting polygraph tests.

140. Answer: D — Change one element at a time so any difference in response can be traced to that element

In a simple A/B test, varying one element at a time shows which change caused any difference in responses. If all three change, a better or worse result cannot be attributed to any one of them. Comparing against last year's emails adds timing differences, and sending only to the strongest candidates biases the comparison.

141. Answer: C — The facilitator guides the process, while participants supply the content and decisions.

A facilitator stays neutral on content and manages the process: structure, participation, time and methods for reaching decisions. Participants own the content and the decisions. A facilitator who decides or offers subject-matter opinions steps out of the neutral role, and recording the discussion is only one part of process management.

142. Answer: B — Similar industry, organization size and geographic labor market for the jobs being compared

Comparators should compete for the same talent, so industry, size and the relevant labor market matter. For branch roles that labor market is local or regional. Admired companies and the largest national firms may have very different pay structures, and taking any willing local employer ignores industry and size differences that drive pay.

143. Answer: A — Whether the conduct was unwelcome, not whether her participation was voluntary

Meritor held that the gravamen of a sexual harassment claim is that the advances were unwelcome, and that an employee can be coerced into "voluntary" participation. The Court also held that hostile environment harassment is actionable without any economic loss. Failure to use a complaint procedure did not defeat the claim in Meritor, although it later became part of the Faragher/Ellerth defense.

144. Answer: C — Share the data with IT leaders and work with them to fix the procurement handoff.

When the root cause sits in another department, HR's role is to bring the evidence to the process owner and help fix the problem together. Buying laptops through HR or delaying start dates works around the cause and adds cost. Going straight to the CEO skips the collaboration needed to solve a shared process problem.

145. Answer: B — The number of distinct evaluated job levels, the planned range spread, and how often promotions should occur

Grade count follows from how many meaningfully different job-worth levels the evaluation produces, how wide each range will be (wider ranges mean fewer grades), and how much promotional opportunity the organization wants between grades. Department count, budget size and pay mix affect pay delivery, not how many grades are needed to separate job levels.

146. Answer: C — Knowledge builds poorly until employees have the Desire to change

ADKAR's elements are sequential: Awareness, Desire, Knowledge, Ability and Reinforcement. People who do not yet see why the change matters or want to take part have little reason to engage in training, so knowledge does not stick. Ability follows Knowledge, not the reverse, and Reinforcement sustains a change that has already happened.

147. Answer: A — Accept the two documents if they appear genuine, and remind the assistant that employees choose which to present.

A driver's license is an acceptable List B identity document and an unrestricted Social Security card is an acceptable List C work authorization document, so together they satisfy Form I-9. Employees may choose which acceptable documents to present, and asking for specific or extra documents can be an unfair documentary practice under the Immigration and Nationality Act. Asking for a passport later or adding a birth certificate are versions of the same violation.

148. Answer: B — Early in the week, and not right before a holiday

Early or midweek notification lets employees reach HR, benefits providers and outplacement services right away, and lets the company support remaining staff. Friday notices leave people with a weekend of unanswered questions, and notices right before a holiday add hardship. Late-day meetings may seem discreet but also delay access to support.

149. Answer: C — Integrate the ATS with the HRIS so hire data passes automatically into the employee record

Manual re-keying of the same data is the root cause of the errors, and an interface that transfers hire data from the ATS into the HRIS removes the step where mistakes occur. A second reviewer adds cost and still depends on manual entry. Shifting the task to payroll or asking new hires to self-correct moves the work without eliminating the duplicate entry.

150. Answer: C — Define job-related criteria in advance and use them to break the tie

An undefined gut sense of culture fit is a common doorway for similarity bias and can lead to disparate treatment claims. HR should help the manager identify job-related tie-breakers, such as specific values behaviors or skills the team lacks, and apply them to both finalists consistently. Choosing someone who resembles the current team is exactly the bias to avoid, and repeating the same interview is unlikely to produce new information.

151. Answer: A — Let experienced nurses test out of basic clinical modules but keep the hospital-specific ones

Recognizing prior learning with a test-out option respects adults' experience while still verifying competence, and it keeps the policies, systems and procedures that are specific to the hospital. Removing the modules for everyone would leave new graduates unprepared. Asking new hires to teach does not confirm their own competence and is not their role in orientation.

152. Answer: C — A ratio of about 0.78, which suggests possible adverse impact against workers 40 and older

Retention rates are 112 / 160 = 70% for workers 40 and older and 216 / 240 = 90% for those under 40, so the ratio is 70% / 90% = about 0.78, below the 80% rule of thumb. Adverse impact analysis applies to any employment decision, including promotions and layoffs, and disparate impact claims are available under the ADEA. The 1.29 figure inverts the ratio, and 0.52 compares raw counts instead of rates.

153. Answer: B — Parsing software misreads complex formatting, so recruiters should check the original resume

Resume parsers extract text into fields and often fail on tables, graphics, columns and unusual fonts, so qualified candidates can appear unqualified. Recruiters should review the original document for candidates with incomplete parsed data and can advise applicants that simple formats parse best. Formatting problems say nothing about the candidate's honesty or quality, and storage is not the cause.

154. Answer: A — Coordinate with counsel, gather requested records, and tell the managers to answer truthfully.

HR should prepare by involving counsel, who may attend interviews of management officials, collecting the requested documents and telling managers to be honest and avoid speculation or retaliation. Scripting matching answers risks credibility and can look like obstruction. The EEOC can use its subpoena power if an employer does not cooperate, and the employer cannot require that interviews be in writing.

155. Answer: C — Progressive steps are not required here; release her with the shortages documented.

The handbook expressly reserves the right to separate introductory-period employees without progressive steps, and the shortages are documented and continued after retraining, so release is consistent with policy. HR should still confirm that other new hires with similar records were treated the same way. Requiring every step ignores the policy the company wrote, and extending the period or transferring her only delays a decision that the facts already support.

156. Answer: D — Tell her he must report it, explain that confidentiality will be kept as far as possible, and notify HR.

A supervisor's knowledge of possible harassment generally puts the employer on notice, so he cannot promise to keep it secret. He should tell her that he must report it, reassure her that HR will limit disclosure to those who need to know, and escalate promptly. Keeping the report private or acting alone delays an investigation and can expose the company to liability.

157. Answer: A — Make no promise, explain the pay process, and commit to follow up by a set date

Promising something the manager cannot deliver damages trust, but dismissing the concern signals that the conversation is not genuine. Committing to look into it and follow up by a specific date shows respect and keeps the manager accountable. Sending the employee to negotiate with HR shifts ownership of the issue away from the manager.

158. Answer: D — Ask questions to help her see the pattern and her options

Coaching begins by helping the manager clarify the problem, the director's likely interests and what she can do, such as proposing a priority-setting routine. Going to the director first takes the issue out of her hands and may breach her trust. A formal complaint or transfer is premature for a work-style conflict with no misconduct.

159. Answer: B — No, a union may not fine a person for conduct after she has validly resigned her membership.

In Pattern Makers' League v. NLRB, the Supreme Court upheld the Board's rule that a union violates Section 8(b)(1)(A) by fining employees who resigned before returning to work, even if union rules restricted resignation during a strike. Unions may enforce internal rules against current members, but once the resignation is effective, the person is no longer subject to union discipline for later conduct.

160. Answer: D — Yes, the PWFA covers known pregnancy limitations even when they are not disabilities.

The PWFA requires reasonable accommodation of known limitations related to pregnancy, childbirth or related medical conditions, and these limitations need not meet the ADA's definition of disability. Modest and temporary problems like morning sickness are covered. Unless a later start would cause undue hardship, the employer should accommodate her, and it may not make her use up leave first if another accommodation would let her keep working.

161. Answer: D — Whether a known event, such as a planned facility closure, explains the March separations

Before treating a sudden spike as a trend, HR should check whether a one-time event, such as a planned closure or layoff, produced the separations. That explanation would change the conclusion entirely. Exit comments and competitor data are useful later, and waiting a month delays a basic check that can be done right away.

162. Answer: B — Whether each employee leaves within a year

The dependent (outcome) variable is the one the model is trying to predict, here turnover. Pay ratio, commute distance and manager rating are independent (predictor) variables used to explain or forecast that outcome.

163. Answer: A — Team-based rewards tied to shared goals, with options such as added time off

Cultures that score low on masculinity (high femininity) value cooperation, consensus, modesty and work-life balance. Team-based rewards and benefits such as additional time off fit those values. Public rankings, winner-take-all contests and rewards for only top performers emphasize individual competition and are more suited to high masculinity cultures.

164. Answer: B — The stated reason is not the true reason and is covering an unlawful motive.

Pretext means the employer's explanation is false or not its real reason, which lets a factfinder infer that the actual motive was discrimination or retaliation. Having both lawful and unlawful reasons describes a mixed-motive case, which is a different theory. Failure to follow policy and harsh penalties can be evidence of pretext, but they are not what the term means.

165. Answer: A — Review both cases, set one standard with both supervisors, and adjust as needed.

Inconsistent penalties for the same offense under similar circumstances are a common source of disparate treatment claims and erode trust in the discipline system. HR should compare the facts, decide what the policy requires, correct the outcome that departs from it and align supervisors going forward. Upholding both leaves the inconsistency in place, and cutting both to coaching lowers the response to a serious safety violation just to avoid conflict.

166. Answer: C — Accommodating

Accommodating, which is cooperative but unassertive, fits when the issue matters much more to the other party and when building social credit for later issues is valuable. Both conditions are present here. Collaborating takes time and energy best saved for important issues, compromising implies both sides give something up on a point the HR manager does not care about, and avoiding leaves the disagreement unresolved.

167. Answer: A — Extend coverage to their hours through regional staff or follow-the-sun routing

Global shared services should provide access during the hours employees actually work, which can be done through regional staff, follow-the-sun routing to another hub or monitored asynchronous intake. Asking employees to shift their schedules puts the burden on them. Routing questions to managers adds work to people without HR expertise, and FAQs alone do not cover questions that need a person.

168. Answer: C — Satisfaction: present the proposed solution to the need

Monroe's motivated sequence has five steps in order: attention, need, satisfaction, visualization and action. After the need is established, the satisfaction step presents the solution, then visualization shows the results, and action asks for a commitment. A summary is not one of the five steps.

169. Answer: D — Ask only job-related questions, offer a way to reach a person, and provide accommodations on request.

High-volume AI screening should stick to job-related criteria, and because the ADA requires reasonable accommodation in the application process, applicants need a way to request one and to reach a person. Fully automated processes with no human option can shut out applicants with disabilities or limited text access. Open-ended personal questions invite answers that reveal protected traits and are not needed for an availability screen.

170. Answer: B — Informational picketing tells the public about an employer; recognitional seeks to make it bargain

Informational picketing aims to tell the public, for example, that an employer does not employ union members or have a union contract. Recognitional picketing seeks to force the employer to recognize or bargain with the union. Section 8(b)(7) restricts recognitional picketing by an uncertified union (for example, it generally may not run more than 30 days without an election petition), but it is not unlawful in all circumstances.

171. Answer: C — 0.90, meaning the employee is paid 10% below the range midpoint.

Compa-ratio equals salary divided by the range midpoint: $63,000 / $70,000 = 0.90, so the employee is paid 10% below the midpoint. Inverting the formula ($70,000 / $63,000 = 1.11) produces the wrong direction. A compa-ratio is not a percentile, and the position within the range is measured by range penetration, which requires the range minimum and maximum.

172. Answer: B — A mechanic required to stay at the shop waiting for repair jobs

An employee required to remain on the employer's premises waiting for work is engaged to wait, and that time is compensable. Employees who can use the time largely for their own purposes, such as staying home with a phone or leaving the house while reachable, are waiting to be engaged and are generally not working. Only time spent actually responding to calls would be counted.

173. Answer: B — It measures results against set targets tied to strategic goals.

A scorecard compares performance with targets linked to strategy, so leaders can see whether goals are being met. Dashboards usually monitor current operational data, often in near real time, and both tools rely on visual displays. Scorecards typically use a focused set of strategic measures rather than more transactional detail.

174. Answer: A — Adopt a non-punitive reporting process and share the fixes that result

Near-miss reporting depends on trust, so the program should make clear that reports will not lead to discipline, offer an easy and optionally anonymous channel, and visibly act on reports so workers see the value. Disciplining non-reporters and fault-finding investigations reinforce the fear that is suppressing reports. Rewarding low report counts encourages hiding incidents, a practice OSHA cautions against.

175. Answer: B — Disclose the investment and step off the evaluation team for this selection.

A personal financial interest in a vendor under evaluation is a conflict, and the policy response is prompt disclosure and recusal so the selection is not tainted. A small stake still creates both a financial interest and a perception problem. Selling without disclosure leaves an undocumented conflict in the record, and waiting until the startup is a finalist allows her to influence the earlier screening.

176. Answer: A — Decline the informal monitoring and ask him to identify specific job-related concerns to address directly.

Covert monitoring based on personal dislike is unfair, invites claims of discrimination or retaliation, and destroys employee trust in HR. The right response redirects the supervisor to specific, job-related, documented issues handled through a consistent process. A personal file on attitude creates the same risk, and alerting the employee breaches confidentiality without addressing the real problem.

177. Answer: B — Meet with the supervisor to explain the policy and agree on a way to cover the work during meetings.

The supervisor is not following an approved policy, so HR should coach the supervisor on the policy and its purpose while respecting legitimate staffing needs by planning coverage. This applies the policy consistently and keeps the supervisor engaged. Telling the employee to give up work-time participation denies a policy benefit, and overriding the supervisor without discussion may resolve this case but not the underlying attitude.

178. Answer: B — Likely not, since the perceived impairment is both transitory and minor

The regarded-as prong does not require the perceived impairment to limit a major life activity, but it excludes impairments that are both transitory (an actual or expected duration of six months or less) and minor. A sprain expected to heal in three weeks fits that exception. The exception applies to the regarded-as prong, not to the actual-disability prong, and there is no twelve-month requirement.

179. Answer: D — The first is sampling error; the confusing wording is a nonsampling error.

Sampling error is the chance variation that arises because a sample, rather than the whole population, was measured, and it shrinks as sample size grows. Nonsampling errors come from other sources, such as poor item wording, an outdated employee list or nonresponse, and they can occur even in a census. Calling both sampling error overlooks that bad wording would distort results no matter how large the sample.

180. Answer: B — Offer the assignment to her if she is qualified and let her decide whether to accept it.

Withholding an opportunity based on assumptions about caregiving is benevolent bias. It can amount to sex or caregiver discrimination under Title VII even when the manager means well. The employee should get the same opportunity as other qualified candidates and make her own choice. Asking about childcare plans brings in the same improper factor.

181. Answer: D — He can be reimbursed only the $400 contributed so far, while the health FSA must make the full annual election available.

A dependent care FSA can reimburse only up to the amount actually contributed to date, so he receives $400 now and the remaining $600 as later deductions come in. A health FSA is subject to the uniform coverage rule, which requires the full annual election to be available from the start of the plan year. Dependent care claims are paid as funds accumulate, not held until year-end.

182. Answer: C — Certify a supervisor at each property as a trainer with a standard kit to deliver sessions on site.

A train-the-trainer model lets a small HR team scale delivery across many sites while keeping content consistent through a standard kit and certification of local trainers. Two HR staff covering 12 properties in six weeks is unrealistic and leaves no capacity for follow-up. Sending a manual to general managers is fast, but it gives no practice and produces inconsistent delivery.

183. Answer: A — Early adopters, who are respected opinion leaders open to new ideas

Rogers describes early adopters as well-integrated opinion leaders whose adoption others watch and copy, which makes them ideal pilots and champions. Innovators are eager to try new things but are often seen as too venturesome to influence peers, and the early majority deliberate and follow opinion leaders rather than lead.

184. Answer: D — No salary is required, because the outside sales exemption has no salary test of any kind.

The outside sales exemption applies to employees whose primary duty is making sales or obtaining orders and who customarily and regularly work away from the employer's place of business. It has no salary requirement, so commission-only pay is fine. The exemption covers both minimum wage and overtime, so neither a minimum-wage floor nor overtime pay is owed.

185. Answer: B — The plan documents must be amended, and the sponsor must certify it will limit use and keep plan data separate.

A group health plan may disclose PHI to the plan sponsor for plan administration only after the plan documents are amended to restrict how the sponsor uses and discloses it, and the sponsor certifies that it will follow those restrictions. The amendment must also set up firewalls that limit access to the employees who perform plan administration and bar use for employment decisions. Individual authorizations are not needed for plan administration, and a plan sponsor is not a business associate of its own plan.

186. Answer: C — Culture is deep shared assumptions and values; climate is employees' perceptions of current practices.

Culture refers to the deeply held, shared assumptions and values that shape behavior and change slowly. Climate is how employees currently perceive and experience policies, practices and leadership, and it can shift more quickly. The other statements reverse or blur the distinction; for example, climate, not culture, is the faster-moving of the two.

187. Answer: C — Note the new concern, finish the current interview, and refer the expense allegation through the proper channel for separate review.

A new, unrelated allegation should be captured and routed (for example, to internal audit or compliance) so it gets its own properly scoped review, while the current investigation stays focused. Telling the witness to raise it later risks losing a credible report and discouraging speaking up. Folding it into the harassment report mixes unrelated issues and witnesses, and diverting the interview derails the original inquiry.

188. Answer: A — Align managers' performance goals and recognition with customer service results

People tend to do what is measured and rewarded, so as long as managers reward speed, behavior will not shift toward service. Changing managers' goals and recognition practices aligns incentives with the strategy. Repeating the message or retraining associates does not change what managers reinforce every day.

189. Answer: A — Define the business problems the current system causes and what they cost

A business case starts with the problem: what the current system's limits cost the business, such as manual work, errors and delays. That baseline sets the requirements and shows the value of an upgrade. Vendor demos, staff wish lists and pricing come later, once the case defines what the solution must achieve.

190. Answer: D — Reassess her offer against the range and internal equity before countering

The recruiter should look at where her skills place her in the range and how a counter would compare with incumbents, then make a defensible offer and present the total value of the package. Matching automatically ignores internal equity and can create compression with more experienced staff. Refusing all negotiation may lose a strong finalist for no reason, and demanding the rival letter first damages candidate experience without answering the equity question.

191. Answer: D — Require specific behavioral examples and use peer input for development, not pay

Tying peer ratings to pay creates an incentive to collude, so separating peer input from merit decisions and requiring concrete behavioral examples removes the motive and makes inflated ratings easier to spot. Dropping peer input loses useful information, and removing anonymity tends to make peers even less candid.

192. Answer: C — Tailor checks by country so they run only where local law allows and the role justifies it

Under the GDPR, criminal records data may be processed only when authorized by EU or member-state law, and countries differ on when employers may request it, so checks should be tailored by country and limited to roles that justify them. Consent is generally not a reliable basis in employment because of the power imbalance. The GDPR restricts but does not ban such checks, so dropping them everywhere goes too far.

193. Answer: C — -$25,000; less work has been completed than was planned by this point

SV = EV - PV = $75,000 - $100,000 = -$25,000, so the project has accomplished less work than planned to date. Schedule variance is expressed in dollars of work, not in calendar time, so it does not show how many days the finish date will slip. Cost overruns are measured by comparing EV with actual cost, which is not given here.

194. Answer: D — Applicant pools, job requirements and model updates can change results even after a clean initial audit.

A tool that showed no adverse impact at launch can drift as the applicant mix shifts, job requirements change or the vendor updates the model, so ongoing monitoring is needed to catch new problems. No federal statute sets a six-month re-audit cycle. Monitoring does not transfer liability: the employer stays responsible for the selection procedures it uses, including vendor tools.

195. Answer: C — Explain that learning styles lack research support, but hands-on practice suits a physical task

Research does not support tailoring instruction to learning styles, but the method should fit the task. Hands-on practice with feedback suits physical warehouse procedures for any learner. Building style-specific versions or running inventories spends effort on a weak premise, and insisting that the manual alone is enough ignores how physical skills are best learned.

196. Answer: B — Collect new data from warehouse staff to learn why the change did not work and rediagnose the causes.

In action research, an intervention that does not produce results sends the team back to data gathering and diagnosis, because the original diagnosis may have been wrong or incomplete. Adding a retention bonus is a tempting fix, but it layers a new solution on top of an untested assumption. Blaming the labor market or reverting the schedules are conclusions reached without evidence.

197. Answer: A — Correct the headcount and recalculate affected metrics, noting the revision.

Headcount is the denominator for many metrics, such as turnover, cost per employee and revenue per employee, so the inflated figure distorts all of them. Correcting the data and disclosing the restatement preserves the credibility of HR reporting. Leaving earlier quarters uncorrected breaks trend lines, and suspending all reporting is unnecessary once the bad records are known.

198. Answer: A — Survey response rates fall while reports to the anonymous hotline rise.

When employees stop participating in surveys but shift concerns to anonymous channels, they are signaling that they do not feel safe raising issues openly or believe their input will be used. Raising concerns directly with managers, applying internally and attending town halls all indicate that employees are willing to engage, which reflects trust.

199. Answer: A — Discuss the sponsor's concerns privately and agree on set points for the sponsor's review

Heavy editing usually signals an underlying concern, such as worry about quality or tone, so the PM should explore it directly and agree on clear checkpoints where the sponsor's input is built into the process. Accepting every edit keeps the delays going, and going over the sponsor's head damages the relationship. Withholding drafts excludes the sponsor and risks a rejected final product.

200. Answer: C — Meta-analysis

A meta-analysis uses statistical methods to combine effect sizes from many independent studies into an overall estimate, which is how much of the evidence on structured interviews was produced. A narrative literature review summarizes prior studies but does not statistically pool their results.

201. Answer: A — To spot patterns and repeat issues and to show a consistent, timely response.

Central tracking helps HR identify trends, such as several complaints about one manager or location, and catch systemic problems early. It also documents that the employer responded promptly and consistently, which supports its defenses. Records are generally discoverable in litigation, access should be limited to protect confidentiality, and there is no rule requiring every complaint to be reported to the EEOC.

202. Answer: D — 200%

ROI = (benefits - cost) / cost x 100 = ($150,000 - $50,000) / $50,000 x 100 = 200%. Dividing benefits by cost without subtracting cost gives 300%, which is the benefit-cost ratio. Dividing net benefits by total benefits gives 66.7%, and dividing cost by benefits gives 33.3%.

203. Answer: A — It sets shared expectations that reduce later misunderstandings and give a basis for resolving friction

Clarifying roles and expectations early creates a shared understanding that prevents many conflicts and gives both parties something to refer to when issues arise. The purpose is mutual clarity, not shielding HR or controlling the relationship. Expectations shift as the business changes, so contracting supports, rather than replaces, regular check-ins.

204. Answer: B — Commit to a few actions with owners and dates, and report progress

Survey credibility depends on visible follow-through, so a small number of specific actions with clear owners, deadlines, and regular updates shows employees their input matters. Another survey without action deepens cynicism, and skipping surveys or pointing to past improvements does not address the current concerns.

205. Answer: A — To give a struggling employee clear expectations and real support to succeed

A PIP should be a genuine effort to help an employee close specific performance gaps, with clear standards, support and a reasonable timeline. Using it only as a paper trail for a decided termination undermines trust and credibility, no federal law requires a PIP, and conduct violations are handled through discipline rather than a performance plan.

206. Answer: B — Inform the agency, citing the dated ATS record, that no fee is owed for this candidate.

Under the agreement's first-to-submit rule, the earlier direct application gives the company ownership, and the time-stamped ATS record is the evidence. Paying or splitting the fee ignores the contract's terms. Rejecting a qualified candidate to avoid a dispute harms the company's hiring for no reason.

207. Answer: B — March 1, 2023

The EPA uses the FLSA's statute of limitations: two years for ordinary violations and three years for willful ones. With a willful finding, recovery reaches back three years from filing: March 1, 2026 minus 3 years = March 1, 2023. March 1, 2024 reflects the non-willful two-year period, and September 1, 2025 reflects a roughly six-month (180-day) window, which is the deadline for filing a Title VII charge with the EEOC, not an EPA back pay period.

208. Answer: A — Shorten interview scheduling, for example by holding the four interviews on one day

The data tie withdrawals to the length of the process, and scheduling is the largest delay. Consolidating interviews targets that cause directly. Higher offers or more candidates add cost without fixing the delay. Weekly check-ins may help a little, but they do not stop competitors from making offers first.

209. Answer: D — It depends on each rater's writing skill, so employees are hard to compare

Essay appraisals vary with how much effort and writing skill each manager brings, and the absence of a common scale makes comparing employees for pay or promotion difficult. Capturing individual strengths and context is actually the method's main advantage, so that option describes a strength, not a weakness.

210. Answer: B — One-way analysis of variance

One-way ANOVA tests whether the means of a continuous outcome differ across three or more groups in a single test. A t-test compares only two means; running many t-tests across four regions inflates the chance of a false positive. Chi-square is for categorical outcomes, and a correlation measures a relationship between two continuous variables.

211. Answer: D — Conveying new policy information to a large audience in a short amount of time

Lecture is efficient for delivering the same information to many people at once at low cost. It is weak for building skills or changing behavior, which require practice and feedback, such as forklift operation or difficult conversations. Complex problem solving benefits from discussion and case or simulation methods.

212. Answer: D — Passive candidate

A passive candidate is employed and not actively searching but is open to approaches, which is why sourcing and outreach are needed to reach them. An active candidate is applying for jobs. A silver medalist is a strong finalist who was not selected, and a boomerang is a former employee who returns.

213. Answer: C — No, she is a confidential employee because she assists a person who sets labor relations policy.

Under the Board's labor-nexus test, upheld by the Supreme Court in Hendricks County, confidential employees are those who assist in a confidential capacity people who formulate, determine and effectuate labor relations policy. They are excluded from bargaining units. Not every HR employee is confidential; the exclusion depends on that close connection to labor relations matters.

214. Answer: D — Explain her reporting options, including anonymous ones, and that retaliation for good-faith reports is barred.

HR should support the employee in raising the concern through the proper channels and reassure her about protections against retaliation. Now that HR has been told of possible fraud, it cannot promise to do nothing. Confronting the friend could lead to destroyed evidence or conflict, and waiting for a repeat leaves known misconduct unaddressed.

215. Answer: B — Clarify availability expectations, review the data, and meet with her to learn the reasons.

HR should first confirm that availability expectations were clearly communicated, review objective data such as message response times, and talk with her to learn whether a technology problem, caregiving issue or medical condition is involved. If no protected reason applies, it can then be handled as a performance or attendance issue under policy. Labeling a few offline hours as job abandonment misuses that policy, and jumping to monitoring or a full return-to-office skips the facts.

216. Answer: C — Knowledge of the organization's culture and politics, usually at a lower cost

Internal coaches understand the culture, the people and the politics, and they cost less than outside coaches. Stronger perceived confidentiality, a broader outside perspective and greater credibility with senior executives are advantages usually attributed to external coaches, which is why many organizations use outside coaches for their top leaders.

217. Answer: D — Credentials, opening conference, walkaround, closing conference

An inspection begins when the compliance officer presents credentials, then holds an opening conference to explain the scope, then conducts the walkaround of the worksite, and ends with a closing conference to discuss apparent violations and abatement. Holding the walkaround before the opening conference is a common mix-up, but the opening conference sets the inspection's scope, so it comes first.

218. Answer: B — Train managers, define their roles, and check in during a transition period

A successful handoff builds the managers' capability, makes their role and expectations clear, and includes a period of HR support and monitoring before HR steps back. Sending a guide and walking away risks inconsistent adoption, while keeping HR in charge defeats the purpose of manager ownership. Redesigning a finished program wastes the work done and is not necessary for buy-in.

219. Answer: B — The mediator's role, neutrality, confidentiality, ground rules and process

The opening statement sets expectations: who the mediator is and that she is neutral, how confidentiality works, the ground rules for communication and the steps of the process. Predicting outcomes, judging policy violations or proposing terms at the outset would undermine neutrality and take ownership of the solution away from the parties.

220. Answer: B — Agree on one standard turnover definition, document it, and apply it to every report

Conflicting figures come from inconsistent definitions, so the lasting fix is a shared, documented metric definition, including which populations are counted, applied across all systems. Choosing the HRIS figure assumes interns belong in the metric without deciding whether they should, and averaging or explaining both figures leaves the inconsistency in place.

221. Answer: C — The skills inventory showing employees' certifications and languages

A skills inventory records current employees' skills, certifications, languages and experience, so it is the fastest way to find internal candidates who meet both requirements. The job description defines what the role needs but does not show who in the workforce has it. A replacement chart covers backups for specific key positions, not the whole workforce.

222. Answer: C — No, because he worked 1,248 hours, just short of the 1,250 required.

FMLA eligibility requires 12 months of service and at least 1,250 hours actually worked in the 12 months before leave, at a site with 50 or more employees within 75 miles. Here 24 hours x 52 weeks = 1,248 hours, so he misses the hours test by 2 hours even though he meets the service test. Part-time employees can be eligible; there is no rounding of the hours requirement.

223. Answer: A — Such waivers are enforceable under the Federal Arbitration Act

In Epic Systems (2018), the Supreme Court held that arbitration agreements requiring individual proceedings and waiving class or collective actions are enforceable under the Federal Arbitration Act, and that the NLRA's Section 7 does not override them. The Section 7 argument is the tempting choice because it was the NLRB's position the Court rejected.

224. Answer: C — Have the group propose and agree on the rules at the first session

Ground rules the group creates and agrees to are owned by the group, so members are more willing to follow them and to call out violations themselves. Rules handed down by HR or announced by a senior leader carry authority but little ownership. Asking only for objections to prior rules invites passive acceptance rather than real commitment.

225. Answer: B — Employees have no expectation of privacy on company systems, which may be monitored.

Privacy claims usually turn on whether the employee had a reasonable expectation of privacy. A clear notice that company systems belong to the employer, may be monitored and carry no expectation of privacy, backed by a signed acknowledgment, defeats that expectation. Promises to keep personal email private or to honor a private label create the very expectation the employer wants to avoid, and a business-reason limit can be used against the employer later.

226. Answer: C — 20 engineers

Projected supply = 70 - (10% x 70) - 3 = 70 - 7 - 3 = 60. Shortage = demand - supply = 80 - 60 = 20. Ignoring losses gives 10, counting only attrition gives 17, and applying attrition to the 80 needed instead of the 70 on staff gives 70 - 8 - 3 = 59, a gap of 21.

227. Answer: C — It is dismissed as untimely, because it was filed during the 60-day insulated period

For most employers, the window period runs from 90 to 60 days before contract expiration, and the final 60 days are an insulated period in which the parties may bargain without a petition. A petition filed 45 days before expiration falls in the insulated period, so it is untimely. If the parties do not sign a new contract by expiration, a new petition may be filed after the contract ends.

228. Answer: C — $2,500

The Service Contract Act's wage and fringe benefit requirements apply to federal contracts over $2,500 whose main purpose is providing services through service employees. The $2,000 figure is the Davis-Bacon threshold for construction contracts, a common mix-up. The $10,000 and $100,000 figures are tied to other federal contracting thresholds.

229. Answer: B — Allow the water bottle now; a doctor's note is generally not reasonable to demand for this request.

Under the EEOC's PWFA regulations, it is generally not reasonable to require supporting documentation for a predictable-assessment accommodation, such as keeping water nearby, when the employee is pregnant. The employer should simply allow it. Setting a deadline for a note still imposes an unreasonable documentation demand, and applying a neutral drink rule does not remove the duty to accommodate.

230. Answer: B — Using the CRM account history

In the ABCD format, the Audience is who will perform (the service representative), the Behavior is the observable action (identify the correct billing error), the Condition is the circumstances or resources under which it is performed (using the CRM account history), and the Degree is the standard (within three minutes). The time limit is a common source of confusion, but it sets the criterion, not the condition.

231. Answer: C — To keep individual respondents from being identified through small-group results

In a very small group, a manager could often work out who gave which answers, which breaks the confidentiality promise and discourages honest responses. A minimum reporting size protects respondents. No federal law sets such a threshold, and suppressed groups' answers still count in larger roll-ups such as company totals.

232. Answer: C — Assess the report on its merits and investigate it as the facts warrant.

Every report should be evaluated on its own facts, since a history of complaints does not make the current one false, and dismissing it could expose the company to safety risk and retaliation claims. Requiring proof first discourages reporting and shifts the investigator's job to the employee. Handing the matter to a department head who has already prejudged it would compromise the review.

233. Answer: B — Meet with the team to acknowledge the loss, explain the path forward, and hear concerns

Layoff survivors often feel grief, guilt and insecurity, so open acknowledgment, clarity about the future and a chance to voice concerns rebuild trust and focus. A new project adds workload without addressing the underlying anxiety, and avoiding the topic lets uncertainty grow. A retention bonus may help keep people but does not address the emotional and trust issues driving disengagement.

234. Answer: A — To be the region's most trusted name in home health care within the next decade.

A vision statement describes the desired future state the organization aspires to reach. The statement about providing in-home nursing care to older adults describes what the agency does now and for whom, which makes it a mission statement. The integrity statement expresses values, and the branch-office statement is a specific operational goal.

235. Answer: B — Decline to share planned increases and point to third-party salary surveys instead

Sharing current or future pay plans directly with a competitor can be treated as an information exchange that helps fix wages, which raises antitrust risk under the Sherman Act. Approximate or verbal sharing carries the same risk, and a trade of data does not cure it. Properly run third-party surveys that aggregate and age the data carry far less risk, although after the DOJ and FTC withdrew their old safety zones no survey format is an automatic safe harbor.

236. Answer: D — Anger

The change curve, adapted from Kübler-Ross, typically moves from shock and denial to anger, then bargaining, depression or exploration, and finally acceptance. Her earlier insistence that the change would not happen was denial; blaming leadership and complaining loudly now shows anger. Bargaining would show up as trying to negotiate exceptions or delays.

237. Answer: B — Get specific examples and dates from her and begin a prompt review of the manager's actions.

Exclusion after protected or policy-sanctioned complaints may be retaliation, so HR must take it seriously, but it should first gather specific facts and dates and then review promptly. Directing the manager before learning the facts skips the investigation, and an unrequested transfer can itself look like an adverse action. Sending her back to the manager she fears retaliation from undermines trust in the open-door policy.

238. Answer: C — An open-door policy for raising concerns with management

An open-door policy, which lets employees raise concerns informally with their supervisor or higher management, is usually the first and least formal rung of internal dispute resolution. Peer review panels, mediation and arbitration add progressively more structure, third-party involvement and formality.

239. Answer: A — Gather facts on how the report was produced before deciding whether the policy was violated.

The report is an allegation, so HR should first gather facts, including how the analysis was produced and what the policy requires, before reaching any conclusion. Issuing a warning or publicly removing credit acts before the facts are known and could be unfair if the coworker did disclose or did substantial original work. Sending a policy concern back to the reporter shifts HR's responsibility onto the employee.

240. Answer: D — Specific actions, a timeline and how progress will be followed up

The Will step turns the discussion into commitment: what the coachee will do, by when, how likely obstacles will be handled and how progress will be checked. Defining the goal, listing options and assessing the current situation happen in the earlier Goal, Options and Reality steps.

241. Answer: D — The analyst may be included if her position would have been eliminated regardless of the leave

An employee on FMLA leave has no greater right to reinstatement than if she had been continuously working, so she can be included in a bona fide RIF if the decision would have been made anyway. The employer must be able to show the selection was unrelated to the leave. Using the leave as a negative factor in the selection is interference or retaliation, leave status does not remove FMLA protection, and FMLA rights cannot be waived prospectively.

242. Answer: A — 0.60, which falls below the 80% rule of thumb

The impact ratio divides the group's selection rate by the highest group's rate: 18% / 30% = 0.60. That is well below the 80% (four-fifths) rule of thumb, signaling possible adverse impact that warrants further review. Subtracting the rates gives 0.12, dividing in reverse gives 1.67, and 0.40 is 1 minus the correct ratio.

243. Answer: D — To find bottlenecks and set a baseline, so the team knows where AI will help and can measure the gains.

Current-state mapping shows where delays, duplication and handoff problems occur, which tells the team where AI adds value and what needs redesign first; it also sets a baseline for measuring results after launch. Vendors may use process details, but that is not the mapping's main purpose. Mapping is not about targeting jobs, and no general federal law requires process documentation before automation.

244. Answer: B — A state driver's license and an unrestricted Social Security card

An employee may present one List A document, which shows both identity and work authorization, or one List B identity document plus one List C work-authorization document. A driver's license (List B) with an unrestricted Social Security card (List C) works. A license and a voter registration card are both List B identity documents, and a Social Security card and a birth certificate are both List C documents, so neither pair shows both identity and work authorization. A school ID with a photo is also a List B document.

245. Answer: B — Multivoting, giving each member a set number of votes to spread across the list

Multivoting lets each member cast a limited number of votes, often about one-third of the list, to quickly and fairly reduce a long list to the top items. Voting idea by idea is slow and depends on the order of review, Delphi takes several rounds over time, and a fishbone diagram analyzes causes rather than prioritizing options.

246. Answer: A — Hold a closing review with the director, manager and coach to confirm results and decide next steps.

A structured close-out lets the parties confirm the results, plan how to sustain them, and decide on purpose whether any further sessions are justified under the contract terms. Using sessions just because they were paid for, or automatically adding goals, wastes resources and blurs accountability, while ending abruptly skips the review that locks in gains.

247. Answer: C — Treat it as an accommodation request and evaluate it through the interactive process

The narrow service-animal definition comes from the ADA's public accommodations rules, not Title I. In employment, bringing an animal to work is a possible reasonable accommodation, so HR should assess the disability, how the animal helps, workplace impacts such as allergies or safety, and other effective options. No national registry has legal standing, and a doctor's note alone does not compel approval.

248. Answer: D — 85%

Accuracy is the share of all cases classified correctly: (150 + 190) / 400 = 340 / 400 = 85%. Dividing only the correctly classified qualified applicants by the total gives 37.5%, and using only the unqualified group gives 47.5%. The 15% figure is the error rate (60 / 400), not accuracy.

249. Answer: D — The duty is not yet met, so HR should explore other options, such as a transfer.

Allowing voluntary swaps is a good start, but if it does not actually resolve the conflict, the employer must consider other reasonable options unless they would cause undue hardship. These include helping arrange swaps, changing schedules or offering a lateral transfer. Forcing coworkers to cover is not automatically required and may itself raise hardship or seniority issues. Making the employee use limited PTO each week may not remove the conflict.

250. Answer: A — Change control

Change control is the formal way to submit, assess, approve and document changes so the project baseline changes only on purpose. Scope creep is the opposite problem: changes that build up without this kind of review. Risk mitigation deals with possible future events, not requested changes.

251. Answer: B — Pay the associates for the event hours, since the work benefits the business

Under the FLSA, employees of a private for-profit business generally cannot volunteer unpaid services to their employer, and staffing a customer event is work that benefits the business. FLSA wage rights cannot be waived by private agreement. Making the event truly optional does not change the result, because the time worked is still compensable, and all hours must be paid, not just overtime hours.

252. Answer: D — A merit matrix

A merit matrix (merit grid) sets increase guidelines by combining performance rating with position in range, so that strong performers low in the range get larger increases than those already near the maximum. A compa-ratio report shows pay relative to midpoint but does not set increases.

253. Answer: D — Review each employee's records against the attendance policy to confirm the pattern and spot any protected leave.

Discipline should rest on verified facts and the existing policy, so HR first checks each record to confirm the pattern and identify absences protected by the FMLA, the ADA or other laws. Issuing warnings on a supervisor's impression risks disciplining protected leave and treating employees inconsistently. A new doctor's-note rule changes policy before the problem has been defined.

254. Answer: A — The person's demeanor during the interview, such as avoiding eye contact or fidgeting.

Demeanor can be affected by anxiety, culture, neurodivergence or the stress of an interview, so it is a weak indicator when used alone. Consistency, corroboration and plausibility can be tested against the record, which makes them more dependable. Investigators may note demeanor but should not base a credibility determination on it.

255. Answer: D — Avoid printing confidential files and, if she must print, lock up and shred the copies

Remote work policies generally limit printing of confidential records and, where printing is unavoidable, require secure storage such as a locked cabinet and shredding when done. Moving printouts to another unlocked drawer or changing printers does not address access by household members. Emailing files to a personal account moves confidential data outside company controls entirely.

256. Answer: A — Deployer

Under the EU AI Act, the provider develops an AI system and places it on the market under its own name, while the deployer uses the system under its authority in a professional context. An employer using a vendor's recruiting system is therefore a deployer, with duties such as following instructions for use, assigning human oversight and informing workers. Distributors and importers make systems available on the market rather than using them.

257. Answer: C — Act right away to establish order, then sense what is happening and respond

A sudden crisis falls in Cynefin's chaotic domain, where there is no time to find cause and effect. Leaders act first to stabilize the situation, such as ensuring safety, then sense where order exists and respond. Expert analysis fits the complicated domain, and experimenting fits the complex domain.

258. Answer: A — Work with the sponsor to deliver the required compliance features by the date and defer the rest to a later phase.

When the deadline is truly fixed, scope becomes the variable: the project manager should prioritize the must-have compliance features with the sponsor and move nice-to-have features to a later release. The date is set by regulation and cannot slip, so keeping full scope or seeking an extension does not address the constraint. Adding people late can help in some cases, but it adds cost and onboarding time and does not guarantee the deadline, so it is not the best first approach.

259. Answer: B — Earnings before interest, taxes, depreciation and amortization, used to compare core operating results

EBITDA adds back interest, taxes, depreciation and amortization, removing the effects of financing choices, tax situations and non-cash charges so leaders can compare operating performance across periods or companies. Earnings before interest and taxes alone is EBIT, which still deducts depreciation and amortization.

260. Answer: C — Confidential one-on-one interviews with each team member conducted by the consultant

Confidential individual interviews let people speak candidly and let the consultant probe for detail on sensitive topics. A focus group that includes the team lead discourages honest comments about that lead. An anonymous survey of only eight people offers weak anonymity and limited depth, and observation captures behavior but rarely reveals the private concerns employees are hesitant to voice.

261. Answer: D — Provide the extra time, since the test is not meant to measure reading speed

The ADA requires accommodation in the application process and requires tests to measure the skills they are designed to measure rather than the applicant's impairment, unless that impairment affects the very skill being measured. Extra time lets the test measure accuracy. Waiving the test entirely is not required, and a pre-offer medical exam is prohibited, though reasonable documentation may be requested.

262. Answer: B — The informal organization of relationships that exists alongside the formal structure

The informal organization is the network of relationships, trust and communication that develops apart from the org chart, and it can give people influence well beyond their formal role. The clerk's sway does not come from the chain of command, span of control or a formal position. Effective HR leaders identify and work with these informal influencers when introducing change.

263. Answer: B — Social astuteness, interpersonal influence, networking and apparent sincerity

Ferris's political skill model has four dimensions: social astuteness, interpersonal influence, networking ability and apparent sincerity. The self-awareness, self-regulation, motivation, empathy and social skill set is Goleman's emotional intelligence framework. The power bases are French and Raven's, and rational persuasion, consultation and coalitions are influence tactics from Yukl's research.

264. Answer: B — 62.5%

Percent favorable = (agree + strongly agree) / total respondents = (45 + 30) / 120 = 75 / 120 = 62.5%. Counting only agree (45 / 120 = 37.5%) or only strongly agree (30 / 120 = 25.0%) leaves out part of the favorable group. Including neutral responses ((75 + 20) / 120 = 79.2%) overstates favorability, because neutral is not a favorable answer.

265. Answer: A — Keep upward ratings anonymous and aggregated, explain the purpose, and have leaders endorse it.

In high power distance cultures, criticizing a superior feels risky and inappropriate, so anonymity, aggregated reporting, a clear developmental purpose and visible endorsement by senior leaders make honest upward feedback more likely. Removing upward ratings gives up the program's main value instead of adapting it. Signed ratings increase the fear that suppresses candor, and an unchanged rollout ignores the cultural barrier local HR identified.

266. Answer: D — A replacement chart names backups for set jobs, while succession planning builds a broader talent pipeline.

Replacement planning identifies who could step into specific positions, often with a readiness rating, and is mainly a short-term risk tool. Succession planning is broader and longer-term: it develops pools of talent for critical roles and future needs. The development-versus-list choice reverses the two, and neither tool is required by federal law.

267. Answer: C — A majority of the professional employees must vote, in a separate ballot, to be included in the combined unit.

Section 9(b)(1) bars the Board from including professional employees in a unit with nonprofessionals unless a majority of the professionals vote for inclusion. The Board does this with a separate ballot for the professionals, often called a Sonotone election. The nonprofessionals get no separate veto, and employer consent cannot override the statutory protection.

268. Answer: A — Compare incident trends at the trained site with the untrained site over the same period.

Using a similar untrained site as a control group separates the training's effect from other factors, such as seasonal workload or a companywide safety push, that would affect both sites. Crediting the full drop assumes the training caused all of it. An industry average is a weaker comparison because conditions differ much more from the trained site.

269. Answer: D — Keep the comments, removing only details that could identify a respondent, as the survey promised.

Deleting or rewriting critical feedback misleads leadership and breaks faith with employees who were told their input would be shared. The only edits that are appropriate are those needed to protect respondent confidentiality. Delaying the division's results also distorts the picture and lets the person being criticized control the process.

270. Answer: D — $75,000

Minimum = midpoint / (1 + spread / 2) = $90,000 / 1.20 = $75,000; the maximum is then $105,000, and $105,000 / $75,000 = 1.40 confirms the 40% spread. Subtracting 20% of the midpoint gives $72,000, which produces a $108,000 maximum and a 50% spread. Dividing the midpoint by 1.40 treats the midpoint as the maximum.

271. Answer: A — Monitor Evaluator

The Monitor Evaluator is discerning and logical, weighing ideas impartially to reach sound judgments, though the role can seem detached. The Completer Finisher focuses on catching errors and meeting deadlines rather than on evaluating alternatives.

272. Answer: A — "If the union loses the vote, we'll be able to add a second paid holiday this year."

TIPS stands for the things supervisors may not do during a campaign: threaten, interrogate, promise or spy. Offering a new benefit tied to the union losing is an unlawful promise. Telling employees their vote is secret, stating facts such as dues, and sharing the company's opinion without threats or promises are generally lawful.

273. Answer: D — 80%

Response rate = completed surveys / employees invited x 100 = 340 / 425 x 100 = 80%. The 20% figure is the nonresponse rate (85 / 425). The 85% figure confuses the 85 nonrespondents with a percentage, and 25% comes from dividing nonrespondents by respondents (85 / 340).

274. Answer: A — Use anonymous pulse surveys and small-group or one-on-one conversations with managers

Silence in large virtual forums often reflects discomfort with speaking up, not agreement. Anonymous surveys and smaller, more personal conversations with managers make it safer to raise concerns. Forcing questions in a large forum produces token participation, and more time in the same format does not address why people are silent.

275. Answer: B — Members keep their doubts to themselves because they believe everyone else agrees.

Self-censorship and the illusion of unanimity are classic groupthink symptoms, along with self-appointed mindguards, stereotyping outsiders and an illusion of invulnerability. Vigorous debate and outside expert input are remedies for groupthink. Competing subgroups reflect open conflict, not the pressure for conformity that defines groupthink.

276. Answer: D — Future commissions above her draw will go toward the deficit until the $8,000 is recovered

Under a recoverable draw, deficits carry forward and are paid back from commissions earned above the draw, as the plan states. Forgiveness describes a nonrecoverable draw, and deducting the full amount at once could reduce pay below wage-law minimums and is not what the plan provides.

277. Answer: A — The Ringelmann effect

The Ringelmann effect, from Maximilien Ringelmann's rope-pulling experiments, describes the decline in individual productivity as group size increases, due to coordination losses and reduced motivation. The Hawthorne effect concerns behavior changing because people know they are observed, and the Pygmalion effect concerns performance rising to meet others' expectations.

278. Answer: C — To identify what worked and what didn't, and to update the plan and training to improve future responses

An after-action review is a structured, blame-free look at what happened, what went well and what fell short, with the goal of improving plans, training and resources. Using it to assign fault discourages candor and undermines the learning that makes the review valuable.

279. Answer: C — Level 3, behavior

Level 3 measures behavior change on the job. Level 1 captures how participants felt about the program, Level 2 measures what knowledge or skills they gained, and Level 4 looks at organizational outcomes such as productivity, quality or turnover.

280. Answer: C — As work-related, because the lot is part of the work environment and the exception is for car crashes

OSHA treats the employer's premises, including a company parking lot, as part of the work environment, so an injury there is presumed work-related. The recordkeeping exception for commuting is narrow: it excludes only injuries from motor vehicle accidents (car crashes) in the company lot or access road while commuting. A slip and fall walking in from her car is therefore work-related, and clock-in status and fault do not matter for recording.

281. Answer: C — A business case that weighs expected benefits, costs and risks against alternatives

A business case justifies an investment by comparing its expected benefits, costs and risks with other options so leaders can decide whether to proceed. A project charter comes after approval: it formally authorizes the project, names the sponsor and manager, and allows resources to be used. The work breakdown structure and statement of work are planning and contracting tools that come later still.

282. Answer: D — Only those directly involved in making the hiring decision

Consumer reports contain sensitive personal information, and the FCRA allows their use only for permissible purposes such as the employment decision. Best practice is to limit access to those with a role in that decision and to store and dispose of reports securely. Interviewing coworkers and uninvolved managers or HR staff have no need to see the results.

283. Answer: C — A salaried director paid in the top 10% of employees within 75 miles

A key employee is a salaried, FMLA-eligible employee who is among the highest-paid 10% of all employees within 75 miles of the employee's worksite. An employer may deny restoration to a key employee only if necessary to prevent substantial and grievous economic injury, and only after giving proper written notice. Hourly employees cannot be key employees, the cutoff is 10%, not 25%, and pay is compared within the employer's 75-mile radius, not across an industry.

284. Answer: A — She may sue under the EPA without first filing an EEOC charge but must file one for Title VII.

Because the EPA is part of the FLSA, an employee may file an EPA lawsuit directly in court without first filing an EEOC charge. A Title VII pay discrimination claim requires a timely charge with the EEOC (or a state agency) before suing. Many employees bring both claims, but the procedural steps differ.

285. Answer: B — Leaders thank people who flag errors and share how their reports led to fixes.

Psychological safety grows when speaking up is visibly welcomed and leads to action, so thanking reporters and closing the loop on fixes makes reporting feel safe and worthwhile. Tracking whose work contains errors makes reporting feel risky. A sign-off step adds friction and a gatekeeper, and stressing the vendor's accuracy claims implies errors are the user's fault.

286. Answer: C — A perceived breach of the psychological contract

The psychological contract is the set of unwritten beliefs about what employer and employee owe each other, such as advancement in return for strong performance. When employees see it as broken, trust and engagement fall. An implied contract is a legal concept that requires specific promises, lower commitment is an outcome rather than the cause, and equity theory concerns comparing one's own outcomes and inputs with those of others.

287. Answer: A — $250,000

Working capital = current assets - current liabilities = $900,000 - $650,000 = $250,000. Dividing the two figures (about 1.38) gives the current ratio, a related but different measure, and adding them has no financial meaning.

288. Answer: A — Compare the tool's total cost with the staff time it would save at current volume and any other benefits.

A sound business case weighs the total cost of ownership, including licensing, setup and upkeep, against measurable benefits such as hours saved, faster answers or after-hours access at the company's actual volume. At 60 inquiries a month the savings may be small, but the decision should rest on that analysis rather than on trends or an arbitrary size rule. Employee interest is useful input but does not show whether the investment pays off.

289. Answer: C — Extend the certification year so the union gets a full year of good-faith bargaining.

Under Mar-Jac Poultry, when an employer's refusal or delay in bargaining deprives a union of the full year of good-faith bargaining a certification guarantees, the Board may extend the certification year, during which the union's majority status cannot be challenged. The Board cannot impose contract terms on the parties under H.K. Porter, so a forced contract is not an available remedy.

290. Answer: D — Allow it as a voluntary event open to all, and give other groups the same chance to host theirs.

An inclusive approach treats the event as voluntary and open to everyone, with no pressure to attend or participate, and gives other faith and cultural groups the same opportunity. Banning religious events outright can signal hostility to religious expression, while required attendance can create a religious-coercion concern under Title VII. Renaming the event does not address the real issues of voluntariness and equal access.

291. Answer: B — Idiosyncratic rater effect

The idiosyncratic rater effect describes ratings that say more about the rater's personal tendencies and standards than about the ratee. Leniency and severity are specific directional tendencies, while the idiosyncratic rater effect covers the full range of a rater's personal patterns, so it is the broader term for rater-driven variance.

292. Answer: D — Discipline under the same standard applied to other employees for this conduct

Alcoholism can be a disability under the ADA, but the statute expressly allows employers to prohibit alcohol use at work and to hold alcoholic employees to the same performance and conduct standards as others, even when the conduct is related to the alcoholism. Alcoholism is not excluded from coverage, and there is no requirement to offer paid rehabilitation leave before discipline.

293. Answer: A — When HR needs in-depth, nuanced views from a small number of key stakeholders

Interviews allow probing and follow-up questions, so they suit gathering rich, detailed input from a few influential stakeholders. Surveys are better for large populations, standardized and trendable data, and anonymous feedback, which is why the other situations call for surveys rather than interviews.

294. Answer: A — Work with the supervisor to set clear account-assignment criteria, share them, and track assignments.

Transparent, job-related criteria and tracking address both the perception and any real favoritism, and they let the supervisor show assignments are fair. Banning outside socializing does not fix how accounts are assigned and overreaches into private life. Strict rotation ignores legitimate business factors, and a discrimination investigation is not supported because the in-group is defined by a hobby, not a protected characteristic.

295. Answer: D — Disclose the interest and have a neutral facilitator lead the session

A facilitator must be neutral about content, and a vested interest undermines that role in fact and in appearance. Being open about the stake and bringing in a neutral facilitator lets HR take part as a stakeholder. Simply staying quiet or giving balanced summaries still leaves HR controlling the process with a hidden preference, which damages trust if participants sense it.

296. Answer: A — 15%

Midpoint progression = (higher midpoint - lower midpoint) / lower midpoint = ($57,500 - $50,000) / $50,000 = 15%. Dividing the $7,500 gap by the higher midpoint gives about 13%, and 115% is the ratio of the midpoints, not the progression.

297. Answer: A — He can be discharged only for cause until a year after reemployment, so the termination should not proceed.

USERRA protects a reemployed servicemember from discharge except for cause for one year after reemployment when the service lasted more than 180 days, and for 180 days when it lasted 31 to 180 days. A 9-month deployment is over 180 days, so he is protected for a full year. The 180-day period is tempting but applies only to shorter service, and the employer bears the burden of proving cause, which a vague reason created after the fact will not meet.

298. Answer: C — Explain that the steward may advise and clarify, but the employee must answer the questions himself

A Weingarten representative may assist the employee, ask clarifying questions and offer extra information, but may not obstruct the interview or keep the employer from hearing the employee's own account. HR should first explain the limits of the role and insist on answers from the employee. Removing the steward or disciplining the employee before setting those limits risks violating Weingarten rights.

299. Answer: C — A proactive, long-term focus on business outcomes

Strategic HR anticipates business needs and focuses on how people practices drive long-term organizational results. Efficient transactions, consistent policy enforcement and responsiveness to managers are valuable, but they describe the administrative and reactive emphasis of traditional HR.

300. Answer: C — Reverse merger

A reverse merger is the unusual case in which the acquired company's culture and practices dominate the combined firm. Absorption is the opposite, with the acquirer's practices taking over. Best of both worlds selects the strongest practices from each company rather than letting one side dominate.

301. Answer: B — Division A uses forced ranking and Division B uses forced distribution

Forced ranking orders every employee from first to last, while forced distribution sorts employees into a fixed number of categories with preset percentages. Division B does not rank individuals within each category, so it is a distribution, not a ranking, and Division A ranks directly rather than through pairwise comparisons.

302. Answer: B — Rotate meeting times so that the inconvenience is shared and use recorded updates for some agenda items.

Fair practice for global teams shares the burden of inconvenient hours, often by rotating times, and supplements live meetings with asynchronous tools. Moving every meeting to Singapore's convenience simply shifts the unfairness to other locations, and excusing members from meetings excludes them from discussion and decisions.

303. Answer: C — $40,000

The Phillips method adjusts participant estimates for both attribution and confidence: $100,000 x 50% x 80% = $40,000. Stopping at the attribution step gives $50,000 and overstates the benefit. Dividing by the confidence level instead of multiplying ($50,000 / 0.80) gives $62,500, which inflates rather than discounts the estimate.

304. Answer: D — Level 2, Learning

A skill demonstration during or at the end of training measures whether participants acquired the intended knowledge and skills, which is Level 2. Although the task is hands-on, it takes place in the training setting rather than on the job. Level 3 would require evidence that participants use the skill correctly with real patients over time.

305. Answer: B — Critical incident technique

The critical incident technique collects concrete examples of especially effective and ineffective job behavior, along with the context and outcome, to reveal the behaviors that separate success from failure. A position analysis questionnaire is a standardized checklist of job elements rather than a collection of stories. A behavioral observation scale is a rating tool, which may be built from critical incidents but is not the collection method itself.

306. Answer: A — Stay calm, acknowledge the frustration, and redirect the discussion to the overtime facts in the grievance.

Separating the people from the problem means managing emotions without taking the bait and refocusing on the substantive issue. A steward acting in a representative capacity in a grievance meeting can have significant NLRA protection for heated speech, so disciplining or threatening discipline over the remarks is risky. Ending the meeting or counterattacking escalates the conflict and delays resolution.

307. Answer: D — The vendor dispute is task conflict; the friction is relationship conflict

Task conflict concerns the content of the work, such as which vendor to choose. Relationship conflict involves interpersonal incompatibility, tension or dislike. Process conflict, the tempting alternative for the vendor dispute, concerns how work is done and who does what, not which outcome to pick.

308. Answer: A — Review market data and internal equity, then present funded options to the manager

HR should first confirm whether the engineer's pay is actually below market and how a raise would affect internal equity, then give the manager options and their costs, such as a funded adjustment, a retention bonus or nonpay measures. Approving at once skips the analysis and may create equity problems with peers. Refusing outright ignores a real retention risk, and a bonus without any pay review is a guess.

309. Answer: B — Tell her privately in person or by phone, with a witness present.

Terminations should be delivered directly and respectfully, ideally in a private meeting with a witness, so the employee hears the reason, gets information on final pay and property return, and the conversation is documented. A text message is impersonal, can be misread or forwarded, and reflects poorly on the employer. Waiting for a shift she may not attend delays the decision and risks a public conversation.

310. Answer: D — Compare the traits of all reps hired over a period, including those who left or failed.

Studying only people who succeeded and stayed ignores those with the same traits who did not, which is survivorship bias. Including everyone hired during the period, successes and failures alike, shows whether a trait actually predicts success. Comparing current top and average reps is closer, but it still excludes people who already left, so the bias remains.

311. Answer: C — Feedforward, which collects future-focused suggestions rather than critiques of past behavior

Marshall Goldsmith's feedforward asks others for suggestions about the future, and the leader listens and says thank you without debating, which avoids the defensiveness that discussing the past can trigger. Appreciative inquiry is an organization-level change method built on strengths, not a way to gather individual suggestions.

312. Answer: D — Define a standard set of codes, map the old codes to it and check unclear records before running the analysis

Inconsistent coding produces misleading results, so the data should be cleaned first: agree on clear definitions, map legacy codes to them and resolve records that cannot be mapped. A footnote does not fix flawed results, and dropping the reasons discards the most useful information. Having managers recode years of records from memory is slow and adds new inconsistency.

313. Answer: A — Record baseline first-year turnover and track participants' retention and performance

Because the goal is lower first-year turnover, HR needs a baseline before launch and must track participants' retention and early performance against it. Satisfaction surveys and session counts are useful but measure reactions and activity rather than the outcome. Waiting a year to choose metrics loses the baseline and makes any later comparison weak.

314. Answer: C — Clear advance notice that these areas may be searched, which reduces privacy expectations

Courts look at whether employees had a reasonable expectation of privacy, and clear, communicated notice that company property may be searched lowers that expectation and supports a later search. The policy should also be applied consistently for legitimate reasons. Requiring an arrest first is unnecessary, searches based on personal distrust invite discrimination claims, and a consent form before every search makes the policy unworkable.

315. Answer: D — $240,000

Cost per leaver = 40% x $60,000 = $24,000, and 10 leavers x $24,000 = $240,000. The $24,000 figure is the cost of a single departure, $600,000 treats each replacement as costing a full year's salary, and $360,000 wrongly uses the remaining 60% of salary instead of the 40% replacement estimate.

316. Answer: B — Accept the payment and continue coverage, since it arrived inside the 30-day grace period.

After the initial premium, which is due within 45 days after the election, each later monthly premium must be given a grace period of at least 30 days. A payment received 20 days after the due date falls within that grace period, so coverage continues without interruption. Coverage can be terminated for nonpayment only if the payment is not made by the end of the grace period.

317. Answer: C — Explain that the root cause is workload and staffing, and help the manager address capacity rather than schedule training

Training fixes gaps in knowledge or skill, but this team met deadlines before headcount fell and volume doubled, which points to a capacity problem. HR adds value by diagnosing the real cause and helping the manager address staffing, workload or priorities with leadership. Training the team or surveying its skills treats a workload problem as a skill problem and is unlikely to change results.

318. Answer: D — Objectives, scope, sponsor, roles, high-level timeline and success measures

A project charter formally authorizes the project and sets its direction: why it exists, what it covers, who sponsors and leads it, roughly when it will finish and how success will be measured. Configuration settings, test scripts and training materials are later project deliverables. Contract terms are covered in the vendor agreement.

319. Answer: B — Managers with direct knowledge give input, which tends to increase their commitment to the budget

Bottom-up budgeting uses the knowledge of the managers closest to the work and builds buy-in because they helped create the plan. Speed and close alignment with executive targets are advantages of top-down budgeting. Bottom-up requests often run higher, not lower, because managers may pad budgets, so they still need review and justification.

320. Answer: B — The employee presented an I-9 document that obviously did not relate to him

Constructive knowledge is knowledge that may fairly be inferred from facts a reasonable person would notice, such as a document that obviously does not belong to the person presenting it. A foreign accent or birthplace does not suggest unauthorized status, and acting on it would be discrimination. A future expiration date requires only timely reverification. Choosing a List B and List C combination is the employee's right.

321. Answer: B — Localize the handbook with local reviewers for language, culture and law

Localization adapts content for the local language, idioms, culture and legal context, which word-for-word translation does not do, and local reviewers can catch content that conflicts with local law or practice. A second literal check would still miss idioms and legal differences. Bilingual versions and supervisor explanations treat the symptoms but leave a flawed source document in place.

322. Answer: D — 36 FTEs

FTEs = full-time staff + (part-time hours / standard hours) = 30 + (12 x 20 / 40) = 30 + 6 = 36. Counting heads gives 42, which overstates labor capacity. Dividing part-time hours by an 80-hour biweekly period gives 33, and 6 is only the part-time portion.

323. Answer: A — Applying rating standards consistently so similar results get similar ratings

Calibration brings managers together to discuss ratings and evidence so that standards are applied consistently and individual leniency, severity or bias is checked. It does not require a forced distribution, although some organizations combine the two. Merit budgeting is a separate step, and calibration refines managers' judgment rather than replacing it.

324. Answer: B — To let workers cut hours gradually so their skills are kept and passed on

Phased retirement lets employees nearing retirement reduce their hours over time, which helps retain experienced people longer and gives time to transfer their knowledge. It is voluntary; requiring retirement at a set age generally violates the ADEA. Early retirement incentives have the opposite goal of encouraging earlier exits.

325. Answer: A — A ratio of 0.625, below 80%, which signals possible adverse impact against women

Pass rates are 30 / 120 = 25% for women and 60 / 150 = 40% for men. The impact ratio is the lower rate divided by the higher rate: 25% / 40% = 0.625, below 0.80, so the test warrants closer review for adverse impact. Dividing passers (30 / 60 = 0.50) or inverting the ratio (40% / 25% = 1.60) are common mistakes, and the 80% rule is a rule of thumb that triggers review, not proof of discrimination.

326. Answer: B — Treat the ratings as contaminated and collect new ratings from raters who have not seen the scores.

When raters know predictor scores, their ratings can be influenced by those scores, which is criterion contamination and artificially inflates the validity coefficient. The defensible fix is to gather criterion data blind to the test results. Simply disclosing the problem leaves a validity estimate that cannot be trusted or defended, and there is no standard statistical adjustment that removes this kind of bias.

327. Answer: B — Access to specialized expertise and technology while internal HR focuses on core work

Organizations outsource transactional work mainly to gain a vendor's expertise, technology and scale, which frees internal HR for strategic work. Outsourcing usually reduces direct control rather than increasing it. It does not transfer legal accountability for compliance, and cultural alignment is typically a concern with outsourcing, not a benefit.

328. Answer: A — Talk with her directly, acknowledge he should have raised it with her first, and agree on how they will raise concerns

He can stand by the concern while owning the process misstep and agreeing on a norm, such as raising issues peer-to-peer before escalating. Justifying the escalation sounds defensive and does not address her sense of being bypassed. Bringing the director in repeats the original problem, and waiting it out leaves the breach unspoken.

329. Answer: D — Higher engagement is moderately to strongly linked with lower absence.

A correlation of -0.62 is a moderately strong negative relationship: as engagement rises, absenteeism tends to fall. Correlation does not prove causation, since other factors could drive both. The share of variance explained is r squared, about 38%, not 62%. The minus sign shows the direction of the relationship, not its strength.

330. Answer: A — Recognize and reward her contributions and keep her engaged in her current role

High performers with limited potential for advancement are valuable experts, so the priority is to retain them through recognition, rewards and growth within their role. Naming her a successor or putting her in an accelerated leadership program ignores both her assessed potential and her stated wishes. Moving her out of a role she performs well in risks losing a strong contributor.

331. Answer: D — Tell her manager and have another analyst price and review her job family.

Setting the pay range for her own job gives her a direct financial interest in the outcome, so she should disclose it and have someone else handle that job family. Using standard survey sources does not remove the many judgment calls in benchmark matching and aging. Excluding the job family from the project would leave its ranges outdated and does not resolve the conflict.

332. Answer: A — Explain what data will be used, why, how it is protected, and that results are reported in aggregate.

Using employee data for a new purpose calls for transparency about what is collected, why, how it is safeguarded, and how results will be used, which builds trust and supports ethical analytics practice. Consent given for building security does not cover a new analytic purpose in employees' eyes. Opt-in consent sounds protective, but it would produce a self-selected sample and biased results, while clear communication and aggregate reporting address the privacy concern.

333. Answer: A — Use a mass notification system across text, call and email, track replies centrally, and follow up on non-responders.

Accounting for employees after a disaster calls for several channels at once, because any single channel may be down, and a central tracking list so HR knows who has not yet answered and can follow up. Waiting a week for manager reports is too slow, a public social media post exposes employee information and reaches few people, and assuming silence means safety defeats the purpose.

334. Answer: A — Identify the key driving forces and the most critical uncertainties.

Scenarios are built from the forces that will shape the future and the uncertainties that matter most and are least predictable; those uncertainties define how the scenarios differ. Writing narratives comes after this step, and simply writing best and worst cases skips the analysis that makes scenarios useful. Assigning probabilities to pick one scenario turns the exercise back into a single forecast, and hiring targets come only after strategies are tested.

335. Answer: A — Evokes Awareness

The ICF competency Evokes Awareness covers using powerful questions, challenge and reflection to help the client gain new insight or perspective, which is exactly what happened here. Listens Actively supports this but focuses on hearing and reflecting what the client says, and Facilitates Client Growth involves turning new insight into goals and action.

336. Answer: D — Discuss the scoring gaps and recalibrate ratings against the factor definitions

Committee scoring depends on everyone applying the same factor and degree definitions. The facilitator should raise the gaps, have members explain their ratings against the definitions and benchmark jobs, and reach consensus on outliers. Averaging or letting the scores stand builds the bias into the results, and removing her is premature before calibration.

337. Answer: D — A right not to be subject to such a decision, with exceptions that require safeguards such as human review

The GDPR gives individuals the right not to be subject to decisions based solely on automated processing that produce legal or similarly significant effects. Where an exception applies, such as necessity for a contract or explicit consent, the employer must provide safeguards, including the right to human intervention, to express a view and to contest the decision. The GDPR does not require disclosing source code, advance regulator review or automatic compensation.

338. Answer: D — Record the injury, since prescription-strength medication counts as medical treatment

Under OSHA's recordkeeping rules, giving or recommending a medication at prescription strength is medical treatment beyond first aid, which makes the case recordable. Nonprescription medication at nonprescription strength would be first aid. A recordable case does not require lost time, and recording is separate from whether a workers' compensation claim is filed.

339. Answer: A — Level AA

Level AA is the widely adopted target and is the standard referenced in many accessibility regulations and procurement rules. Level A covers only the most basic requirements, and the WCAG itself notes that Level AAA cannot be met for all content, so it is not recommended as a general policy. There is no Level B.

340. Answer: B — Return the gift card, since gift cards are cash equivalents regardless of their dollar value.

Gift cards function as cash and fall under the policy's ban on cash equivalents of any amount, so the nominal-value allowance does not apply. Sharing it with the team or logging it does not change that the policy prohibits accepting it. The specialist should return it and follow any reporting step the policy requires.

341. Answer: B — 50

FTEs = full-time employees + (part-time employees x their share of a full-time schedule) = 40 + (20 x 0.5) = 40 + 10 = 50. Counting every person gives 60, which is headcount, and leaving out the part-time staff gives 40.

342. Answer: C — Gather current pay survey data for the local warehouse labor market

One competitor's move is a signal, not a full picture; current market survey data shows whether the company's rates are actually behind the local market and by how much. Matching immediately may overcorrect or undercorrect and sets a costly precedent, and waiting for turnover to rise lets the problem grow before HR acts.

343. Answer: C — Treat it as possible retaliation, investigate promptly, and take corrective action if confirmed.

Coworker retaliation can create employer liability when the company knows about it and fails to act, and cutting someone off from information she needs to work could dissuade a reasonable employee from complaining. HR should investigate and take corrective action. A transfer the complainant did not ask for can itself look retaliatory, and a general reminder without investigation may not stop the conduct.

344. Answer: D — A last chance agreement

A last chance agreement gives an employee who would otherwise be discharged one more opportunity, typically setting specific conditions and a period during which a violation results in discharge, often with limits on arbitral review. A memorandum of understanding and a side letter are general terms for agreements that clarify or supplement a contract. A consent decree is a court-approved settlement, usually of litigation.

345. Answer: A — Address turnover and onboarding for packing and loading roles to speed up that stage

Value chain analysis shows where the bottleneck is, and here it is a people problem at the packing and loading stage. HR adds the most value by targeting turnover and onboarding in those roles so that stage works faster. A company-wide survey is too broad, better complaint handling treats the symptom, and outsourcing is a major decision that goes beyond the problem the data identify.

346. Answer: A — Anchoring

Anchoring occurs when an initial number strongly influences subsequent judgments and the final outcome, even if the number was arbitrary. The halo effect involves letting one positive trait color overall impressions of a person. Recency bias gives extra weight to recent information, and escalation of commitment involves continuing a failing course of action to justify past investment.

347. Answer: B — Ask for the employee's view, share your own view, then ask how to move forward

Ask-tell-ask begins by asking the employee to assess their own performance, then the manager shares observations, and finally asks the employee to reflect on the feedback and help plan next steps. This keeps the conversation two-way. Opening with the manager's assessment reverses the method, and the praise-concern-praise pattern is the feedback sandwich.

348. Answer: B — Register with the new state for payroll taxes and review that state's employment laws

An employee working in a new state generally makes the employer subject to that state's income tax withholding, unemployment insurance and employment laws, such as wage payment and leave rules. Continuing to withhold only for the headquarters state usually leaves the employer out of compliance. A choice-of-law clause cannot override the new state's protective laws, and reclassifying an employee whose job has not changed creates misclassification risk.

349. Answer: B — Decline, since many states bar demanding personal account passwords, and use other investigative steps

Many states prohibit employers from requesting or requiring access to employees' personal social media accounts, and accessing private messages without real authorization can violate federal stored-communications law. HR should pursue the leak through lawful means, such as reviewing company systems, interviewing witnesses and asking the employee about the issue. Consent forms signed under pressure are unlikely to be truly voluntary, and pulling a saved password from a browser creates the same legal exposure.

350. Answer: C — Five whys analysis

The five whys technique asks why repeatedly, roughly five times, to move from a symptom to an underlying cause. A fishbone diagram also supports root cause analysis but organizes possible causes into categories such as people, methods and equipment rather than drilling down one causal chain. Pareto analysis ranks causes by frequency, and failure mode and effects analysis anticipates failures before they happen.

351. Answer: C — Commit to the actions HR controls and agree on shared targets and how progress is measured.

A consultant can promise its own work and effort, not outcomes that depend on the client and other factors. Committing to HR's actions and agreeing on shared targets keeps the goal and makes responsibility for it mutual. Accepting the guarantee, even at a lower number, still makes HR solely accountable for results it cannot control. Refusing all targets removes a useful measure of success.

352. Answer: A — Collect input from plant employees, since the results apply only to the group surveyed.

Survey findings can be generalized only to the population that was sampled. Plant employees work under different conditions, schedules and constraints, so headquarters views say little about how they would experience attendance and break rules. Weighting cannot create data for a population that was never surveyed, and phasing in an uninformed policy does not fix the underlying gap.

353. Answer: C — When the violation is serious, such as fraud, theft or violence, and policy reserves the right to skip steps

Progressive discipline is meant to correct fixable problems; serious misconduct such as fraud, theft, violence or serious harassment can justify immediate termination, especially when the policy states that steps may be skipped. Applying that standard consistently protects the employer from claims of unfair treatment. Short tenure, manager preference or an admission alone does not make a minor violation serious enough to skip steps.

354. Answer: D — All of the travel time except the 30 minutes each way of his normal commute

Same-day travel to another city for a special assignment is performed for the employer's benefit and is hours worked, but the employer may deduct the time the employee would normally spend commuting. Here that leaves 3 of the 4 hours of travel. The rule limiting travel to time within normal working hours applies to overnight trips, not same-day trips, and paying all four hours is allowed but not required.

355. Answer: B — Offer partner support such as career coaching, education funding and networking.

Dual-career issues are a common reason assignments are declined or fail, and partner-support programs such as career counseling, education or training allowances and networking help the accompanying partner stay engaged. Informal work without a permit would violate immigration law, a pay increase alone does not address the partner's career concerns, and replacing the candidate abandons the best choice too quickly.

356. Answer: B — Weaker control over pay costs because managers have more discretion within each band

Wide bands give managers more room to move pay, which can drive salary costs up and create inconsistent decisions unless guidelines and reference points are added. Broadbanding actually encourages lateral moves and has wider, not tighter, ranges, and with fewer boundaries it tends to reduce reclassification requests.

357. Answer: D — Assess writing skill directly, such as with a timed work sample, instead of rejecting on suspected AI use.

Suspicion of AI use is not a reliable or job-related basis for rejection, especially with no stated policy, and it does not show whether the candidate can write. A work sample measures the actual skill the job needs. AI-detection tools produce frequent false positives, so relying on them could reject capable writers unfairly.

358. Answer: B — Explain that details will be shared only on a need-to-know basis, that retaliation is prohibited, and how to report it.

HR cannot guarantee absolute confidentiality, because the accused may need to respond to the evidence and records may be disclosed in litigation, but it can limit sharing to those who need to know and make clear that retaliation is prohibited and will be addressed. A promise of total secrecy may be broken later. Threatening discipline at the outset damages trust, and excusing a relevant witness weakens the investigation.

359. Answer: D — A data dictionary with standard definitions for fields such as active employee and hire date

A data dictionary documents the agreed meaning, format and source of each data element, so every division counts an active employee or hire date the same way and metrics can be compared. Storing or displaying the reports together does not fix inconsistent definitions. An audit trail shows who changed data, not what the data should mean.

360. Answer: B — Walk through the prior cases and the policy with the manager and explain the risk of inconsistent treatment

HR's role is to help the manager see the facts, the policy and precedent, and the legal and fairness risks of treating this employee more harshly than others. If the manager raises new facts, the recommendation can be revisited. Deferring ignores real risk, escalating first skips a direct discussion, and splitting the difference is not based on the facts.

361. Answer: C — Verify his identity, then provide the data free of charge within one month of the request

The GDPR gives individuals a right of access. The employer should take reasonable steps to confirm identity, especially when a request comes from an unfamiliar address, and respond within one month, which can be extended by two further months for complex or numerous requests. A first copy is generally free, and the person does not have to give a reason. Personal data can appear in emails and other records, not just the personnel file.

362. Answer: C — A weighted application blank

A weighted application blank, a form of biodata, scores application items according to how strongly each was associated with success among past employees. A behaviorally anchored rating scale is a performance appraisal or interview rating tool, a situational judgment test presents job scenarios, and a structured interview guide standardizes questions rather than scoring application data.

363. Answer: D — It gives the speaker time to think and often prompts more information

A deliberate pause shows patience and gives the speaker room to collect thoughts, and people often fill the silence with additional or more candid information. Silence used to show disapproval or to end the topic works against active listening, and using the pause to plan a rebuttal is the rehearsing barrier.

364. Answer: D — It is an inadvertent acquisition and not a violation, but it must stay confidential and unused.

GINA bars employers from requesting or acquiring genetic information, including family medical history, but it exempts inadvertent acquisitions such as overheard conversations. The exception covers only the acquisition: the employer still may not use the information in employment decisions and must keep it confidential. Writing it up and sending it to HR would spread the information rather than protect it.

365. Answer: B — Disable the accounts now and link HRIS terminations to automatic access removal by IT.

The open accounts are an immediate security risk, so they should be disabled now, and the root cause, a manual step that managers skip, should be fixed by tying termination entries in the HRIS to automatic deprovisioning. A written reminder keeps the same failure-prone process in place. Reviewing logs for misuse is worthwhile, but every unneeded account should be closed whether or not it has been used, and any contractor access should be set up separately through the proper process.

366. Answer: C — $400,000

Cutting time to fill from 90 to 60 days saves 30 days, or about one month, per opening. One month of revenue is $50,000, so 8 openings x $50,000 = $400,000. The figure of $1,200,000 uses the full three-month vacancy instead of the one-month reduction, $600,000 is one rep's annual revenue, and $150,000 is the revenue lost on a single 90-day vacancy.

367. Answer: C — Planned end-of-internship separations were counted as regular turnover

The internships were designed to end in July, so their completion is not attrition and should be reported separately from regular turnover. Annualizing or changing the comparison month does not fix the inflated count, and recoding the exits as terminations would misstate why they happened.

368. Answer: D — Dream

The Dream phase asks participants to envision what could be, building on the strengths identified earlier. Discovery is about appreciating the best of what is, through stories of peak experiences. Design turns the vision into concrete statements of what should be, and Destiny focuses on carrying out and sustaining the changes.

369. Answer: D — That the survey defines turnover the same way and covers firms of similar size and industry

External benchmarks are useful only when the comparison is apples to apples: matching metric definitions (for example, whether involuntary or seasonal exits are included), company size, industry and geography. Prior use of a survey firm says nothing about comparability, and setting targets or analyzing multi-year trends comes after confirming the benchmark is valid.

370. Answer: C — Assess the surplus analysts for redeployment into the strategy division's open roles.

When one unit has a surplus and another has a shortage of similar skills, internal redeployment addresses both at once, keeps proven talent and avoids severance and recruiting costs. Severance plus external recruiting pays twice for a problem the company could solve internally. Freezing hiring leaves the strategy roles unfilled without moving anyone.

371. Answer: B — Collect the chat records under policy and hold one-on-one video interviews with a set structure.

Remote investigations use the same standards as in-person ones: preserve relevant evidence, such as company chat records collected under the electronic communications policy, and interview each person separately, using the same structured approach and confirming they can speak privately. Written questionnaires don't allow follow-up questions, group calls undermine confidentiality and delaying lets the conduct go on.

372. Answer: A — It tests the successor's readiness in real conditions while giving experience the company can review.

Acting and interim assignments provide real, observable evidence of how a successor handles the role, while giving the person experience that builds readiness. They work best with support and feedback, and they do not promise the permanent job or replace a succession plan.

373. Answer: C — Notify the union early and offer to meet and bargain with it before rollout

New monitoring technology that affects working conditions may be a mandatory subject of bargaining under the NLRA, and early involvement of the union and stewards also builds acceptance. Going directly to employees for announcements or individual consent bypasses the exclusive bargaining representative and can be unlawful direct dealing. Implementing first and handling grievances later risks an unfair labor practice charge and damages the relationship.

374. Answer: D — Willful

A willful violation is one the employer commits knowingly, or with plain indifference to the law. Here the supervisor knew of the hazard and the requirement and chose not to act. The hazard could also qualify as serious, but the deliberate disregard is what makes the classification willful. A repeated classification requires an earlier citation for a substantially similar violation, and the facts describe none.

375. Answer: B — Promote the code locally, answer questions, and direct colleagues to the right reporting channels.

Ethics ambassadors are local, trusted points of contact who reinforce messages, answer basic questions, give feedback to the program and direct concerns to the proper channels. Investigations and discipline require trained, independent people and consistent standards, so they stay with the central function. Making ambassadors monitors would damage trust and discourage open conversation.

376. Answer: A — To see how each system handles the company's real processes instead of a scripted demo

Standard vendor demos are built to show strengths and avoid weaknesses. Requiring scripted scenarios from the buyer's own work shows how the system fits real needs and lets HR compare finalists on the same tasks. No law requires this testing, and although it may help negotiations, that is not its main purpose.

377. Answer: B — Stop contacting those people, report the issue, and work with the vendor to apply the opt-out list.

Honoring opt-out requests protects the employer's reputation and may be required by privacy laws, so the sourcer should stop outreach and get the root cause fixed so the tool applies the suppression list for all users. Contacting people to ask whether they still want to be excluded is itself unwanted contact. Deleting profiles from one sourcer's view does not stop the tool from surfacing them to colleagues.

378. Answer: C — Knowledge; provide training and job aids on how to submit claims

The employees already understand and support the change, so Awareness and Desire are in place. They lack the know-how to use the system, which is the Knowledge element, and training plus job aids address it directly. Selling the benefits again targets Desire, which is not the problem here.

379. Answer: B — Former employees no longer worry about references or final pay, so they speak more freely

On the last day, employees often hold back criticism to protect references or relationships. After some time has passed, these concerns fade and reflection is easier, so feedback tends to be more honest. Post-exit surveys usually get lower response rates, not higher, which is their main drawback.

380. Answer: B — Implementing a new applicant tracking system by the third quarter

A project is a temporary endeavor with a defined beginning and end that creates a unique product, service or result. Implementing a new applicant tracking system meets that definition. Payroll processing, benefits inquiries and recurring orientation sessions are ongoing, repetitive operations that continue indefinitely.

381. Answer: D — Building in an interaction every few minutes, such as polls, chat questions or breakouts

Virtual learners lose focus quickly, so effective virtual sessions are shorter and use frequent interaction such as polls, chat prompts, annotation and breakout rooms. Longer sessions and holding all questions to the end increase passive listening, and pre-sent slides do not create engagement during the session.

382. Answer: C — Verify the survey matches, then weigh market and internal value per the philosophy

Conflicts between internal equity and market data are resolved by first checking that the survey data are valid matches, then applying the weight the compensation philosophy gives to market and internal value. Dropping the grade on one data point skips that check, and an absolute rule that internal equity always wins ignores the organization's stated policy.

383. Answer: C — X-matrix

The X-matrix is the hoshin kanri planning tool that links long-term breakthrough objectives, annual objectives, top-level improvement priorities and metrics, along with ownership, on one page. A fishbone diagram analyzes root causes, a SWOT grid assesses internal and external factors, and a Gantt chart schedules project tasks.

384. Answer: A — People accept unfavorable outcomes more readily when the process used to reach them seems fair.

This is procedural justice: when employees see that decisions follow consistent, unbiased, accurate and transparent procedures, they are more likely to accept and trust an outcome they dislike. The meeting is about the fairness of how the decision was made, not about pay outcomes, which relate to distributive justice. Providing a basis for an appeal or shifting blame does not explain why the explanation sustains trust.

385. Answer: C — Thank her for disclosing it and reassign invoice approval for that agency to another employee.

A personal relationship with a vendor's representative creates a conflict of interest for the person approving that vendor's invoices, even without evidence of wrongdoing. Separating the duties removes the conflict while respecting her disclosure. Audits only detect problems after the fact, and asking the vendor to reassign its employee intrudes on a matter outside the company's control.

386. Answer: C — Cut first-year voluntary turnover of new hires from 25% to 18% by December 31 next year

A SMART measure is specific, measurable, achievable, relevant and time-bound. Cutting new-hire turnover from 25% to 18% by a set date meets all five criteria and ties directly to a business outcome. The other choices lack a measurable target, a deadline or both, and rating onboarding on an exit survey measures the wrong population at the wrong time.

387. Answer: A — Reinforcement to sustain the change

Reinforcement, the final ADKAR element, sustains a change through recognition, rewards, measurement and corrective action so people do not revert to old behaviors. Ability is the demonstrated capacity to perform the new behavior, and knowledge is understanding how to do it. Desire is the motivation to support the change in the first place.

388. Answer: B — Rewrite it in plain language with practical examples and questions and answers employees commonly face.

Plain language, realistic examples and Q&A help employees recognize issues and know what to do, which is the point of a code. More legal citations make the document harder to use. A values page alone gives too little guidance on real situations, and memorizing exact wording does not build the judgment the code is meant to support.

389. Answer: B — COBRA can cost up to 102% of the full plan cost, including the share the company used to pay.

Under COBRA, the plan may charge qualified beneficiaries up to 102% of the total cost of coverage: the employee's former share, the employer's share and a 2% administrative fee. That is why the premium is much higher than an active employee's payroll deduction. The 150% limit applies only during the disability extension (months 19 to 29), and COBRA rates are not individually medically underwritten.

390. Answer: D — Diversity is the mix of people in a workforce; inclusion is whether they feel valued and able to contribute.

Diversity describes who is in the workforce (the mix of identities, backgrounds and perspectives), and inclusion describes how those people experience the workplace: whether they are respected, involved and able to contribute. The definitions are sometimes reversed, which is the trap in the swapped option. A diverse workforce can still be non-inclusive, so inclusion does not follow automatically from representation.

391. Answer: B — Limiting access to a need-to-know basis protects privacy and reduces the risk that the data is misused.

Role-based access control applies the least-privilege principle: users see only the data they need for their role, which protects employee privacy and limits chances for misuse, such as poaching or biased treatment. Access limits are not mainly about protecting the vendor's model. No general federal law bans sharing flight-risk scores, and manager morale is not the reason for access controls.

392. Answer: B — Resistance often signals real flaws in the plan or unmet needs that deserve attention

Current change management practice treats resistance as a normal response and a source of information about design problems, unclear communication or unmet needs, which leaders should explore rather than suppress. Resistance does not by itself mean the change is wrong, and withholding information tends to increase resistance.

393. Answer: B — The right to file a charge with the EEOC or take part in its investigation.

Employees may release most claims based on events before signing, including Title VII and, if OWBPA requirements are met, ADEA claims. But the EEOC's position, backed by courts, is that an agreement cannot bar an employee from filing a charge or cooperating in an EEOC investigation, although the employee can waive the right to recover money personally. Releases also cannot waive claims that arise after the agreement is signed.

394. Answer: C — Remove decorative graphics and unrelated detail, and place labels next to the screen parts they describe

Extraneous load comes from how material is presented, not from the content itself. Cutting irrelevant visuals and detail and placing labels near what they describe removes unnecessary mental work. Music, animations and narration that duplicates on-screen text all add extraneous load, and presenting everything at once overloads working memory.

395. Answer: D — Internal transfers are processed as a termination followed by a rehire.

Recording a transfer as a termination and rehire creates a separation record for someone who never left, which adds false exits and raises turnover. Miscoding resignations changes the mix of voluntary and involuntary turnover but not the total. Excluding contractors is standard practice when they are also left out of separations, and a short entry lag shifts timing without adding exits.

396. Answer: B — Meet with the vice president to discuss the stalled decisions and the active sponsor role required

Active, visible sponsorship is one of the strongest predictors of change success, so HR should first address the issue directly with the sponsor, explaining the effect on decisions and what is needed. A junior analyst lacks the authority to make design decisions. Going over the sponsor's head to have a replacement named is premature before a direct conversation, and pausing the committee only adds to the delay.

397. Answer: A — Meet with each team member to discuss how the relationship will change and what she expects

Leading former peers works best when the new supervisor addresses the change openly, resetting expectations and boundaries while preserving respect. Abrupt withdrawal damages trust, staying the same invites favoritism concerns, and handing off performance issues undermines her authority from the start.

398. Answer: C — Decline, and report the themes accurately while protecting who said what

An HR consultant has an ethical duty to report findings honestly, so she should decline the request while keeping the promised confidentiality by reporting themes without identifying individuals. Omitting or watering down the comments distorts the findings and undermines the client's ability to fix the problem. Naming the interviewees breaks confidentiality and exposes them to possible retaliation.

399. Answer: C — Provide the relevant information, and bargain over protections for any confidential parts.

Under the NLRA, an employer must furnish information that is relevant and necessary to the union's representational duties, including handling grievances. Where there is a legitimate confidentiality interest, the employer must raise it and seek an accommodation, such as a protective agreement, rather than refusing outright. Conditioning the information on dropping grievances is improper, and the data behind the flags is directly relevant.

400. Answer: A — Explain the policy and its purpose, and offer to run an expedited search in which the friend can compete.

HR should uphold the hiring policy, which protects fairness, internal candidates' opportunities and the company's legal position, while still helping the VP meet his business need by speeding up a compliant process in which the friend can be considered. Processing the hire or holding a single token interview bypasses the policy and invites claims of favoritism. Going straight to the CEO before explaining the policy and offering an alternative is premature and damages the relationship.