SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 3

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 3 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: D — Furlough and return dates, pay status, how benefit premiums will be handled, and how to file for unemployment.

Employees on a furlough need practical information: when it starts and ends, whether they will be paid, how benefits continue and how their share of premiums will be collected, and how to apply for unemployment benefits. Vague messages create anxiety, promises about the future may not hold, and severance details suggest a layoff that isn't planned.

2. Answer: B — Show how open positions from turnover are driving the overtime overrun and what reducing it could save

Influence improves when HR connects its data to the outcome the audience already cares about. Linking turnover to vacancies that are covered with overtime ties the problem to the leaders' budget pressure and makes the case for action. Benchmarks, exit themes and replacement costs are useful supporting details, but none speaks directly to the overtime concern.

3. Answer: A — Assume that the peer is a potential ally rather than an adversary.

The Cohen-Bradford model begins with the mindset of assuming everyone is a potential ally, followed by clarifying your own goals, diagnosing the other person's world, identifying relevant currencies, managing the relationship, and then making exchanges. Diagnosing the peer's world and identifying currencies are essential but come later, and proposing a trade is the final step.

4. Answer: B — Let each employee choose any acceptable document or combination from the I-9 lists

Employers may not tell employees which acceptable documents to present. The employee chooses from the I-9 Lists of Acceptable Documents, and requiring specific documents can be unfair documentary practice under the INA's anti-discrimination provision. Applying the rule the same way to everyone does not fix it, because the choice still belongs to the employee. Offering an alternative only to those without a passport still dictates the preferred document.

5. Answer: D — Distributive bargaining

Distributive bargaining is the win-lose, fixed-pie approach in which parties divide a set amount of value. Integrative and interest-based bargaining seek to expand value by addressing underlying interests and creating trade-offs. Intraorganizational bargaining refers to reaching agreement within one's own side, not dividing value with the other party.

6. Answer: A — That the assessment is job related for the position and consistent with business necessity.

Once adverse impact is shown, Title VII requires the employer to demonstrate that the selection procedure is job related and consistent with business necessity, typically through validation evidence; the plaintiff can still prevail by showing a less discriminatory alternative was available. Lack of intent is not a defense to disparate impact. Vendor certification and uniform administration do not show that the tool predicts performance in this job.

7. Answer: B — At least the wages and fringe benefits in the predecessor's collective bargaining agreement

Under Section 4(c) of the Service Contract Act, a successor contractor providing substantially the same services in the same locality must pay at least the wages and fringe benefits in the predecessor's collective bargaining agreement, including accrued wage increases. This is true even though the successor did not sign that agreement. The area wage determination is a floor that the predecessor's agreement rates replace here, and the rule covers fringe benefits as well as wages.

8. Answer: C — Bring both VPs together, ideally with their shared executive, to set priorities based on business impact.

When leaders compete for a shared resource, HR should not settle the business priority alone; it should convene the stakeholders, and the executive who oversees both if needed, to rank roles by business impact and agree on criteria for the future. An even split or first-in-first-out order may look fair but ignores which hires matter most to the business. Leaving it to individual recruiters puts them in an untenable political position.

9. Answer: C — Customer

The customer perspective tracks how the organization is seen by those it serves, through measures such as satisfaction, retention and market share. A client satisfaction index fits there. Learning and growth covers people, systems and culture, such as employee skills and engagement.

10. Answer: D — It becomes narrower, so the estimate becomes more precise.

The width of a confidence interval shrinks as sample size grows; quadrupling the sample roughly halves the margin of error, since it depends on the square root of n. The confidence level is a separate choice and does not fix the width. A larger sample reduces sampling error only, so it cannot remove bias from poor wording, a bad list or nonresponse.

11. Answer: B — Compression narrows the gap; inversion means less experienced staff earn more

Compression is a narrowing of pay differences between experience or job levels, while inversion is the more extreme case where less experienced employees or subordinates earn more than more experienced employees or supervisors. Both can occur in hourly or salaried jobs and from several causes.

12. Answer: A — Survey a randomly selected sample drawn from the full employee roster

A random sample gives every employee an equal chance of being chosen, which limits selection bias and makes results more representative. Portal visitors, manager-chosen employees and a single location are convenience samples, so they over-represent certain groups. Manager selection also lets managers steer who is heard.

13. Answer: D — Designing a company-wide sales incentive plan for all regions

A COE houses deep specialists who design enterprise-wide programs, such as an incentive plan applied across regions. Answering pay stub questions and processing paperwork are transactional work handled by shared services. Coaching a division leader on a reorganization is the HR business partner's role, which makes it the most tempting wrong choice because it is advisory rather than program design.

14. Answer: C — Performing; the leader should delegate and focus on removing obstacles.

A team that is self-directed, handles conflict well and delivers consistently is in the performing stage, where a delegating leadership style fits best: the leader gives autonomy and concentrates on clearing barriers and securing resources. Close direction suits a forming team and would undercut a mature one. Norming is the earlier stage of building agreement, and adjourning applies when a team's work is ending, which is not the case here.

15. Answer: B — Time-to-fill starts at requisition approval; time-to-hire starts when the candidate enters the pipeline

Time-to-fill measures the whole process for a position, from requisition approval or posting to offer acceptance, and reflects planning and approvals as well as recruiting. Time-to-hire measures how quickly the selected candidate moved from entering the pipeline, such as applying or being sourced, to accepting, which reflects process speed and candidate experience. Neither metric is defined by whether business or calendar days are counted, or by whether the candidate is internal.

16. Answer: D — Replace the slang with clear descriptions of required skills and duties

"Digital natives" can signal a preference for younger applicants, and slang like "rock star" and "ninja" is vague and may discourage qualified candidates. Describing the actual skills and duties is clearer and more inclusive. An EEO statement does not cure exclusionary wording, and removing only one phrase leaves vague, off-putting language in place.

17. Answer: A — Apply a predefined quality rule, exclude them from item analysis, and note it in the report

Identical answers combined with impossibly fast completion indicate careless responding, which adds noise and can distort results. HR should screen these responses using a clear, consistently applied rule, ideally set before the survey, and disclose the exclusion. Contacting respondents would break the confidentiality promised to them, and imputing averages invents data.

18. Answer: C — Record the details the witness offers, then handle the drug allegation as a separate matter under the right policy.

New allegations should be documented when they come up, but they are best handled as a separate matter with its own scope, investigator and policy standards, such as the drug and alcohol policy. Folding the new issue into the timecard case causes scope creep and muddies the findings. Brushing off the witness loses information about a possible safety risk, and confronting the coworker mid-interview acts before any facts are gathered.

19. Answer: A — Internal process

Time-to-fill and payroll error rate measure how efficiently and accurately HR's own processes run, which is the internal process perspective. They may affect customer satisfaction or cost, but they are measures of process performance, not of client opinion, financial results or capability building.

20. Answer: B — "Seeking a digital native to join our team"

Phrases such as "digital native" or "recent graduate" suggest a preference for younger workers and may discourage applicants 40 and older, which can support an ADEA claim. The ADEA restricts ads that indicate an age preference. Describing the actual skills needed, such as Excel or data software, is job-related and age-neutral.

21. Answer: C — Offer an alternative way to apply now and have the site fixed to meet WCAG accessibility standards

The ADA requires reasonable accommodation in the application process, so HR should give her an accessible way to apply immediately and also fix the barrier at its source by remediating the site to WCAG standards. Having a recruiter fill in the form solves only her case and leaves the barrier in place for other applicants. Demanding medical documentation for an obvious, process-related barrier is unnecessary and discourages applicants.

22. Answer: C — Share the results with employees, gather input on causes, and commit to specific actions

Surveys build trust only when employees see the results and see action on them. Sharing results, involving employees in diagnosing the scheduling problems and committing to visible actions shows responsiveness. Resurveying without action, leaving follow-up to each manager's discretion or rewording questions to improve scores signals that the feedback does not matter.

23. Answer: A — To bind the recipient by contract to protect the data to a standard required by EU law

When personal data leaves the European Economic Area for a country without an adequacy decision covering the recipient, the GDPR requires an approved safeguard. SCCs are model clauses adopted by the European Commission that commit the recipient by contract to EU-level protections. Consent is a weak basis for employee transfers because of the power imbalance, no U.S. agency registration is involved, and SCCs do not replace a processing agreement.

24. Answer: D — Meet with the candidate and spouse to assess her concerns and readiness.

Spouse or partner dissatisfaction is a leading cause of expatriate failure, so the accompanying partner should be part of the assessment before the decision is final. Offering support only after arrival misses the chance to address problems early, and relying on the candidate's word skips a direct conversation. Choosing a candidate because he is single would be an improper basis for selection and could raise discrimination concerns.

25. Answer: D — Provide early hands-on training with practice time and involve the clerks as system testers

Fear of losing competence is addressed by building confidence: early, hands-on training, time to practice in a safe setting, and roles such as testing that turn experienced staff into contributors. Insisting the decision is final ignores the real concern, indefinite delay lets resistance stall the project, and sidelining the clerks wastes their expertise and may confirm their fears.

26. Answer: C — They express each predictor on a common scale regardless of units

Raw coefficients depend on units: a one-dollar change in pay is tiny compared with a one-year change in tenure, so their raw sizes cannot be compared. Beta weights express each effect in standard deviation units, allowing a fair comparison of relative importance. They do not establish causation or remove concerns about correlated predictors.

27. Answer: A — Results of a manager survey on the quality of HR services

For an HR department, the customer perspective reflects how internal clients such as managers experience HR's services, so a manager satisfaction survey fits best. The HR-to-employee ratio and spending against budget are efficiency or financial measures. The number of revised policies is an activity count, not a customer measure.

28. Answer: A — Offer a multilingual channel run by an independent third party that allows anonymous reports and tracks follow-up

An effective grievance mechanism must be accessible, trusted and safe from reprisal, so a multilingual, independently run channel with anonymity and follow-up meets these workers' needs. Routing complaints through factory HR or interviewing workers with managers present undermines trust and invites retaliation. An English-only hotline is not accessible to many of the workers it is meant to serve.

29. Answer: B — It states the employee authorizes the union to represent him or her in collective bargaining.

An authorization card is a signed statement that the employee wants the union to act as his or her bargaining representative. Cards are used to meet the 30% showing of interest for a petition and may support a request for voluntary recognition. Signing does not cast an election ballot, and dues checkoff requires a separate written authorization.

30. Answer: D — Answer the question directly and briefly, then return to the agenda, offering a follow-up if unsure.

Senior leaders expect direct answers. A brief, honest response (or a commitment to a specific follow-up if the answer isn't known) respects the question and keeps the presenter credible, after which the presentation can continue. Deferring the question can seem evasive, and a long answer or jumping ahead derails the flow for the rest of the audience.

31. Answer: C — Train supervisors to explain changes, give notice, and invite employee input where possible

The exit interview data points to a supervisor communication gap, so the most direct fix is training supervisors to give notice, explain the reasons for changes and listen to concerns. This builds trust and lowers the frustration that can fuel organizing. Freezing schedules is impractical, routing all changes through HR weakens supervisors, and a memo stressing management rights would deepen the resentment.

32. Answer: A — Trends in absenteeism and health plan costs compared with the baseline before launch

To show value, HR should link the program to business outcomes, such as absence and health care cost trends, measured against a pre-program baseline. Participation and satisfaction show that employees like the program but not that it produces results. Peer benchmarks and testimonials may support the case but do not show impact.

33. Answer: D — Redesign key rituals for hybrid, set purposeful in-person time, and equip managers to build connection.

Sustaining culture in hybrid work means deliberately adapting rituals, using in-person time for collaboration and connection, and making managers responsible for team cohesion. Moving everything online treats the issue as a format change and loses the value of shared in-person time. A full return to the office contradicts the company's decision to adopt hybrid work, and one-way CEO emails do not create connection.

34. Answer: B — Check whether the final warning covers unrelated conduct and how similar cases were handled first

Many progressive discipline systems track separate categories of conduct, so whether a minor first-time dress code issue can trigger termination depends on the warning's language and past practice. Terminating inconsistently with prior cases creates discrimination and fairness risk. The final warning stays in effect for attendance, and misstating the reason for termination would undermine the company's credibility if challenged.

35. Answer: A — Confirm and preserve dated records showing the list and criteria were set before the complaint

An employer that carries out a decision it made before the protected activity is not retaliating, but it must be able to prove the timing. Preserving the dated drafts, selection criteria and approvals protects a lawful decision. Removing or delaying her alone singles her out without legal need, and proceeding without checking the records ignores the obvious inference a court would draw from the timing.

36. Answer: D — To link internal job value to market pay when building ranges

A market pay line shows how pay in the labor market changes as internal job value (evaluation points) rises. It lets the company price jobs that lack market data and build ranges that balance internal equity with external competitiveness. It does not measure individual performance or, on its own, demonstrate pay equity.

37. Answer: B — Generalization, then maintenance

In Baldwin and Ford's model, generalization is applying trained skills to situations and settings beyond those covered in training, and maintenance is continuing to use the skills over time. Using the techniques with new client types is generalization, and still using them six months later is maintenance. Skill decay would mean the techniques faded, which is the opposite of what happened.

38. Answer: D — Say the company does not discuss any employee's arrangements and invite them to raise their own needs.

The ADA requires that medical information be kept confidential, and telling coworkers that the changes are accommodations or tied to a medical condition discloses that information. HR can say it does not discuss individual employees' situations and invite each coworker to bring forward any needs of their own. Asking the employee to authorize disclosure puts pressure on her and is not needed to handle coworker questions.

39. Answer: D — U.S. persons generally may not deal with listed parties, and civil penalties can apply on a strict liability basis

OFAC sanctions generally bar U.S. persons, including companies, from doing business with or paying listed individuals and entities. Civil penalties can apply on a strict liability basis, so a company can be penalized even if it did not know. Sanctions rules apply to all U.S. persons, not just banks, and they are separate from FCRA and E-Verify requirements.

40. Answer: C — Work with counsel to revise the handbook, announce the change, and get signed acknowledgments.

Handbook language promising termination only for cause can create an implied contract, so the fix is a clear, communicated revision with an at-will statement and disclaimer, reviewed by counsel because some states require notice or consideration before such a change binds current employees. Quietly deleting the text gives no notice and leaves current employees' rights unclear. Adding a conflicting clause creates ambiguity that courts usually read against the employer.

41. Answer: B — Peer-reviewed study, then vendor case study, then trade blog post

Peer review subjects methods and conclusions to independent scrutiny, so the journal study is the most credible. A vendor case study reports data from an actual implementation but has an obvious commercial interest, so it calls for caution. An opinion post that cites no data offers no evidence to appraise, so it ranks lowest.

42. Answer: B — They are prohibited, because the Act has no exception for facilitation payments.

Unlike the FCPA, which has a narrow exception for facilitating payments for routine governmental action, the UK Bribery Act contains no such exception. Facilitation payments are treated as bribes wherever they are paid. The Act has no dollar threshold, and it reaches bribery of foreign officials as well as UK officials.

43. Answer: C — Pay her full weekly salary, because the lack of work stemmed from the employer's operations.

An exempt employee must receive the full predetermined salary for any week in which she performs any work, and deductions may not be made for time when work is not available because of the employer or its operating requirements. Because she worked Monday and was ready, willing and able to work the rest of the week, she is owed her full salary. Docking the outage days would be an improper deduction.

44. Answer: A — Collect critical incidents from SMEs, sort them into dimensions, then scale them

A BARS starts with subject matter experts describing critical incidents of effective and ineffective behavior. The incidents are then assigned to performance dimensions (with a retranslation check that SMEs agree on the placement) and scaled by effectiveness, and the best-agreed incidents become the anchors. Scaling before collecting and sorting incidents reverses the process.

45. Answer: C — Deduct only what wage law allows and pursue the remainder under the repayment agreement

Under the FLSA, a deduction that benefits the employer cannot reduce pay below the minimum wage for hours worked, and many states add stricter rules on final-pay deductions. HR can deduct only the permitted amount, if any, and collect the rest through the signed agreement, for example by invoice or a repayment plan. Holding final pay violates final-pay rules, and waiving repayment gives up a valid contract right.

46. Answer: C — Share retention and productivity data and propose a time-limited pilot with agreed performance measures

A pilot with clear measures addresses the manager's stated concern with evidence, and the turnover data show why the issue matters. Escalating to his director or writing a policy without him overrides his authority and invites resistance. Accepting the decision ignores a real retention cost that HR should raise.

47. Answer: D — Add interviews or questionnaires, since much of the work is mental and cyclical.

Observation works best for short, repetitive, visible tasks. It misses mental work and tasks that occur only at certain times, so it should be combined with interviews or questionnaires here. A full week of shadowing would still miss quarter-end tasks and the reasoning behind the analysts' work.

48. Answer: B — Ask the generalists and managers who will do the work to estimate, checking against past similar efforts.

The people who will perform the work are usually the best source of realistic estimates, and comparing their figures with historical data from similar projects improves accuracy and builds commitment to the schedule. Backing into durations from a target date produces a schedule that looks complete but is not grounded in the actual work. External benchmarks and a single estimator miss the organization's specific conditions, such as managers' review availability.

49. Answer: C — $300,000

For employers with more than 500 employees, the combined cap on compensatory (future and non-economic) and punitive damages is $300,000 per plaintiff. The $750,000 award ($450,000 + $300,000) is therefore reduced to $300,000. $200,000 is the cap for 201 to 500 employees, and $600,000 wrongly applies $300,000 to each category; back pay, if any, would be awarded separately and is not capped.

50. Answer: C — Determine whether the absences are protected by the FMLA, the ADA, or workers' compensation law before any decision.

A work injury can qualify as a serious health condition under the FMLA and may be a disability under the ADA, and most states prohibit firing employees for filing workers' compensation claims. Counting protected absences against an attendance policy can be both interference and retaliation, even if the policy is applied uniformly. HR must first identify which absences are protected.

51. Answer: A — Disabling the employee's system, email and building access.

Coordinating with IT and facilities so access is cut during the meeting protects data and systems from misuse by an upset former employee. The COBRA election notice follows on the administrator's timeline. Exit interviews are usually skipped or deferred for involuntary separations, and a release should not be signed on the spot, especially for workers 40 and older, who must get at least 21 days to consider it under OWBPA.

52. Answer: D — Give them approved talking points, an FAQ, and a clear process for referring questions they can't answer.

Frontline employees are the face of the company in a recall, so they need consistent, approved messages, answers to common questions and a clear path for passing on harder questions. Refusing all questions frustrates customers. A full technical report invites inconsistent interpretation, and personal opinions can spread errors.

53. Answer: D — $96,000

Monthly benefit = (50 - 30) errors x $400 = $8,000, and annual benefit = $8,000 x 12 = $96,000. The $8,000 figure is only the monthly benefit. The $144,000 figure values the 30 remaining errors instead of the 20 avoided, and $240,000 values all 50 original errors.

54. Answer: A — Parochial self-interest

Kotter and Schlesinger identified parochial self-interest as resistance that arises when people expect to lose something they value, such as budget, staff or status. The department head's opposition centers on what he will lose. Different assessments would mean he sincerely believes the change is bad for the organization, which the facts do not suggest.

55. Answer: A — Adaptability

In the Denison model, adaptability covers creating change, customer focus and organizational learning. Involvement covers empowerment and capability development, consistency covers shared values and coordination, and mission covers strategic direction, goals and vision.

56. Answer: D — Diagonal communication

Diagonal communication crosses both departments and hierarchical levels, as when a specialist in one function contacts a director in another. It is not lateral, because the two are at different levels, and it is not upward in the usual sense, because the director is outside the specialist's own chain of command. The message is work-related and sent through a formal channel, so it is not grapevine communication.

57. Answer: D — $3.2 million

Free cash flow = operating cash flow - capital expenditures = $5,000,000 - $1,800,000 = $3,200,000. Adding capital expenditures gives $6.8 million, and reporting operating cash flow alone ignores the cash needed to maintain and expand the asset base.

58. Answer: D — Activate the incident response plan so IT can isolate affected systems and contain the attack.

The first priority is containment under the incident response plan: isolate infected systems to stop the spread, preserve evidence and bring in IT security, legal and leadership. Restoring from backups is part of recovery, but doing it before the attack is contained can reinfect the clean data. Paying a ransom does not guarantee recovery and may raise legal issues, and a broad email from possibly compromised systems is not a containment step.

59. Answer: C — Notify IT and legal so they can try a remote wipe and assess breach notification duties.

Lost unencrypted devices with Social Security numbers may trigger state breach notification laws, so HR should bring in IT and legal immediately to contain the loss and determine what data was exposed and what notices are required. Notifying candidates is likely to follow, but the content and timing should come from the legal assessment. Waiting for the laptop's return wastes time, and discipline can be addressed after the risk is managed.

60. Answer: C — Use

The Apply level involves using knowledge in a new or concrete situation, with verbs such as use, demonstrate, implement and execute. Define belongs to Remember, summarize to Understand, and critique to Evaluate.

61. Answer: C — The prior warning has expired, so it is not used to move the new violation to the next disciplinary step.

Under an active-period policy, a warning that has passed its stated period no longer counts toward escalation, so a violation after 12 months is generally treated as if no active warning exists. The expired warning usually remains in the file as a historical record, so deleting it is not what the policy requires. Ignoring the stated active period would make discipline inconsistent and hard to defend.

62. Answer: C — Analyze vacancy, absence and volume data to find what is driving overtime.

Overtime is usually a symptom of unfilled positions, absences or volume changes, so finding the root cause comes before choosing a fix. A freeze could leave work undone or create safety and service problems. Raising the budget or adding temporary workers acts before HR knows whether the cause is a staffing gap, an attendance issue or a scheduling problem.

63. Answer: B — Alert HR leadership so the response and the manager's disclosure can be reviewed before replying.

The manager's email created potential legal and privacy exposure, so the recruiter should first escalate to HR leadership, which can involve counsel and decide on a consistent response. Replying alone, whether by sending vendor documentation, defending the decision or arranging an apology, could make the problem worse before the facts and risks are assessed.

64. Answer: C — $300

Training cost per employee divides total learning spending by total employees: $180,000 / 600 = $300. Dividing by the 450 attendees gives $400, which is cost per participant, a different measure. Dividing by attendees plus employees ($180,000 / 1,050 = $171) double-counts people, and $225 wrongly scales the correct figure down by the 75% participation rate.

65. Answer: C — Talk with her about her development and career interests, without promising her the specific role.

Many organizations favor transparent development conversations that tell high-potential employees they are valued and invest in their growth, without guaranteeing a job that may change or go to someone else. Promising the role creates a risk of disappointment and turnover if plans change, while total secrecy can lead strong candidates to leave for clearer paths.

66. Answer: D — Send it to legal counsel to confirm its validity and scope before releasing any records.

A subpoena is a legal document that cannot be ignored, but counsel should first confirm it is valid, decide whether the scope is appropriate, and meet any response deadline. Counsel may object to overbroad requests, such as medical records, or notify the employee so he can seek protection. Sending the whole file at once risks disclosing more than the law requires.

67. Answer: C — Show results by plant, explain what may have differed at the third plant, and recommend next steps.

Steering teams need an accurate and complete picture to make a sound decision, so site-level results with likely explanations and a recommendation are best. A single combined average hides the variation that matters most for a rollout decision. Leaving out the third plant misrepresents the pilot, even if the supervisor's departure probably contributed to its results.

68. Answer: C — Yes, because travel between job sites during the workday is part of his work.

Once the workday has started, time spent traveling from one job site to another is part of the day's work and must be counted as hours worked. The commuting exclusion applies only to travel between home and work before and after the workday. Neither the length of the drive nor the type of vehicle changes the result.

69. Answer: A — Confirm the workers' actual duties, correct the codes, and plan for the added premium

Workers' compensation premiums are based on payroll by job classification, and codes must reflect the work actually done, so HR should verify duties, correct the codes and budget for the adjustment. Disputing is reasonable only if the duties really were clerical. Changing the payroll label without changing duties is misclassification, and leaving wrong codes in place will lead to more back charges.

70. Answer: B — To test whether it meets business and employee needs before it becomes ongoing

A trial period lets both sides check whether the arrangement maintains productivity, coverage and service while meeting the employee's needs, and it sets a natural point to review and adjust. It does not create a legal right to deny future requests. Its purpose is evaluation, not delay or open-ended experimentation by the employee.

71. Answer: C — Visibly reinforce the expectation with the managers and hold them accountable for adoption

Managers take cues from senior leaders, and once their practical concerns have been addressed, the sponsor's visible support and accountability are what move them to adopt. Exceptions and workarounds signal that the process is optional and reward resistance. A general email repeats information the managers already have and does not address their reluctance.

72. Answer: D — People take on new identities and commit energy to the new way of working

The new beginning is when people have internalized the change, develop a new sense of identity and purpose, and commit energy to the new way. Grieving losses marks the ending phase, and uncertainty with mixed patterns marks the neutral zone. Bridges distinguishes the change itself, such as an announcement or start date, from the psychological transition people go through.

73. Answer: C — What was planned, what happened, why it differed, and what to keep or change next time

An after-action review is a structured, blame-free discussion built around four questions: what was supposed to happen, what actually happened, why there was a difference, and what to sustain or improve. Assigning blame discourages honest input, while satisfaction ratings and budget variance are useful but narrow and do not capture the lessons the review is meant to surface.

74. Answer: C — A request for quotation (RFQ)

An RFQ is used when requirements are fully defined and the decision rests mainly on price. An RFP is better when vendors must propose how they would meet complex needs, and an RFI is for early market research. A statement of work defines tasks within a contract and is not used to solicit competitive pricing.

75. Answer: A — No, because the waiver must be supported by consideration beyond what the employee is already owed.

OWBPA requires that an ADEA waiver be supported by consideration in addition to anything of value the individual is already entitled to receive. Vacation pay the company must already pay under its policy does not qualify, so the waiver fails even though the other elements are met. The 45-day period applies only to group exit programs, not to an individual separation like this one.

76. Answer: D — Through shared meals, personal conversation, and time spent together over a period

Meyer distinguishes cognitive, task-based trust, earned through reliable work, from affective, relationship-based trust, built through personal connection. In relationship-based cultures, meals, informal conversation and time together build the trust needed before business moves forward. Reliable delivery and detailed contracts describe task-based trust, and formal introductions help but do not by themselves build the relationship.

77. Answer: B — A worksite analysis to identify existing and potential hazards

OSHA's guidance identifies core program elements: management commitment and worker participation, worksite analysis, hazard prevention and control, safety and health training, and recordkeeping and program evaluation. Worksite analysis identifies where and why violence is likely so that controls can be targeted. Blanket psychological screening, rigid zero-tolerance discipline and armed guards are not core elements and can create legal problems.

78. Answer: B — The plant general manager, who controls plant resources and is accountable for safety

An effective sponsor has authority over the affected area, can commit resources and remove barriers, and is visibly accountable for the outcome; for a single-plant program, that is the plant GM. The corporate VP of HR is too far removed from daily plant operations, and the supervisor lacks the authority to secure resources across the plant. The supervisor is better used as a change agent or champion than as the sponsor.

79. Answer: B — A National Contact Point that offers mediation between the parties

Governments that adhere to the OECD Guidelines must maintain National Contact Points, which handle complaints (called specific instances) by offering good offices such as mediation and issuing statements. The Guidelines are recommendations rather than binding treaty obligations on companies, so the process is non-judicial. The ILO supervisory bodies review state compliance, do not fine employers, and are not the Guidelines' complaint mechanism.

80. Answer: D — Direct dealing that violates the duty to bargain under Section 8(a)(5)

Once employees have a bargaining representative, the employer must deal exclusively with that representative over mandatory subjects. Negotiating schedules directly with unit employees undermines the union and violates the duty to bargain in good faith under Section 8(a)(5). The other sections address different conduct.

81. Answer: D — Mechanistic structure

Burns and Stalker found that mechanistic structures, with clear hierarchy, specialized tasks and formal rules, work well in stable environments with routine technology. Organic, adhocratic and boundaryless designs trade efficiency for flexibility and suit dynamic, uncertain environments.

82. Answer: D — Address their concerns and reward knowledge sharing in their roles

Resistance driven by job insecurity is best handled by addressing it honestly and making knowledge sharing a valued, recognized part of the experts' roles, such as mentoring. Mandates and outside observers can produce minimal compliance and miss tacit knowledge, and HR cannot promise outcomes of a restructuring that has not been decided.

83. Answer: A — 30%

First-year turnover = hires who left within a year / total hires x 100 = 18 / 60 x 100 = 30%. The figure 70% is the first-year retention rate. Dividing 18 by the 42 who stayed gives about 43%, and dividing 18 by 78 (60 + 18) gives about 23%; both use the wrong denominator.

84. Answer: B — Compare the low bid's scope and assumptions with the others and ask the vendor to explain its pricing.

A bid far below the others may leave out services, depend on different assumptions about hiring volume or contain hidden fees, but it may also be a real efficiency. Comparing proposals on the same terms and asking the vendor to explain its price lets HR decide on facts. Rejecting or accepting it outright are both premature, and sharing one bidder's price with rivals breaches fair, confidential bidding.

85. Answer: C — The workers ages 40, 71 and 85

The ADEA protects individuals who are 40 or older, and since the 1986 amendments it has no upper age limit. The 38-year-old is not covered, but the workers ages 40, 71 and 85 are. A cap at 70 was removed decades ago, so excluding the 85-year-old is the common error.

86. Answer: C — Design

Provocative propositions, also called possibility statements, are written in the Design phase to describe what the organization should be as if it already were. They turn the shared vision from the Dream phase into concrete design principles. The Dream phase generates the vision itself, and Destiny is when people act on the propositions.

87. Answer: A — Employees may buy shares at a discount of up to 15% of market value

A Section 423 ESPP lets employees buy company stock through payroll deductions at up to a 15% discount, and it must be offered broadly to employees rather than only to executives. Free share grants describe restricted stock, and a 50% discount exceeds the statutory limit.

88. Answer: A — CQ strategy

CQ strategy, also called metacognitive CQ, is planning for cross-cultural interactions, being aware of one's assumptions, and checking and adjusting them as the interaction unfolds. CQ knowledge is the tempting choice, but it refers to what a person knows about cultures, not the planning and monitoring she is doing. CQ drive is interest and confidence, and CQ action is adapting verbal and nonverbal behavior.

89. Answer: D — Using standard values

A standard value is a monetary figure for a unit of improvement that the organization has already developed and accepted, such as the cost of one turnover or one quality defect, so it can be applied directly. Historical costs are used when no accepted figure exists and the analyst must build one from records. Expert input and participant estimates are fallback methods when neither records nor standard values are available.

90. Answer: A — 20%

Participation rate = participating employees / total employees x 100 = 340 / 1,700 x 100 = 20%. Dividing 340 by the 1,360 employees who did not volunteer gives 25%, and 80% is the share who did not take part. Dividing 1,700 by 340 gives 5, which is a ratio, not a percentage.

91. Answer: A — 50%

ROI = (benefits - costs) / costs x 100 = ($150,000 - $100,000) / $100,000 = 50%. Dividing benefits by costs gives 150%, which is a benefit-cost ratio of 1.5 rather than a return. Dividing the net benefit by total benefits gives 33%, and dividing costs by benefits gives 67%.

92. Answer: D — Give transfers role-specific onboarding focused on the new job and network

Internal transfers already know company policies and culture, but they still need clarification about their new role and connections within the new team, which are two of the levels in Bauer's model. A tailored program meets those needs without repeating company-wide content. Full new-hire orientation wastes time on material she already knows, and assuming she will figure it out is what led to the current struggle.

93. Answer: B — Build short in-app guides and on-site help into the first day so each new wave can learn quickly.

Seasonal workers arrive in waves and stay briefly, so adoption has to be fast, simple and repeatable at the start of employment. Built-in guides with first-day help suit that pattern. Classroom training a month early does not fit staff who have not yet been hired, a midseason launch misses the main wave, and relying on managers' spare time during peak season leads to uneven adoption.

94. Answer: A — Point out that the sample leaves out weekday staff, and send the survey to all department employees.

Surveying only weekend staff creates sampling bias: the results cannot represent the whole department because weekday employees had no chance to respond. The fix is to survey all employees the decision affects. Weighting can adjust for groups that are underrepresented, but it cannot create responses for a group that was left out entirely.

95. Answer: A — Broad behaviors linked to strategy that apply across many jobs

Competency modeling identifies the behaviors and characteristics that drive success across a range of roles, tied to the organization's strategy and values. Traditional job analysis focuses on the specific tasks and requirements of one job. Ranking jobs on compensable factors is job evaluation, not competency modeling.

96. Answer: B — Changes in observed misconduct and willingness to report, measured by pre- and post-training surveys

Behavior change shows up in outcomes such as how often employees observe misconduct, how willing they are to report it, and how they handle realistic dilemmas. Completion rates, satisfaction scores and hours delivered measure activity and reaction, not whether conduct improved. Those numbers are useful for program management but cannot show effectiveness alone.

97. Answer: D — No transcripts or post-hearing briefs, with a short award issued soon after the hearing

Expedited arbitration streamlines the process by limiting formalities: hearings are scheduled quickly, transcripts and briefs are usually waived, and the arbitrator issues a brief written award or a bench decision within a short time. Tripartite panels and extensive discovery add cost and delay. Arbitration awards are not reviewed by the NLRB before becoming final.

98. Answer: D — Define the employer value proposition and communicate it consistently in recruiting.

Candidates said pay was competitive but they saw no distinctive reason to join, which points to a missing or poorly communicated employer value proposition: the overall mix of work, culture, growth and rewards the company offers. Raising pay or bonuses addresses a problem the candidates did not report. A faster process may help, but it does not give candidates a reason to choose the company.

99. Answer: C — It can screen out caregivers and disabled applicants at higher rates

Gaps in employment are common among people who took time off for caregiving, illness or disability, or military service, so an automatic gap rule can create disparate impact by sex or disability and is hard to justify as job-related. It speeds rejection rather than slowing the system, it screens out more people rather than fewer, and there is no requirement to file selection rules with the EEOC.

100. Answer: C — Check whether other factors at the pilot site could explain the turnover drop

A result at one site may reflect other changes, such as a new manager, a pay increase or a change in the local labor market, so HR should check whether the program actually caused the drop, ideally by comparing with similar sites. Six months can show early effects, so dismissing the pilot is too strong. Cost and acceptance at other sites matter for rollout planning, but only once the result is shown to be real.

101. Answer: D — Failing to establish a sense of urgency before launching the change

Kotter's first step is creating a sense of urgency, and he identified skipping or underplaying it as a leading reason change efforts fail. When employees see no reason to change, the root problem is that urgency was never built. Declaring victory too soon and failing to anchor change in the culture are later-stage mistakes that assume people have already started changing.

102. Answer: B — Administrative expert

Ulrich's administrative expert role focuses on designing and delivering efficient, accurate HR processes, such as payroll. The change agent role helps the organization through transformation, and the strategic business partner role aligns HR with business strategy. Improving a process does involve change, but its aim here is operational efficiency.

103. Answer: A — The public policy exception, because she refused to commit perjury

Firing an employee for refusing to break the law, such as committing perjury, is one of the earliest and most widely recognized grounds for the public policy exception. Nothing in the facts suggests a promise of continued employment that would support an implied contract or promissory estoppel. The good faith covenant is recognized in only a minority of states and is not the most direct fit here.

104. Answer: B — Mitigate

Mitigation reduces the probability or impact of a risk; training a backup facilitator lowers the impact if the lead becomes unavailable, while the risk itself still exists. Avoidance would change the plan so the risk cannot occur, transfer would shift it to a third party such as a vendor under contract, and acceptance would take no proactive step to address it.

105. Answer: B — Charge the three hours to her PTO balance and pay her full salary for the week

An employer may require an exempt employee to use accrued leave for a partial-day absence, because the employee still receives her full salary. What the salary basis rule prohibits is reducing the salary itself for a partial-day absence. Deducting the shortfall from pay when the leave bank runs out would be an improper deduction.

106. Answer: D — Difficulty of the spouse or family in adjusting

Studies since the 1980s, beginning with Rosalie Tung's work, consistently rank the inability of the spouse or family to adjust among the top causes of expatriate failure. Expatriates are usually chosen for strong technical skills, so skill gaps are rarely the main problem. That is why best practice includes family in selection, training and support.

107. Answer: C — Explore what matters most to him, such as timing, a neutral reference or benefits continuation, and address those.

Exploring underlying interests often reveals low-cost terms, such as a later separation date, an agreed reference, outplacement or subsidized benefits, that can close the gap without much more cash. Jumping to the maximum cash amount gives away all negotiating room without learning what he values. Declaring the offer final hardens his position, and cutting off contact is premature when there is no threat of legal action.

108. Answer: C — A prebuilt web page kept offline that can be published quickly in a crisis

A dark site is a web page or microsite prepared in advance with crisis content, fact sheets and contact details, kept unpublished until it is needed. When a crisis hits, it can go live within minutes and serve as the official source of information. It is not a restricted page, a backup data center or a suspended account.

109. Answer: D — Investigate and correct the source records, then rerun the analysis before presenting it

Impossible values signal data quality problems that may affect more records than the obvious ones, so the analyst should find the cause, clean and validate the source data, and rerun the analysis. Simply deleting the records or substituting averages can bias results without fixing the underlying error. Presenting known-flawed results with a footnote risks leadership acting on bad data.

110. Answer: B — A caucus

A caucus is a private meeting between the mediator and one party, used to explore concerns, test options or cool tensions that cannot be addressed in the joint session. An impasse is the deadlock that a caucus may be used to break, not the meeting itself. A debrief happens after a process ends, and a deposition is sworn testimony taken in litigation.

111. Answer: A — Accommodating, to build goodwill for the larger issues ahead

One recognized use of accommodating is building social credits: yielding on a small matter creates goodwill that can be drawn on when bigger issues arise. Avoiding is tempting because the issue is minor, but leaving it unresolved does not earn goodwill and may leave the payroll manager frustrated.

112. Answer: A — Revenue minus operating expenses other than pay and benefits, divided by FTEs

Human capital value added takes revenue, subtracts operating expenses minus compensation and benefits (that is, the non-labor expenses), and divides by FTEs, showing the value each FTE generates before people costs. Subtracting total operating expenses removes labor costs as well and produces something close to operating profit per FTE. The other two choices are compensation-as-percent-of-expense and a return-on-people-cost ratio.

113. Answer: D — An alternative channel so employees can bypass a supervisor who is involved.

An effective policy gives several reporting avenues, such as HR, another manager or a hotline, so an employee is never forced to report to the person who may be harassing them. This matters for the Faragher/Ellerth defense, which depends on a reasonable complaint procedure. Requiring signed written complaints and setting deadlines discourage reporting, and fixed penalties limit the flexibility to respond in proportion.

114. Answer: B — Keep only those meeting the skills exception; raise others with the union

The contract controls layoff order, so management may keep junior employees only where the negotiated skills exception actually applies, and any other deviation needs the union's agreement. A general management-rights claim does not override a specific seniority clause, and ignoring a valid exception gives up flexibility the contract provides.

115. Answer: D — Operations leaders and supervisors who will use the system to build shifts

The people whose work will change most should shape the case from the start, so operations leaders and supervisors come first to define needs and expected benefits. Their input makes the case accurate and builds support for adoption. IT and finance are key stakeholders who should be involved soon after, but the case starts with the users' needs, and a vendor's sales team is not a neutral source.

116. Answer: A — 2.5%

Involuntary turnover counts separations the employer initiated, which here are terminations for cause and layoffs: (24 + 16) / 1,600 = 2.5%. Counting only terminations for cause (1.5%) leaves out layoffs, which are also employer-initiated. 8.0% is total turnover (128 / 1,600), and 5.5% is the voluntary rate from resignations.

117. Answer: C — Survey a random sample, or all employees, drawn from every shift on the plant roster.

Surveying whoever is convenient misses employees on other shifts, who are exactly the people most affected by schedule changes, so the results would be biased. Drawing a random sample from all shifts, or surveying everyone, gives each employee a chance to be heard. Repeating the cafeteria survey on more days still excludes off-shift workers, and weighting cannot fix groups who are never reached.

118. Answer: B — "What do you think is most important to your peer in this situation?"

An open-ended question about the peer's priorities prompts the manager to reflect and consider the other side's interests, which is the purpose of coaching. The other choices are closed yes/no questions, and two of them suggest an answer or an assumption, which steers the manager rather than helping the manager think.

119. Answer: A — It generally does not bar benefits, because workers' compensation is a no-fault system

Workers' compensation is a no-fault system: benefits are generally paid for work-related injuries whether the employee, the employer or no one was at fault. The employee's carelessness does not reduce or bar benefits under the usual rule. Some states have narrow exceptions, such as intoxication or deliberate self-injury. Comparative negligence is a tort concept and generally does not apply.

120. Answer: D — Procurement of materials and services

Porter's support activities are firm infrastructure, human resource management, technology development and procurement. Procurement is tempting to call primary because it involves materials, but it is the purchasing function that supports every activity. Outbound logistics, marketing and sales, and service are all primary activities.

121. Answer: B — Give the feedback in private and frame it around shared goals for the project

In face-saving cultures, public correction can cause serious embarrassment and damage trust, so corrective feedback should be delivered privately and often more indirectly, tied to shared goals. Correcting the engineer in front of the team is the very mistake to avoid. Having a peer relay the message removes the manager's accountability and can distort the content.

122. Answer: A — Coverage ends under the plan's terms, and they may elect COBRA continuation at their own cost

An employer is generally not required to pay for benefits of striking employees, and it may apply neutral plan terms that end coverage for employees who are not working. A strike is treated as a reduction in hours, which is a COBRA qualifying event, so strikers who lose coverage may elect continuation coverage at their own cost. HR should communicate the plan terms clearly and avoid statements meant to punish strikers.

123. Answer: A — Who supplies and maintains equipment, required security practices and expected hours of availability

A telework agreement typically spells out equipment, data security, work location, schedule and availability, and how the arrangement can change. A permanent guarantee removes needed flexibility, and nonexempt employees cannot waive FLSA overtime by agreement. Remote employees should be held to the same performance management process as on-site staff.

124. Answer: A — The 80% rule of thumb is not conclusive, and a significant gap in a large sample can still indicate adverse impact

The 80% figure is only a rule of thumb, and courts and agencies also look at statistical and practical significance, so a smaller difference can still indicate adverse impact. With 12,000 applicants, a significant gap deserves review even though the ratio is above 80%. Adverse impact alone does not prove unlawful discrimination, because under Title VII the employer can show the procedure is job-related and consistent with business necessity.

125. Answer: B — Hold the label until the claim is backed by evidence and stated as a specific benefit

Under the FTC Green Guides, environmental marketing claims must be backed by competent and reliable evidence, and broad claims like 'eco-friendly' are hard to substantiate, so they should be qualified with specific benefits. Using the label without support risks deceptive-advertising claims and harms trust. A disclaimer about certification does not fix an unsupported claim, and evidence must exist before a claim is made.

126. Answer: A — Facilitate team agreement on which channels to use for which needs

Focusing the team on shared work norms, such as which channel to use for urgent versus routine requests, resolves the friction without relying on age-based stereotypes. Teaching generational traits can reinforce stereotypes and may create age-discrimination risk. Mandating one channel or letting everyone choose freely ignores the underlying coordination problem.

127. Answer: B — Hold Finance's results and ask the vendor to check for duplicate entries or coding errors.

More respondents than employees signals a data integrity problem, such as duplicate submissions, a shared survey link, or employees coded to the wrong department. HR should hold the affected results and work with the vendor to find and fix the cause before reporting. Randomly deleting responses could remove valid ones and keep the bad ones, and merging departments hides the error without fixing it.

128. Answer: C — A blanket bar may have a disparate impact by race or national origin and is hard to justify as job related.

Because conviction rates differ by race and national origin, an across-the-board exclusion can create disparate impact, and courts have looked for screens tied to the nature of the offense, the time elapsed and the job's duties. Title VII does not itself ban conviction questions, and criminal history is not a protected class. Human review is good practice, but the core problem is the blanket, non-job-related criterion.

129. Answer: D — Which languages can you speak or write fluently?

When language skills are job-related, asking which languages an applicant can use fluently is permissible. Questions about native language, parents' language or how the applicant learned a language probe national origin or ancestry, which is protected under Title VII, and do not show whether the person can do the job.

130. Answer: B — The mean, because it is calculated from every value

The mean adds up every value, so one $900,000 salary pulls it up by tens of thousands of dollars. The median only shifts from the average of the 5th and 6th values to the 6th value, a small move within the existing salary band, regardless of how extreme the new value is. The mode is unaffected unless the new value repeats an existing one.

131. Answer: B — Meet with residents to hear concerns and explore options such as truck routes and hours.

Effective community engagement starts with listening to the affected stakeholders and working with them on practical solutions, such as designated truck routes, delivery hours and buffers, which address the actual concern and build lasting trust. Promoting economic benefits does not answer the traffic complaint, and relying only on permits ignores the risk of opposition and reputational harm. A donation unrelated to the issue can look like an attempt to buy support.

132. Answer: A — Avoidance of accountability

Avoidance of accountability occurs when peers hesitate to call one another out on performance or behavior that hurts the team, leaving enforcement to the leader. Fear of conflict concerns the lack of open debate about ideas. Inattention to results means putting individual status or goals ahead of collective results.

133. Answer: C — Delay asking about criminal history until later in the hiring process

Fair-chance or ban-the-box policies remove criminal history questions from the initial application and delay the inquiry, often until after a conditional offer, so applicants are first judged on their qualifications. They do not bar employers from considering relevant convictions altogether. Checking after the first day would undo the purpose of screening, and the policies focus on timing of the inquiry, not simply on interviews.

134. Answer: C — A performance improvement plan for the accuracy gap and progressive discipline for the hard-hat violations

A PIP addresses performance deficiencies, where the employee is trying but lacks skill or results, by setting goals, support and a timeline. Progressive discipline addresses conduct, such as knowingly breaking a safety rule, with escalating consequences. Treating both the same way is the tempting error, because a skills gap is not misconduct and a willful rule violation is not fixed by coaching alone.

135. Answer: C — Team members feel overwhelmed, morale and initiative decline, and burnout grows

This is the pacesetting style, which Goleman found can work briefly with a highly skilled, motivated team but has a negative effect on climate when used over time. Employees feel overwhelmed and micromanaged, and they stop taking initiative when the leader takes over their work, so modeling or self-direction benefits rarely materialize.

136. Answer: C — Restricted

Restricted is typically the highest level, reserved for data whose exposure could cause serious harm or trigger legal notification duties, such as SSNs and medical information. Confidential usually covers sensitive business information with a lower impact. Internal data is meant for general employee use, and public data may be freely shared.

137. Answer: D — A manager plans to fire an employee the day after she requests FMLA leave.

Directive coaching, which means telling the person what to do, fits when the stakes are high, time is short and the right answer isn't open to discussion, such as stopping a likely FMLA interference or retaliation violation. The other situations are development goals in which the manager benefits from coming up with and owning his own solutions, which non-directive coaching supports.

138. Answer: C — Recruit respected peers from every shift and area, and give them training and time to support coworkers

Champions are effective because coworkers trust them and can reach them, so the network needs respected peers on every shift and in every area, along with training and protected time. Using only day-shift supervisors leaves the night and evening shifts without support. Technical skill alone does not give a champion influence, and one champion cannot cover a 24-hour operation.

139. Answer: A — 65%

Open rate = emails opened / emails delivered x 100 = 780 / 1,200 x 100 = 65%. The 35% figure is the share that did not open the message (420 / 1,200), and 78% comes from mistakenly dividing 780 by 1,000. The 54% figure comes from dividing unopened messages by opened ones (420 / 780).

140. Answer: B — Require each panelist to submit scores on their own before the group discussion starts.

Independent scoring before the debrief captures each rater's own judgment and prevents anchoring on the most senior voice. Having the vice president speak last helps somewhat, but ratings recorded after discussion can still converge on her view. Averaging ratings that were set after a discussion just averages scores that are already shaped by her influence.

141. Answer: B — 7 weeks

The PERT estimate weights the most likely value four times: (O + 4M + P) / 6 = (4 + 24 + 14) / 6 = 42 / 6 = 7 weeks. A simple average of the three estimates, (4 + 6 + 14) / 3, gives 8 weeks, and the midpoint of the optimistic and pessimistic estimates gives 9 weeks. Using only the most likely value (6 weeks) ignores the risk shown by the long pessimistic tail.

142. Answer: A — The private person who files the suit; 15 to 25 percent of the recovery

A relator is the private individual, often an employee, who files a qui tam suit on the government's behalf alleging fraud against federal programs. When the government intervenes, the relator generally receives 15 to 25 percent of the recovery, and 25 to 30 percent when it does not. The 10 to 30 percent range applies to the SEC's Dodd-Frank whistleblower awards.

143. Answer: B — Yes; marriage triggers special enrollment, so she can add him if she asks within 30 days of the marriage.

HIPAA special enrollment lets an employee add a new spouse when she requests it within 30 days of the marriage, and coverage must start no later than the first day of the month after the request. Her July 25 request falls inside that window. Loss of other coverage is a separate special enrollment trigger and is not required here.

144. Answer: C — The CBA's procedures and just-cause terms and the employee's representation rights

The collective bargaining agreement may set procedures for performance actions, typically requires just cause for discipline, and may grant representation rights, and under Weingarten an employee can request a representative in an investigatory interview he reasonably believes may lead to discipline. NLRB notice is not required, and the union does not approve individual goals, though the CBA governs how the process is carried out.

145. Answer: D — Record the dates, what each person said and did, and any witnesses

Documentation should be timely, factual and behavior-based, recording what happened, when, and who saw it, so it is credible if the matter escalates. Impressions of attitude or motive are subjective and hard to defend. Waiting until year-end loses detail, and documenting only one person suggests bias.

146. Answer: D — Inform employees just before or with the release through a leader message, then hold a live Q&A.

Employees should hear major leadership news from the company at about the same time as the public, followed by a chance to ask questions of senior leaders. Learning from the media first signals that employees are an afterthought. Briefing managers days ahead of a public company's disclosure risks leaks and inconsistent messages, and a brief intranet post gives no reassurance or dialogue.

147. Answer: A — Third-party peacemaking

Walton's third-party peacemaking uses a neutral facilitator to help two individuals in conflict confront the issues directly and find ways to manage them. Intergroup mirroring addresses conflict between groups, a confrontation meeting involves a whole management group, and process consultation helps a group understand its own processes rather than resolving a two-person dispute.

148. Answer: D — Changing the wording can break the trend, so keep it or treat the new item as a new baseline.

Even modest wording changes can shift how people respond, so results from the new item may not be comparable with prior years. HR should either keep the original wording or treat the reworded item as a new baseline, ideally testing both versions with split samples first. Adjusting past scores requires guessing the effect, and changing the item in only some regions makes regional comparisons unreliable as well.

149. Answer: B — It lets employees report anonymously, reducing fear of retaliation.

Third-party hotlines, often available around the clock, let employees raise concerns anonymously or confidentially, which encourages reporting from people who fear retaliation or whose manager is involved. The employer must still review and investigate reports that come in. A hotline adds a channel; it does not relieve managers of their own duty to escalate concerns.

150. Answer: A — The output reflects the audience, purpose, tone and key facts that the prompt specifies.

Generative AI produces better results when the prompt states who the audience is, what the message must accomplish, the tone and the essential facts, much as a clear brief helps a human writer. A good prompt does not make the tool a legal checker, remove the need for human review, or connect it to internal files it cannot access.

151. Answer: B — The manager may hold back candid information, fearing it will be used against them later.

An internal consultant who also acts as a policy enforcer holds two roles that can clash. Clients may be guarded and share less if they think what they reveal could lead to discipline or reach their boss. That limits the quality of diagnosis, so internal consultants must set clear boundaries on confidentiality. No law bars HR from both advising and enforcing, and internal staff are not inherently less expert.

152. Answer: D — A timed simulation of a manager's incoming items that tests prioritizing and decision making

In an in-basket exercise, the participant works through a set of memos, emails, messages and requests under time pressure, deciding what to do with each. It assesses or builds skills in prioritizing, organizing, delegating and decision making, and is common in assessment centers. The leaderless group discussion and the role-play are other assessment center exercises that target different skills.

153. Answer: B — Acknowledge her concern and explain that only the restriction was shared so her work can be assigned safely.

Under the ADA, medical information must be kept confidential, but supervisors may be told about necessary work restrictions and accommodations. Explaining this narrow need-to-know disclosure while acknowledging her feelings preserves trust. Promising never to share restrictions would be a promise HR cannot keep, and claiming the whole note can be shared misstates the law.

154. Answer: A — Offer spousal job search support, such as career coaching and networking help, as part of the package.

The candidate's underlying interest is her spouse's employment, so a targeted option like spousal career assistance addresses the real concern, often at lower cost than cash. Replacing the spouse's income is expensive and does not solve the problem. Refusing to engage ignores the interest, and a larger lump sum is still a cash-only answer.

155. Answer: A — Explain how merit pay and range increases affected her position, and review her pay progression.

A 0.88 compa-ratio means she is paid 88% of the midpoint, which usually reflects the market rate for fully proficient performance. When ranges rise with the market, merit increases may not move an employee closer to midpoint, so HR should explain this and review whether her progression fits her performance and internal equity. Promising an adjustment before the review prejudges the outcome.

156. Answer: C — 5.0%

Recruiting cost ratio = total recruiting cost / total first-year compensation of hires = $150,000 / $3,000,000 = 5.0%. 20.0% comes from inverting the ratio ($3,000,000 / $150,000 = 20), and 0.5% and 50.0% are decimal-placement errors. Expressing cost relative to compensation lets organizations with different pay levels compare recruiting efficiency.

157. Answer: A — Third-country national

A third-country national is a citizen of neither the parent country (the U.S.) nor the host country (the UAE). A host-country national would be an Emirati citizen, and a parent-country national would be a U.S. citizen. An inpatriate is a foreign national transferred into the parent country's headquarters.

158. Answer: B — Silence, through masking and withdrawing

Crucial Conversations groups unhealthy responses into silence (masking, avoiding and withdrawing) and violence (controlling, labeling and attacking). Sarcasm that understates true opinions is masking, and pulling out of the conversation is withdrawing, so both are forms of silence.

159. Answer: C — Rivalry among existing competitors

Intense rivalry among existing competitors is marked by many similar firms, little product differentiation and price wars for share. Buyer power can also push prices down, but the stem describes competitors driving the cuts, not customers dictating terms. New entrants and substitutes involve firms or products outside the current competitive set.

160. Answer: A — Treat it as notice to the company and forward it to HR right away for a response.

A manager's knowledge of harassment or threats generally puts the employer on notice no matter how the information arrives, including through a personal social media message. The manager should forward it to HR promptly so the company can assess safety and investigate. Requiring a resubmission or gathering details informally delays the response and may weaken the company's defenses.

161. Answer: C — Send a short online survey to recent hires and managers at all locations, then hold a few follow-up calls

A brief online survey reaches all 40 locations quickly and cheaply, and a few follow-up calls add depth where the survey answers raise questions. Visiting every site would give rich data but cannot be done within three weeks on a small budget. Focus groups at only five high-volume sites may not represent the rest of the chain, and exit interviews capture reasons for leaving rather than onboarding struggles.

162. Answer: A — $15,000

The spread is (market price - exercise price) x shares = ($35 - $20) x 1,000 = $15,000. $20,000 is the cost to exercise, $35,000 is the market value of the shares, and $55,000 adds the two.

163. Answer: D — About 5.6%

Hours saved = 2,000 - 1,800 = 200, and the employee share is 50% x 200 = 100 hours. The bonus percentage is 100 / 1,800 actual hours = 5.6%. Dividing 100 by the 2,000 standard hours gives 5.0%, and skipping the 50% share gives 11.1%.

164. Answer: D — Meet with her now to set and document revised goals for the rest of the year

Goals should be updated when business priorities change so they stay relevant and the employee knows what she will be evaluated on. Setting and documenting new goals promptly keeps her focused and gives a fair basis for the year-end review. Waiting until December leaves six months of work without direction, and rating her only on old or minor goals would not reflect her actual contribution.

165. Answer: D — Compare their actual duties, skills and pay factors, and assure her she is protected from retaliation.

HR should gather facts by comparing the jobs' actual content (skill, effort, responsibility, working conditions) and the factors behind each salary, while making clear that raising the concern is protected. An immediate raise may be premature before analysis, but can follow if the review finds an unjustified gap. Discussing pay is generally protected under the NLRA, and negotiation alone is a risky justification because it can carry forward past pay disparities.

166. Answer: A — My manager gives me clear goals and regular feedback.

A double-barreled item asks about two things at once, so a single answer cannot be interpreted. An employee may get clear goals but little feedback, or the reverse. The item should be split into two questions. The other items each measure one idea.

167. Answer: B — Both partners serve as mentor and mentee, sharing what each knows

In mutual or reciprocal mentoring, both partners act as mentor and mentee, each sharing their own expertise, such as industry experience in exchange for new skills. Traditional mentoring runs one way, from senior to junior, and reverse mentoring runs the other way, with the junior partner teaching the senior one. Onboarding buddy programs are a separate practice.

168. Answer: C — Hold a private video call to discuss it, then send a short written summary afterward

Corrective feedback is easily misread in text, and chat gives the employee no chance to ask questions or explain. A live video conversation allows tone, dialogue and problem-solving, and a written follow-up documents what was agreed. Waiting months for an office visit delays a fix to a pattern that is happening now.

169. Answer: A — $3,600

The premium is the extra half-time portion: 300 hours x ($24 x 0.5) = 300 x $12 = $3,600. Total pay for the overtime hours is 300 x $36 = $10,800, which includes the $7,200 that would have been paid at straight time anyway. The $14,400 figure wrongly treats the hours as double time.

170. Answer: D — Work with leaders to move up the announcement so employees hear the facts from the company.

Once news has leaked, the priority is to have affected employees hear accurate information directly from the company, ideally before or at the same time as any external statement. Waiting for the original date leaves rumors and press coverage to define the message. Briefing reporters before employees damages trust, and rushing to discipline the poster distracts from the real need and may raise NLRA concerns.

171. Answer: A — Data lineage

Data lineage records the origin of data and every step it passes through, which helps HR trace errors, judge data quality and answer audit questions. Data minimization limits what is collected, drift monitoring tracks performance over time, and anonymization removes identifiers. None of those records a field's history.

172. Answer: C — 26 workweeks, including all other types of FMLA leave

Military caregiver leave allows an eligible employee to take up to 26 workweeks of leave in a single 12-month period to care for a covered servicemember with a serious injury or illness. That 26-week cap is a combined limit, so any other FMLA leave taken in that period counts toward it; the employee may not take 26 weeks plus 12 more. Other FMLA leave reasons remain limited to 12 workweeks within the total.

173. Answer: B — Assess the tax, immigration and legal exposure before approving or denying it

Working abroad can trigger foreign tax and social insurance obligations, visa and work-authorization issues, local employment law, and corporate tax exposure, so these must be assessed before a decision. There is no blanket safe harbor for stays under six months. U.S. employers can employ people abroad, but only with the right structure in place, and converting her to a contractor creates misclassification risk.

174. Answer: A — 30.0%

Internal fill rate is positions filled internally divided by all positions filled: 45 / 150 = 30.0%. Dividing internal fills by external fills (45 / 105 = 42.9%) compares the two groups instead of measuring a share. 70.0% is the external fill rate, and 23.1% comes from adding the counts together in the denominator.

175. Answer: A — All 4 hours, because the flight falls within his normal working hours.

For overnight travel, time spent traveling is hours worked when it cuts across the employee's normal working hours, and this applies on nonworking days as well as regular workdays. The 1 p.m. to 5 p.m. flight falls inside his usual 8-to-5 hours, so all 4 hours count. Passenger time outside normal working hours would generally not count, and the commute offset applies to same-day travel.

176. Answer: C — Standardize metric definitions across countries before combining the data.

Consolidated metrics are meaningful only when every unit counts separations and headcount the same way, such as whether retirements, fixed-term contract endings or internal transfers are included. Combining inconsistent figures with footnotes still produces a misleading total. Adjusting by national averages changes the numbers without fixing the definitional mismatch.

177. Answer: C — Arrange a private space at set times, such as a booked meeting room

Accommodation does not require a dedicated room. Reserving an unused meeting room, office or other private space during the needed times is usually a low-cost solution. Telling the employee to go outside or denying the request skips available options, and announcing the reason to coworkers needlessly discloses the employee's religious practice.

178. Answer: B — From the filing of the petition until the election is held

Under Ideal Electric, the Board generally considers only conduct occurring between the filing of the petition and the election when deciding objections. Conduct before the petition, such as during early card signing, is usually not a basis for objections, though it could support an unfair labor practice charge. The period ends with the election, not with certification.

179. Answer: A — 0.05, meaning the employer can be selective, so a valid test adds more value to hiring

The selection ratio is hires divided by applicants: 15 / 300 = 0.05. A low ratio means many applicants compete for each opening, so the employer can be choosy and a valid predictor improves hiring quality the most. Dividing applicants by hires gives 20, which is the inverse, and a ratio near 1.0, not 0.05, would mean the employer must hire nearly everyone.

180. Answer: A — Treating the conduct as acceptable because it is widespread and seen as normal

"Everyone does it" appeals to common practice, treating widespread conduct as if it were acceptable. The other choices describe different rationalizations: denial of injury, the metaphor of the ledger and appeal to higher loyalties. Recognizing the specific rationalization helps HR challenge it in training and coaching.

181. Answer: C — Fear of conflict

Lencioni identifies artificial harmony, where members avoid open, productive debate and air disagreements behind the scenes, as the hallmark of fear of conflict. Lack of commitment, the dysfunction that follows, shows up as ambiguity about decisions, which may result but is not the core symptom described.

182. Answer: A — 28

The number of communication channels is n(n - 1) / 2. For 8 members: 8 x 7 / 2 = 56 / 2 = 28. A result of 56 comes from forgetting to divide by 2, 64 comes from squaring the team size, and 36 comes from using n(n + 1) / 2.

183. Answer: B — Affinity diagram

An affinity diagram is designed to sort a large volume of qualitative input, such as survey comments, into natural groupings that the team then labels as themes. A fishbone diagram organizes causes of a defined problem, force field analysis maps forces for and against a change, and a decision matrix compares options against criteria.

184. Answer: B — Transformative mediation

Transformative mediation focuses on empowerment (strengthening each party's ability to make decisions) and recognition (understanding the other's perspective), treating improved interaction as the goal. Facilitative mediation is tempting because the mediator also avoids judging the merits, but it remains oriented toward helping the parties reach a settlement.

185. Answer: B — Tell each one privately before the announcement and offer development feedback.

Internal candidates should hear the outcome personally and before it becomes public, with feedback on how to grow toward future roles. This protects engagement and keeps them from feeling blindsided. A form email or a group meeting fails to respect their privacy and their ongoing relationship with the company.

186. Answer: B — Get disclosure of all broker pay, including bonuses, and compare the total with the flat fee for the same services

The only fair comparison is total broker compensation under each model for the same scope of work. Commissions often include contingent bonuses and overrides that do not appear in the base rate, and group health plan fiduciaries are entitled to disclosure of broker compensation. Comparing base commission rates misses that hidden pay, and a flat fee is not automatically cheaper; it depends on the fee amount and services included.

187. Answer: A — Assign the case to an investigator outside the plant's reporting line who can interview employees in Spanish.

The normal routing fails here because the accused would control the investigation, so the case must go to someone independent of the plant HR manager. Using an investigator who can interview in Spanish lets witnesses speak freely and accurately. Translating the report is helpful but still sends the case back through the usual plant routing, which puts it in the hands of the accused.

188. Answer: B — A summary of the most recent bias audit's results and the tool's distribution date

Before using the tool, the employer must publish a summary of the results of the most recent bias audit, including selection or scoring rates and impact ratios by category, and the tool's distribution date. Individual candidate scores would raise privacy problems and are not required. The law does not require disclosure of source code or training data, or of auditors' certification numbers.

189. Answer: D — A pension plan sponsored by a state government for its employees

ERISA generally covers private-sector employee benefit plans but exempts governmental plans (federal, state and local) and church plans that have not elected coverage, along with a few others such as plans maintained only to comply with workers' compensation or unemployment laws. A private nonprofit hospital's 403(b) with employer contributions and a union multiemployer plan are both private-sector plans covered by ERISA.

190. Answer: B — Collecting feedback through many channels, analyzing it, and acting on it

A VoE program continuously collects employee input through many listening channels (surveys, pulse checks, focus groups, comments and other data), analyzes it, and closes the loop by acting on and communicating what was learned. An annual survey or exit interviews are single listening tools that can feed a VoE program but are not the program itself. An ethics hotline serves a compliance purpose rather than understanding the overall experience.

191. Answer: A — Treat her as a strong candidate who may ramp up faster, and assess her through the normal process.

Boomerang hires are a useful buy option: they know the culture and systems, often ramp up faster and may bring new skills from the competitor. They should still go through the same fair, job-related process as other candidates, because her skills and the role have both changed in two years. Skipping interviews is the tempting shortcut, but it risks a poor fit and treats other applicants inconsistently.

192. Answer: D — It bars the promotion decision based on her son's disability but does not require the schedule change.

The ADA's association provision protects employees from adverse actions based on their relationship with a person who has a disability, so denying a promotion over assumed distraction is unlawful. However, the duty to provide reasonable accommodation runs only to qualified individuals who themselves have a disability, so the employer need not change her schedule under the ADA. FMLA leave or company policy may still give her some time off, but that is a separate question.

193. Answer: D — Guidance on conflicts of interest, gifts and entertainment, and how to raise concerns

A code of conduct sets out ethical standards and expectations: conflicts of interest, gifts, confidentiality, fair dealing, compliance and reporting channels. Operational topics such as time off, benefits enrollment and scheduling belong in the handbook or specific procedures. Mixing them into the code dilutes its ethical message.

194. Answer: A — That typing is a key part of the job and the test reflects the speed and accuracy needed.

A selection test must be job-related, so HR should first confirm through job analysis that typing is a significant part of the work and that the test measures it at the level the job needs; this supports content validity. Standard administration matters for fairness and reliability, but a consistently given test of an unneeded skill is still not job-related. Setting the cutoff at incumbents' average is a later step and is not automatically appropriate.

195. Answer: A — Very close timing can support an inference of causation, while long gaps weaken it

Courts treat temporal proximity as circumstantial evidence; the Supreme Court in Clark County School District v. Breeden said timing alone must be very close to support an inference. Gaps of many months, without other evidence, generally do not. Close timing does not end the analysis, because the employer can still offer a legitimate reason that the employee must show is pretext.

196. Answer: C — What will be monitored, why, how the data will be used and who can see it, and how long it will be kept

Transparent monitoring tells employees what is monitored, for what purpose, how data is used and accessed, and how long it is retained, which supports fairness and sets clear expectations. Software details are of little use to employees, naming targets undermines legitimate investigations, and a sweeping no-privacy statement is less informative than a specific notice.

197. Answer: D — Ask about his interests, recognize his expertise, and explore mentoring or new project roles.

Plateaued veterans often respond well to recognition of their expertise and to new sources of challenge, such as mentoring, special projects or knowledge-transfer roles, and a career conversation begins by learning what matters to the employee. Because his work meets standards, a performance improvement plan is not justified and would likely deepen disengagement. Pushing him toward promotions he is not qualified for sets him up for rejection.

198. Answer: B — $30,000

The housing allowance generally covers the difference between host-location housing cost and the home-country housing norm the employee would pay anyway: $54,000 - $24,000 = $30,000. Paying the full $54,000 would relieve the employee of housing costs he would have had at home, and $78,000 wrongly adds the two figures.

199. Answer: C — Review the team's separation records, exit data and team size to understand the pattern

Before acting, HR should confirm what the number means: whether exits were voluntary or involuntary, why people left, and whether a small team makes the rate swing. Removing the supervisor or ordering training assumes the cause before it is known. A target addresses the symptom without finding the cause.

200. Answer: C — Compare roles by job content and leveling criteria, not titles, then align them to one structure.

Job mapping should rely on job descriptions, responsibilities, scope and consistent leveling criteria, because titles are not comparable across organizations. Matching by title would misplace roles and create pay inequities. Letting managers decide by judgment leads to inconsistent placement and potential bias.

201. Answer: C — Provide oversight, approve major decisions and resolve issues the project team cannot

A steering committee gives senior-level direction: it sets priorities, approves scope and budget changes, removes barriers and resolves escalated issues. Configuration, daily scheduling and training delivery are the work of the project manager and project team, not of the steering committee.

202. Answer: B — The change is likely within normal variation and not meaningful by itself

In a group of 30, one or two people answering differently can shift scores by several points, so a 2-point move is usually within normal variation. It should be watched with other data rather than treated as a trend. A steady response rate does not make a small difference meaningful.

203. Answer: A — The buyer generally decides whom to hire and on what terms, within anti-discrimination law.

In an asset purchase, the seller remains the employer of its workforce, and the buyer is a new employer that generally decides which employees to hire and on what terms, subject to laws such as anti-discrimination statutes. Nothing transfers automatically, and federal law does not require the buyer to offer every employee a job. Seniority and benefits carry over only if the buyer chooses to recognize them.

204. Answer: D — Explain how raises are set, such as market data and pay ranges, and share financial data approved for staff

A private company is generally not required to share confidential financial results with individual employees, but HR can be transparent about how pay decisions are made and share whatever information leadership has approved. No general legal right to profit data exists. Telling an employee not to discuss pay with coworkers can violate employees' NLRA Section 7 rights, and refusing to continue the discussion damages trust.

205. Answer: C — Interleaving, which helps learners distinguish problem types and choose the right method

Interleaving mixes different problem types within practice. It feels harder than blocked practice, but it forces learners to decide which method a problem calls for, which improves discrimination and later performance. It works best for related problem types that learners must tell apart. Blocking is the one-type-at-a-time approach the trainer avoided.

206. Answer: A — Deliver the news in a private meeting, then follow up in writing with the details

Significant, emotionally charged news like a demotion should be delivered in person (or by live video for remote staff) so the employee can ask questions and be treated with respect. A written follow-up still provides the documentation the manager wants. Sending it only by email looks avoidant and can damage trust, and HR should support rather than replace the manager in delivering decisions about his own reports.

207. Answer: A — Acknowledge the concerns and ask the nurses to describe what they wish staffing looked like instead.

Appreciative inquiry does not ignore problems; it reframes them by asking what people want instead, so every complaint points to a hidden wish. Shutting the nurses down, as the director suggested, would make them feel unheard and erode trust in the process. Switching to a problem-solving session abandons the strengths-based approach, and a parking lot defers the concern without turning it into usable input.

208. Answer: A — 7.5%

ROA = net income / total assets = $750,000 / $10,000,000 = 0.075, or 7.5%. Dividing assets by net income gives 13.3, and misplacing the decimal produces 0.75% or 75%.

209. Answer: D — Require a second opinion from a provider the employer selects and pays for

When an employer has reason to doubt the validity of a certification, it may require a second opinion at its own expense from a provider it selects who is not regularly employed by the employer. If the opinions conflict, a third opinion from a jointly approved provider, also at employer expense, is final and binding. The employer cannot deny leave outright on suspicion or shift the cost to the employee, and supervisors may not contact the provider.

210. Answer: B — Review the overrides with the manager, hear his reasons, and set documented, job-related criteria.

The pattern suggests possible favoritism, so HR should first learn the manager's reasons and then require clear, documented, job-related criteria for overrides that can be applied consistently. Human override is a valuable safeguard against tool errors, so removing it from everyone punishes the many for one manager's pattern. Penalizing the four employees targets people who may have done nothing wrong.

211. Answer: A — Regrettable and unavoidable

Losing a high performer is regrettable, because the organization would have preferred to keep her. The cause, a spouse's overseas move with no remote option, is outside the employer's control, so it is unavoidable. Separating avoidable from unavoidable turnover keeps retention efforts focused on causes the company can actually influence.

212. Answer: B — Add input from host-country raters and adjust the goals to reflect local operating conditions

Fair expatriate appraisals use multiple raters, including people in the host country who see the work, and set goals that reflect local conditions such as infrastructure limits. Keeping a rating from a distant rater ignores context that clearly affected results. Relying only on local raters loses the home-office view, and skipping reviews deprives the expatriate of feedback and career credit.

213. Answer: A — 0.50

Density = actual ties / possible ties. For an undirected network of n members, possible ties = n(n - 1)/2 = 8 x 7 / 2 = 28, so density = 14 / 28 = 0.50. Using n(n - 1) = 56 gives 0.25 (the directed-network formula), using n x n = 64 gives about 0.22, and using 7 members instead of 8 gives 14 / 21, or about 0.67.

214. Answer: C — No, because 55 is fewer than one-third of the site's 400 employees.

A WARN mass layoff at one site requires either 500 or more full-time employees, or 50 to 499 full-time employees who make up at least 33% of the site's full-time workforce. Here 55 / 400 = 13.75%, and one-third of 400 is about 133, so the 50-to-499 test is not met and 55 is far below 500. Meeting the 50-employee floor or the employer's 100-employee coverage threshold alone does not trigger notice. The employer should still watch for aggregation if more layoffs follow within 90 days.

215. Answer: D — Sharing data showing how order errors are costing key customers

Unfreezing builds readiness by creating dissatisfaction with the status quo, often by presenting evidence that the current way is not working. Training on the new system is part of moving, while updating goals and recognizing adoption reinforce the change during refreezing.

216. Answer: B — Ensure managers hold regular career conversations with high potentials and share realistic paths.

Her exit points to a lack of career dialogue, so the fix is regular, honest conversations about goals, development and realistic options, which help high potentials see a future even when they don't get a specific role. Promoting people to avoid disappointment or paying bonuses each time treats the symptom rather than the cause.

217. Answer: C — Recognizing teams that use the system and auditing for workarounds

Reinforcement sustains a change through recognition, rewards, measurement and corrective action, so recognizing correct use and checking for workarounds directly addresses it. Explaining why the change was needed builds Awareness. Refresher training builds Knowledge and Ability, and discussing personal benefits builds Desire.

218. Answer: C — Culture

The Culture level gives new hires a sense of organizational norms, both formal and informal, including the unwritten rules. Connection is about relationships and networks, which the content does not focus on. Clarification is about the individual's job expectations, and Compliance covers legal and policy rules.

219. Answer: A — Increase the number of employees in each group

Statistical power rises with sample size because larger samples reduce random noise. A stricter significance level such as .01 makes it harder to declare an effect, so power drops. A two-tailed test splits the rejection region and has less power than a one-tailed test for an effect in the expected direction. Splitting results by department shrinks each subgroup's sample and lowers power.

220. Answer: D — A required payment of one-twelfth of the basic salary earned in the year

Philippine law requires employers to pay rank-and-file employees a 13th-month payment of at least one-twelfth of the total basic salary earned during the calendar year, generally by December 24. It is a statutory entitlement, not a discretionary bonus, so it must be built into compensation budgets from the start. Many other countries, especially in Latin America and parts of Europe, have similar mandatory extra-month payments.

221. Answer: B — 70%

Adoption rate = active users / eligible users = 210 / 300 = 0.70, or 70%. Thirty percent is the non-adoption rate (90 / 300). Dividing the inactive users by the active users gives 90 / 210, about 43%, and inverting the formula gives 300 / 210, about 143%.

222. Answer: A — Recommend a lump-sum merit payment that rewards performance without raising base pay.

A lump-sum payment rewards performance while keeping base pay from moving further above the range maximum, consistent with the policy. Approving an exception raises fixed costs and undermines the structure for others. Denying any reward could cost a top performer, and reclassifying a job should rest on its duties and market value, not on one employee's raise.

223. Answer: C — $2,200

Prorate the recruiter's pay for the share of time spent recruiting: $90,000 x 0.60 = $54,000. Add other costs: $54,000 + $12,000 = $66,000, and $66,000 / 30 = $2,200. Using the full $90,000 gives $3,400, leaving out the $12,000 gives $1,800, and counting only the $12,000 gives $400.

224. Answer: A — Code the comments into themes and report how often each theme appears

Thematic coding sorts comments into categories and counts their frequency, so leaders can see which concerns are widespread, ideally with sample quotes. A small sample may miss important themes, and a list of the harshest comments distorts the picture. Word counts lose context, since the same word can appear in positive and negative comments.

225. Answer: C — Version and settings change logs, validation and bias test results, and records of human review decisions

An auditor needs to see what the tool actually did and how the employer governed it: which version and settings were in place when, how the tool was validated and tested for bias, and how people reviewed or overrode its outputs. Contracts and invoices show the purchase, not the use. User and training records and applicant counts are useful context but cannot show how screening decisions were made.

226. Answer: B — The expected separation date, whether the action is permanent, any bumping rights and a contact person

Under the WARN regulations, notice to each affected nonunion employee must state whether the action is permanent or temporary and whether the whole plant is closing, the expected date of the closing or layoff and of the individual's separation, whether bumping rights exist, and the name and phone number of a company official to contact. Severance and benefit details are common in separation packets but are not WARN content requirements, and the count of affected workers belongs in the notice to state and local government.

227. Answer: A — Contrast effect

The contrast effect occurs when an employee is judged against the person rated just before rather than against the performance standard, so an average performer looks weak next to a star. Strictness would push all ratings down, and recency concerns the timing of events within the rating period, not the order in which reviews are completed.

228. Answer: D — The levels where the group's share drops, which shows where to examine promotion and retention.

Tracking representation level by level shows where a group's share falls off, which points HR to the transitions, such as promotions or exits at a certain level, that deserve closer study. A single overall figure hides those level-by-level differences. Pay equity and time-to-fill are separate metrics that require different data.

229. Answer: C — Place the machinist on paid administrative leave pending the investigation and remove his site access.

A credible threat involving a potential weapon calls for removing the alleged aggressor from the workplace while the facts are gathered. Paid leave protects safety without imposing discipline before the investigation is done. Unpaid suspension presumes the outcome, moving the coworker burdens the person who reported, and leaving the machinist on site with only informal monitoring does not address the risk.

230. Answer: B — Discussion with the supervisor, written grievance to a department manager, review by senior management, then arbitration

Most grievance procedures start with an informal discussion between the employee, the steward and the immediate supervisor, then move to a written grievance at higher management levels, and end with binding arbitration if the dispute is unresolved. Each step involves more senior representatives from both sides. Unfair labor practice charges and FMCS contract mediation are separate processes, not steps in a grievance procedure.

231. Answer: C — It was facial sex discrimination, and fetal safety didn't affect job ability

The policy classified workers explicitly by sex and childbearing capacity, so it was disparate treatment that could be defended only as a BFOQ. A BFOQ must relate to the ability to do the job, and women's capacity to make batteries was unaffected; decisions about the welfare of future children belong to the parents. The Pregnancy Discrimination Act reinforced that result.

232. Answer: A — Indefinite leave is generally not required, but HR should explore other options

Courts and the EEOC agree that indefinite leave with no expected return date is generally not a reasonable accommodation. But the end of FMLA leave does not end the ADA analysis, so HR should engage with him about a possible return date, a defined additional leave period, reassignment or other options before deciding. There is no rule requiring a second fixed 12-week extension.

233. Answer: C — Thank the vendor but decline, because the team is evaluating whether to renew its contract.

The policy bars vendor meals while a decision involving that vendor is pending, and the team's renewal evaluation is exactly such a decision. Accepting could compromise or appear to compromise the evaluation. A modest cost and business purpose do not override the pending-decision limit, and later disclosure or vendor attendance does not cure the conflict.

234. Answer: B — The coordinator is the contact client; the director is the primary client.

The contact client is whoever first reaches out; the primary client is the person who owns the problem and has the authority and resources to act on it. HR should contract directly with the director, because a contract made only with the go-between leaves expectations, access and accountability undefined. Treating the coordinator as the client just because she made the request is the most common mistake.

235. Answer: D — The policy is unlawful, because a pregnant employee who can do her job may not be forced to leave.

The PDA requires that pregnant employees be treated the same as others similar in their ability or inability to work. Forcing leave at a set point in pregnancy, when the employee can still perform her job, is unlawful sex discrimination. Applying it to all pregnant employees or guaranteeing reinstatement does not cure it, and the 50-employee test belongs to the FMLA, not the PDA.

236. Answer: D — Offer a reasonable alternative standard, such as following her doctor's treatment plan, to earn the same reward.

Under ACA and HIPAA wellness rules, a health-contingent, outcome-based program must offer a reasonable alternative standard to anyone who does not meet the initial standard, so that everyone can earn the full reward. Following a physician's recommendations is a common alternative. Holding her to the same target, cutting her reward, or denying the discount to those who cannot screen would violate those rules and raise ADA concerns.

237. Answer: D — Interest expense and income taxes

Operating income (EBIT) already reflects cost of goods sold, SG&A, depreciation and amortization. Subtracting interest expense gives pretax income, and subtracting income taxes then gives net income. Dividends and share repurchases are distributions to owners, not expenses, so they never reduce net income.

238. Answer: A — Arrange a supervised review, withhold the investigation notes, and document the request

Following company policy, HR should arrange a supervised review so nothing is removed or altered, keep out records that protect others, such as investigation notes that identify witnesses, and record the date and what was reviewed. Releasing the investigation notes would breach other people's confidentiality. Refusing a review that policy allows creates distrust, and removing a valid warning from the file would alter the record.

239. Answer: C — Use the program's no-fault exit to close the pairing and offer her a new match

Well-designed programs include a no-fault exit so either party can end an unproductive match without blame, preserving goodwill and keeping the mentee's development on track with a new mentor. Forcing her to stay wastes the program year, and relaying the complaint or making it a performance issue for the mentor undermines the voluntary, low-risk nature of mentoring.

240. Answer: C — It shows the proposal has been thought through and lets HR address concerns calmly and with evidence.

Anticipating objections builds credibility, keeps the presenter from being caught off guard and allows concerns to be met with facts rather than defensiveness. It does not guarantee approval or replace open discussion, and listing every possible objection would distract from the core message.

241. Answer: C — Call a private caucus with the quiet lead and ask open-ended questions about what would make the process feel safe and useful.

A private caucus gives a withdrawn party a safer space to explain what is blocking participation, and open-ended questions invite more than one-word answers. Threatening discipline undermines the voluntary nature of mediation and usually hardens resistance. Having the other party narrate while the quiet one confirms or denies turns the session into an interrogation, and issuing a decision converts mediation into adjudication.

242. Answer: B — Use an electronic HRIS acknowledgment, plus signed paper forms for workers without access.

A system-generated acknowledgment records that each identified employee received the policy and when, and a signed paper form closes the gap for people without system access. Read receipts are unreliable and an unopened message is not proof of receipt. Posting on the intranet proves availability, not receipt, and an attendance list does not show that each person received the written policy.

243. Answer: B — Accept the referral, keep her out of the selection, and apply the bonus program's rules on relatives.

Because the job is outside her reporting chain, the nepotism policy does not bar the hire, but she should have no role in evaluating her brother. Whether she earns the bonus depends on the referral program's written eligibility terms, which HR should apply consistently. Putting her on the panel creates a clear conflict, and rejecting the referral outright goes beyond the actual policy.

244. Answer: C — 25%; the results may not represent the location's views, so treat them with caution.

Response rate equals responses divided by invitations: 85 / 340 = 25%. With three-quarters of employees silent, the respondents may differ systematically from non-respondents (nonresponse bias), so findings should be interpreted cautiously and paired with other information. Having more than 30 responses does not fix nonresponse bias, 75% is the nonresponse rate, and 4% comes from inverting the division (340 / 85 = 4) and misreading the result as a percentage.

245. Answer: A — She may learn things in coaching she must act on in ER work, which undermines confidentiality and trust.

The central risk is a dual-role conflict: something the director shares in confidence may bear on an investigation the partner must handle, so she cannot keep coaching confidential and stay impartial in ER cases. Credentials and stigma can be concerns for any internal coach, but they do not create the conflict of interest built into this setup.

246. Answer: D — Group A's rate is 4% vs. 6% for Group B, a ratio of 67%, which falls below the 80% flag.

Selection rates are 10 / 250 = 4% for Group A and 24 / 400 = 6% for Group B. The lower rate divided by the higher rate is 4 / 6 = 0.67, or 67%, which is below 80% and signals that the process deserves closer review. Comparing raw hire counts ignores applicant pool size, the rule compares ratios rather than percentage-point differences, and dividing the higher rate by the lower one inverts the test.

247. Answer: D — Review referral data across many hires to compare quality and retention against other sources

One standout hire is an anecdote and may not represent typical referral outcomes. An evidence-based response looks at referral hires as a group, comparing quality, retention and cost to other sources, before deciding on a tenfold increase. A compromise amount or a redesigned payout still commits money without any evidence that referrals are worth the change.

248. Answer: A — The $20.00 employee gains more under the flat raise, and the $30.00 employee gains more under the 3% raise.

Three percent of $20.00 is $0.60, less than the $0.75 flat raise, while 3% of $30.00 is $0.90, more than $0.75. The break-even rate is $0.75 / 0.03 = $25.00, so flat raises favor lower-paid employees and compress the wage structure, while percentage raises favor higher-paid employees. Future compounding does not change which raise is larger for the $20.00 employee in the current year.

249. Answer: B — 8.0%

Trend = (new cost - old cost) / old cost = ($886 - $820) / $820 = $66 / $820 = 8.0%. Dividing the $66 increase by the new cost ($886) gives 7.4%, which uses the wrong base. Reading the $66 increase as a percentage gives 6.6%, and 0.8% misplaces the decimal.

250. Answer: C — Withhold results for any group below a minimum size, such as five respondents.

Setting a minimum reporting size and rolling small groups into larger units protects confidentiality, because results for two or three people can easily be traced to individuals even without names. Removing names alone does not prevent that, and the direct manager is the person most able to identify respondents. Seeking consent after the fact undermines the promise made when the survey was launched.

251. Answer: D — Yes, because each affected paycheck restarts the filing period, though back pay is limited to two years before the charge.

Under the Lilly Ledbetter Fair Pay Act, a new filing period begins each time an employee is paid under a discriminatory compensation decision, so a charge filed within 180 or 300 days of an affected paycheck is timely. Title VII back pay, however, is capped at two years before the charge is filed, so the six-year reach is wrong. Measuring the deadline from the original decision was the rule the Act overturned.

252. Answer: C — Ask each person to show support with a fist-to-five check

A fist-to-five check asks every participant to show their level of support on a scale, making reservations visible so they can be discussed before the decision is final. Treating silence as agreement is how false consensus forms. A secret ballot on every decision is cumbersome and hides the reasons for disagreement, and senior confirmation invites deference rather than real buy-in.

253. Answer: D — Explain in plain terms how the AI ranking was used and what role recruiters played in the decision.

Honesty and transparency call for an accurate, plain-language description of the tool's role and the human review that followed. Saying a person made every decision misstates the process, because applicants below the top-ranked group were never reviewed by a recruiter. Refusing to discuss the process on proprietary grounds undermines trust, and reopening her file treats an information request as a complaint.

254. Answer: A — A merit increase varies with individual performance, while a COLA is tied to price changes

Merit pay differentiates by individual performance, while a COLA gives employees a general increase linked to an inflation measure such as the CPI, regardless of performance. Neither is federally required, and either can be delivered to exempt or nonexempt staff.

255. Answer: A — As likely materially adverse, since it could dissuade a reasonable worker from complaining

Under Burlington Northern v. White, a retaliatory action is materially adverse if it might well dissuade a reasonable worker from making a charge, and context matters. Excluding her from long-standing meetings that drive commissions is more than a petty slight, especially two weeks after her complaint. The standard does not require a change in title or base pay, and there is no minimum duration.

256. Answer: C — Quota sampling

Quota sampling sets target counts for subgroups but lets data collectors choose who fills them, so it is a nonprobability method. Stratified random sampling also samples within each subgroup, but it chooses individuals randomly, which is the key difference and makes it the most tempting wrong answer. Cluster sampling selects whole groups, and systematic sampling picks every nth person from a list.

257. Answer: C — Set up a rotation for these tasks and deliberately spread stretch assignments across the team.

A rotation spreads necessary but low-visibility work fairly, and deliberately assigning stretch work gives everyone access to the projects that drive advancement. Relying on volunteers is the mechanism that created the imbalance, because research shows the same people tend to step forward or be asked. Public thanks is positive but does not change who gets developmental work, and hiring is a costly answer to a distribution problem.

258. Answer: B — 12 months

Payback period = investment / monthly benefit = $60,000 / $5,000 = 12 months. The 8.3 figure is the monthly benefit as a percentage of cost ($5,000 / $60,000), not a time period. One month would apply only if the $60,000 were returned in the first month.

259. Answer: D — Identify the roles and skills the strategy needs and compare them with current staff

HR's first implementation step is to translate the strategy into workforce needs by identifying affected roles and required skills, then analyzing the gap against current capabilities. That analysis tells HR whether to hire, train or redesign roles. Recruiting, company-wide training or new incentives before the gap analysis may target the wrong needs.

260. Answer: C — Gainsharing

Gainsharing shares the value of productivity or cost improvements, measured against a baseline, with the group that produced them. Profit sharing pays from company profits, which employees may not be able to influence directly, and piece rates and spot awards reward individuals.

261. Answer: B — Recency error

A recency error occurs when events close to the review date carry too much weight relative to the whole rating period. The horn effect is a single negative trait spilling over into unrelated categories, but here the problem is timing: one late event outweighed eleven months of strong results. Keeping running performance notes throughout the year helps prevent this error.

262. Answer: D — Business impact, urgency or legal requirement, and the number of employees affected

Training needs should be ranked by how much closing the gap matters to the business, how urgent or legally required it is, and how many people it affects. Ease of delivery, low cost and learner preference may shape how a program is built, but they do not show which needs matter most. Ranking by request order or requester seniority is not tied to business value.

263. Answer: B — The manager may be part of the reason for leaving, which limits candor

Relationships with the direct manager are a common reason for leaving, so employees are unlikely to speak openly to that person. A neutral interviewer increases candor and the quality of the data. No federal law bars managers from seeing exit data, and final pay does not depend on the exit interview.

264. Answer: D — Report the in-patient hospitalization to OSHA within 24 hours of learning of it

OSHA requires employers to report any work-related in-patient hospitalization, amputation or loss of an eye within 24 hours of learning of it. An overnight admission for treatment is an in-patient hospitalization. The 8-hour deadline applies only to fatalities, and logging the case on the 300 log is required too but does not replace the report.

265. Answer: B — Redundant information and blind spots from a lack of differing perspectives

Homophily, the tendency to connect with similar people, produces networks where everyone knows and thinks the same things, which limits new ideas and creates blind spots. Similar contacts usually trust each other more, not less, and dense similar networks tend to communicate quickly rather than slowly.

266. Answer: B — Review whether the gap criterion is job-related, test it for adverse impact, and remove it if unjustified.

Employment gaps often reflect caregiving, disability, illness or military service, so penalizing them can screen out protected groups without a job-related reason. HR should test the criterion and remove it unless it is justified by business necessity. A neutral-sounding criterion can still cause disparate impact, and suspending the whole tool while waiting for a vendor guarantee of zero bias is broader than the problem and relies on an assurance no vendor can give.

267. Answer: D — Show how much of the variance came from breakdown-related overtime and what it protected

A variance is useful when its cause is explained. Separating the overtime caused by the breakdown from other drivers, and showing the customer orders it protected, helps the plant manager see whether the cost was justified and whether it is likely to recur. Capping overtime treats a one-time event as a trend and may put deliveries at risk. Raising the budget to hide the gap, or saying it belongs to finance, does not help the manager understand the result.

268. Answer: A — Review mission and vision, scan the environment, formulate strategy, implement, evaluate

Planning starts by confirming purpose and direction (mission and vision), then gathers information about internal and external conditions, then chooses a strategy, carries it out and evaluates results. Formulating strategy before the environmental scan is the most tempting error, but a strategy chosen without scan data is not grounded in the conditions the organization actually faces.

269. Answer: B — Share data on current backlogs and delays to show staff why the existing process needs to change.

Unfreezing creates readiness by showing people why the status quo is not working, often with evidence such as backlog data. Switching on the tool and coaching agents belongs to the change (moving) stage. Updating standards and rewarding the new behavior are refreezing actions that lock in the change.

270. Answer: C — Clarify goals and roles and invite members to state concerns about the plan openly.

The team is stuck in polite forming. The leader should provide clear direction on goals and roles and make it safe to raise disagreements, which helps the team move into productive conflict. Waiting may let the stall continue, and making all the decisions herself keeps members dependent instead of building the team. Adding a forceful member does not address the uncertainty behind the silence.

271. Answer: C — Excuse him from the prayer without any penalty or loss of standing

Title VII protects the absence of religious belief, so an employer generally must accommodate an employee's objection to taking part in religious activities at work, and excusing him without any penalty is a simple accommodation. Requiring him to stay as a tradition ignores that objection. Requiring membership in a religious group or an explanation to the owner sets improper conditions.

272. Answer: B — Change the reporting line so that someone else supervises and evaluates the employee

The policy allows the relationship but bars a supervisor from controlling a partner's pay, assignments and evaluations, which is the source of both conflict-of-interest and later harassment or favoritism claims. Removing the reporting line addresses that risk directly. A relationship agreement can document consent, but leaving the reporting line intact still violates the policy, and termination is not warranted when the relationship itself is allowed.

273. Answer: C — Employer notifies the administrator within 30 days; election notice within 14 days.

When employment ends, the employer must notify the plan administrator within 30 days of the qualifying event, and the administrator then has 14 days to send the election notice. The 60-day figure is the period the qualified beneficiary has to elect coverage, not a notice deadline for the employer or administrator. Swapping the 14 and 30 is a common error.

274. Answer: B — 25%

ROI = (benefit - cost) / cost x 100. ($200,000 - $160,000) / $160,000 = $40,000 / $160,000 = 25%. Dividing the net gain by the benefit instead of the cost gives 20%. Dividing cost by benefit gives 80%, and dividing benefit by cost gives 125%, which is the benefit-cost ratio, not ROI.

275. Answer: B — It is unlawful, because her military obligation was a motivating factor in the hiring decision.

USERRA bars employers from denying initial employment, reemployment, retention, promotion or any benefit of employment because of membership in the uniformed services or service obligations. It applies to applicants as well as employees and covers employers of every size. Because the manager's stated concern was the time she would spend on military duty, her service was a motivating factor and the decision violates the law.

276. Answer: D — Targeted engagement is needed to move her from acceptance toward actively favoring the change.

The engagement assessment matrix compares each stakeholder's current level (unaware, resistant, neutral, supportive, leading) with the desired level, and any gap signals where engagement effort is needed. A neutral stakeholder is not opposed, so calling her resistant misreads the matrix, and the desired level is set per stakeholder rather than pushing everyone to leading.

277. Answer: B — $100,000

The annualized cost is $5,000,000 x 4% = $200,000, but the increase is paid for only six of the twelve months, so the current-year cost is $200,000 x 6/12 = $100,000. The $200,000 figure is the full-year cost that will appear in the next fiscal year. The $50,000 and $150,000 figures assume three or nine months of payment.

278. Answer: B — Whether the intern or the employer is the primary beneficiary of the arrangement

Courts and the Department of Labor use the primary beneficiary test, a flexible look at the economic reality of the relationship that weighs factors such as tie to formal education, training similar to an educational setting, and whether the intern displaces paid workers. Academic credit is only one factor in that analysis, not a deciding rule. An intern's agreement to work unpaid cannot waive FLSA rights, and there is no fixed duration safe harbor.

279. Answer: D — Access to key staff and regular time with the sponsor

Wants are what the consultant needs from the client for the work to succeed, such as access, time, information and visible sponsorship. The report, the data-collection plan and the confidentiality promise are all things the consultant gives the client, so they are offers. Stating wants up front makes the client a partner in the work rather than a bystander.

280. Answer: B — $114

FUTA applies only to the first $7,000 of each employee's annual wages. Taxable wages are $5,000 + $7,000 + $7,000 = $19,000, and $19,000 × 0.6% = $114. Applying $7,000 to all three employees gives $126. Applying the rate to total wages of $42,000 gives $252. $42 counts only one employee's $7,000.

281. Answer: C — Shadow AI

Shadow AI refers to employees using AI tools that the organization has not sanctioned or reviewed, which creates data security, confidentiality and quality risks. Model drift is a decline in performance over time, algorithmic bias is unfair output, and edge computing is processing data near its source.

282. Answer: B — Performance shares

Performance shares vest based on reaching set performance goals, such as relative total shareholder return, over a performance period. Time-based restricted stock vests simply by staying employed, and options or phantom units are different award types.

283. Answer: D — Issuers with securities registered with or reporting to the SEC

The FCPA's accounting provisions apply to issuers, meaning companies with securities registered with the SEC or required to file reports with it, including foreign companies listed on U.S. exchanges. They require accurate books and records and adequate internal accounting controls. The anti-bribery provisions reach more broadly, but the accounting rules are tied to issuer status, not foreign staff, revenue or a specific payment.

284. Answer: B — Terminations reflect employer choices, so the combined rate may overstate the departures that retention efforts could prevent

Retention programs target voluntary departures. Involuntary terminations are driven by performance or business decisions, so a blended rate makes the preventable retention problem look larger than it is. Separating voluntary from involuntary turnover, and ideally regrettable from non-regrettable, shows how much is actually preventable.

285. Answer: A — Hold a team discussion that restates confidentiality standards, invites concerns, and agrees on how sensitive cases are shared

Trust within a team is rebuilt by openly reaffirming shared standards and giving members a voice in how sensitive information will be handled. Disclosing the generalist's discipline would be its own confidentiality lapse. Centralizing all sensitive information slows the team's work and signals distrust of everyone, and avoiding the subject leaves the hesitation unaddressed.

286. Answer: D — The primary client

In Schein's framework, the primary client owns the problem and is responsible for deciding and acting on it, which is the plant leadership team here. The COO, who made the first approach, is the contact client, intermediate clients are involved along the way, and ultimate clients are the broader stakeholders whose welfare must be considered.

287. Answer: D — June 2027

Employers must keep a Form I-9 for 3 years after the date of hire or 1 year after the date employment ends, whichever is later. Three years after hire is March 2025, and one year after termination is June 2027, so the later date, June 2027, applies. March 2025 uses only the hire-date rule. June 2029 wrongly adds 3 years to the termination date.

288. Answer: D — Barring outside work that competes, conflicts or uses company time or resources.

A moonlighting policy is most defensible when it is tied to legitimate business interests: preventing competition, conflicts of interest, misuse of company time or resources, and effects on job performance. Blanket bans or rules based on pay level or job title are broader than those interests require and may collide with state laws that protect lawful off-duty activity.

289. Answer: B — A fixed fee for the defined deliverables

Under a fixed fee, the consultant is paid the agreed amount for the defined scope no matter how many hours the work takes, so the consultant absorbs overruns. Time-and-materials and cost-plus arrangements pass extra hours or costs to the client. The fixed fee protects the client only if the scope is clearly defined, because changes in scope usually raise the price.

290. Answer: B — $2.50, which is $5.00 less per inquiry than staff handling

Cost per resolved inquiry = annual cost / inquiries resolved = $60,000 / 24,000 = $2.50. Compared with $7.50 for staff, that is $7.50 - $2.50 = $5.00 less per inquiry. Dividing inquiries by cost (24,000 / 60,000) gives the meaningless $0.40, and $5.00 confuses the difference with the cost itself.

291. Answer: D — The staffing agency, as employer of record

In a typical staffing arrangement the agency recruits and pays the temps, withholds payroll taxes and pays unemployment insurance, and bills the client a marked-up rate. The client directs the daily work and has its own obligations, such as workplace safety and preventing harassment. Agency temps are not independent contractors.

292. Answer: C — A limited-purpose FSA that reimburses only dental and vision expenses

Coverage under a general-purpose health FSA counts as disqualifying coverage for HSA purposes, regardless of the election size, who funds it, or whether it offers a carryover. A limited-purpose FSA restricted to dental and vision (and preventive care) does not provide medical coverage before the deductible, so it is compatible with HSA eligibility. A post-deductible FSA is another compatible design.

293. Answer: A — Decline the request and offer group-level results that keep the promised confidentiality

Releasing identifiable responses breaks the promise made to employees, damages trust in future surveys and can invite retaliation. HR should decline and help the vice president use aggregate results to find and address issues. Removing names while keeping titles and departments can still identify individuals, and passing the decision upward avoids HR's responsibility to uphold the commitment.

294. Answer: B — Check whether the concerns were documented before the request and handled consistently

The timing creates an inference of retaliation, so HR needs to see whether prior documentation such as earlier reviews, coaching notes or metric reports supports the plan and whether peers with similar results were treated the same. If the record predates the request, the plan may proceed; if not, it should not. Discipline is not automatically unlawful, and a manager's written disclaimer adds nothing if the history is missing.

295. Answer: C — Report rolling 12-month turnover to smooth out the seasonal swings.

A rolling 12-month rate updates every month but always covers a full year, so predictable seasonal exits do not distort the trend. Annotating spikes explains them but leaves the trend hard to read. Dropping months discards real data, and month-over-month comparisons magnify seasonal swings.

296. Answer: A — Discipline proportionate to the conduct, with follow-up to confirm the harassment has stopped

Courts look at whether the response was prompt and effective, which means discipline scaled to the seriousness and frequency of the conduct and follow-up to make sure it does not recur. Termination is not required in every case, and a uniform written warning may be too weak for serious conduct. The complainant's views are relevant, but the employer remains responsible for choosing an effective remedy.

297. Answer: D — When the goods or services are used, regardless of when cash is paid

Accrual accounting records expenses when they are incurred, matching them to the period in which the related goods or services are used, regardless of when cash changes hands. Recognizing expenses when cash is paid describes the cash basis of accounting.

298. Answer: D — They capture activity but can miss quality, collaboration and context that affect actual performance.

Activity data measures what is easy to count, which may not reflect the quality of work, help given to colleagues, or reasons such as complex assignments or approved leave. Combining metrics with manager judgment and other evidence produces a fairer, more accurate appraisal. No federal law bans using monitoring data in appraisals, though it must be used consistently and lawfully.

299. Answer: D — Hold off, because a new benefit timed during a pending election is likely an unlawful inducement

Granting new benefits while an election is pending, when the timing suggests an effort to influence the vote, interferes with employee free choice. Changes that were planned and set before the petition may generally go forward on their normal schedule, but this holiday was not. Relabeling the benefit as a performance reward does not change its timing or likely effect.

300. Answer: B — Speak with her promptly, reinforce remote data-handling rules, and assess any exposure.

The issue involves one employee and a possible exposure, so the manager should address it directly, reinforce rules such as using privacy screens and private locations, and determine whether any data was compromised. A general team reminder avoids the individual conversation and leaves the risk unassessed. Banning remote work for everyone or revoking access is a disproportionate response to a coaching issue.

301. Answer: A — Meet with the reluctant recruiters to understand their concerns and review results data with the team.

Before deciding how to proceed, the manager should learn why half the team resists and test the claim against data. The concerns may reveal workflow or training problems, or show the tool is not delivering. Mandating use or assigning peer coaching assumes the tool is right without checking, and leaving it optional keeps the split and the tension in place.

302. Answer: A — Open nominations through a channel that supervisors and staff on every shift can use

The problem is in the process: nominations come only from people who rarely see night-shift work. Letting every shift nominate through an accessible channel fixes the cause and keeps the award based on merit. A smaller separate award signals lesser value, a fixed quota ignores merit, and occasional observation by day managers still leaves the night shift with less visibility.

303. Answer: A — Flag the response rate as a limitation, and add other channels to raise participation

At a 15% response rate, the respondents may not represent all leavers, so conclusions should be presented with that caveat. Adding channels such as a third-party interview or follow-up reminders, and checking against other data, improves reliability. Presenting the data as representative overstates it. Having managers collect the survey reduces candor, and relying on managers' accounts adds their own bias.

304. Answer: D — Agree on desired outcomes and standards up front, then let the specialist own the work with set check-ins

Effective delegation to a capable employee means agreeing on results and standards in advance and then giving real ownership, with checkpoints rather than rework. Continuing to redo the work, giving it to someone else or taking it over all reinforce the disengagement and waste the specialist's expertise.

305. Answer: D — Record facts and direct quotes, and keep out the investigator's opinions or guesses

Interview notes may be reviewed by agencies or courts, so they should capture what was said, using direct quotes for key statements, without speculation or personal opinions. Credibility analysis belongs in the final report, supported by reasons. Notes written only after the interview lose detail, and destroying notes can look like spoliation of evidence.

306. Answer: B — Supportive behavior

Path-goal theory recommends supportive leadership, showing concern for employees' well-being, when work is stressful, tedious or repetitive, because it makes the task more tolerable. Directive behavior is redundant when the task is already clear, and achievement-oriented or participative behaviors do not address the strain of monotonous work.

307. Answer: C — Keep the notes with the hiring records for at least one year, as federal rules require.

EEOC regulations require employers to keep applications and other records related to hiring, including interview notes, for one year from the date the record was made or the action was taken, whichever is later. That duty covers applicants who were not hired, since they are the most likely to file charges. If a charge is filed, the records must be kept until final disposition.

308. Answer: C — Have the plan administrator contact them privately before enrollment about transition-of-care options and one-on-one help.

Employees in active treatment face the greatest disruption, so they need targeted, early, private outreach explaining transition-of-care or continuity-of-care options and where to get personal help. Claims data is protected health information under HIPAA, so the outreach should come from the plan administrator or carrier rather than from HR using claims data for employment purposes. A general note may be missed, listing conditions is insensitive, and waiting until claims are denied is too late.

309. Answer: D — Assign a peer buddy, share the team's norms and charter, and give her early chances to contribute.

Structured onboarding with a peer buddy, explicit norms and early meaningful work helps a newcomer integrate quickly while preserving the team's effectiveness. A long observation-only period delays her contribution and sense of belonging, and an established team does not need to start over at forming to absorb one new member.

310. Answer: B — Review the tax, security and policy impact with relevant parties before deciding

Paying housing support as cash can change the tax treatment for both the employee and the company and may affect duty-of-care and security standards, so HR should review those issues with tax and security advisers, decide, and document the exception for consistency. Approving without review ignores these risks, and the cash would usually be taxable. A blanket denial is rigid when a reasonable option might exist.

311. Answer: C — Purpose limitation, since the data was gathered for safety and is now being reused for a new aim.

Purpose limitation holds that data collected for one stated purpose should not be reused for an unrelated purpose without a fresh assessment, notice and justification. Here, safety access data would be repurposed for performance scoring that employees never expected. Minimization, accuracy and storage limits are real principles, but the facts point to the change in purpose.

312. Answer: A — $18,720

Back pay equals the hourly gap times hours times years: $3 x 2,080 = $6,240 per year, and $6,240 x 3 years = $18,720. Using the two-year non-willful period gives $12,480, and $6,240 is only one year. $37,440 doubles the award with liquidated damages, which the question excludes.

313. Answer: B — $2,100

Only deferrals up to 6% of pay are matched: 6% x $70,000 = $4,200, and 50% of that is $2,100. Matching 50% of the full 8% deferral gives $2,800, $4,200 is the matched deferral amount without applying the 50% rate, and $5,600 is the employee's own 8% deferral.

314. Answer: D — Absorption

In absorption, the acquired company conforms to the acquirer's culture and practices. Preservation leaves the acquired company largely independent, a reverse merger has the acquired company's practices dominate, and transformation creates a new culture different from both.

315. Answer: A — It may not be, because the injury must arise out of and in the course of employment

For workers' compensation to apply, an injury must arise out of and in the course of employment. Voluntary recreation that the employer does not sponsor or require, during an unpaid break, often falls outside that test, but state law and facts such as employer benefit or encouragement can change the result. Being on company premises does not by itself create coverage. An absolute rule against claims during breaks is wrong too.

316. Answer: D — To guarantee employees continued employment unless they break a rule.

Handbooks communicate policies, expectations and benefits and help managers apply rules consistently, which also supports the employer's legal defenses. They should not promise continued employment; language that does so can create an implied contract and erode at-will status. That is why handbooks typically include an at-will disclaimer and a statement that they are not a contract.

317. Answer: C — A position that will be filled only from among the contractor's current employees

VEVRAA requires contractors to list all openings with the state or local employment service except executive and senior management positions, positions filled from within the contractor's workforce, and positions lasting three days or less. A seasonal job lasting several weeks and a supervisor role in another state still must be listed. Posting a job on the company's own site does not replace the listing duty.

318. Answer: D — Will, which commits the person to specific actions

The Will stage (also called Way Forward) turns options into a commitment, asking what the person will do, by when, and what obstacles might arise. Goal questions define the desired outcome, Reality questions explore what is happening now, and Options questions generate possible choices. Asking about a specific deadline and barriers to follow-through marks this as Will.

319. Answer: D — 0.92

The new midpoint is $75,000 x 1.04 = $78,000, so the compa-ratio is $72,000 / $78,000 = 0.92. The 0.96 figure is the old compa-ratio ($72,000 / $75,000), 1.08 inverts the new ratio, and 1.04 is simply the ratio of the new midpoint to the old one.

320. Answer: B — Keep critical functions running, provide equipment and secure access, and set clear expectations.

In a rapid transition, HR should focus on business continuity: keep critical work going, make sure people have the equipment and secure system access they need, and communicate expectations clearly and often. Formal policy and job description updates can follow, and a preference survey or new platform rollout would take too long for a one-week deadline.

321. Answer: A — Correlate the hires' assessment scores with their one-year performance ratings.

Correlating the scores with later job performance is a local criterion-related validation that shows whether the assessment actually predicts success in this job. A before-and-after comparison of average ratings is tempting, but it is confounded by changes in managers, training, labor markets and rating standards over time. Vendor studies and manager opinions do not show how well the tool works for this employer's job.

322. Answer: A — Treat the lapse as a training need and provide instruction before any discipline.

The 'other duties as assigned' clause gives flexibility to assign reasonable related tasks. It does not turn every rare task into an essential duty or justify discipline for work the employee was never trained to do. Fair, consistent treatment calls for training first, and dropping the clause would remove useful flexibility without solving the problem.

323. Answer: B — Key messages, likely tough questions with suggested answers, and time to rehearse

A sponsor is most effective when well prepared to explain the why, address concerns and handle hard questions credibly, so HR should provide core messages, anticipated questions and a rehearsal. Reading the policy aloud does not explain its rationale. Having HR take every question, or skipping Q&A, weakens the sponsor's visible ownership of the change and leaves employee concerns unaddressed.

324. Answer: B — Halo effect

The halo effect occurs when one positive trait, here polish and communication skill, colors ratings of unrelated attributes. Leniency error would mean rating all candidates generously rather than letting one trait spill over. Structured questions and separate ratings for each competency reduce the halo effect.

325. Answer: A — Tell the panel the disclosure must not be repeated or play any part in evaluation, and coach the manager.

The diagnosis is confidential and irrelevant to qualifications, so HR should contain the disclosure, remind the panel not to consider it, keep the break she asked for in place, and coach the manager on handling disability information. Seeking medical documentation before an offer is an improper disability-related inquiry. Postponing her interview penalizes the candidate, and removing only the manager leaves the panel members who heard the disclosure making the decision.

326. Answer: C — Involvement

In the Denison model, involvement covers empowerment, team orientation and capability development. Consistency covers core values, agreement, and coordination and integration; adaptability covers creating change, customer focus and organizational learning; and mission covers strategic direction, goals and vision.

327. Answer: B — Coaching

An employee with some competence and low commitment, the 'disillusioned learner,' needs a coaching style: continued direction plus high support to rebuild confidence. Directing gives too little support, supporting gives too little direction for someone still building skill, and delegating fits an employee who is both competent and committed.

328. Answer: A — Replace the reward with one tied to safe behaviors, such as hazard reports and training completed

Incentives that reward having no reported injuries can pressure workers to hide them, as the unreported cuts show, and they can conflict with OSHA's rule against deterring reporting. Rewarding leading indicators, such as hazard reporting and training, encourages safety without that pressure. Counting only recordable injuries keeps the same incentive to hide them. Disciplining the employees while ignoring the program that caused the problem is the tempting trap.

329. Answer: A — 20%

Offer decline rate = offers declined / offers extended = 25 / 125 = 0.20, or 20%. Dividing 25 by the 100 accepted offers gives 25%, which uses the wrong base. 80% is the offer acceptance rate, and 16.7% comes from dividing by 150 (offers plus declines).

330. Answer: A — Yes, if it is extremely serious, such as a physical sexual assault

Courts recognize that one incident can be severe enough to alter the conditions of employment, with physical assault as the clearest example. Isolated incidents that are not extremely serious generally fall short. A coworker's assault can create a hostile environment, and a tangible employment action is not required for a hostile environment claim.

331. Answer: C — Share the approved range and explain the factors that will determine where an offer falls within it.

Policy allows sharing the approved range, and doing so builds trust and screens out mismatched expectations early. Asking for salary history is restricted in many jurisdictions and can carry past pay inequities into the offer. Quoting only the maximum sets an expectation the company may not meet, and putting off the question goes against policy and frustrates the candidate.

332. Answer: A — Question whether activity data reflects real productivity and assess privacy and fairness risks before any pilot.

Keystroke and mouse activity measure motion, not results, and such scores can mislead managers, hurt trust, and disadvantage employees who work differently, including some with disabilities. HR should test validity and weigh privacy and fairness risk before any rollout. Limiting scores to coaching still relies on a measure that may be invalid, and a blanket ban on all monitoring goes further than the facts require.

333. Answer: B — Keep each meeting brief and private, state the decision clearly, and give written details on pay and benefits.

Good practice is a short, private meeting with the manager and HR, a clear statement that the decision is final, and written details on final pay, benefits, COBRA and next steps. Unscripted explanations of selection can create legal risk, and a long preamble increases anxiety without helping the employee take in the news.

334. Answer: A — Clearly mark each gate and make sure the targeted sub and its suppliers never use the neutral gate.

A reserved-gate system confines lawful primary picketing to the gate used by the employer in the dispute, so picketing at a properly maintained neutral gate becomes secondary. The system works only if gates are clearly marked and strictly honored. If the primary employer, its employees or its suppliers use the neutral gate, the gate is tainted and the union may picket there too.

335. Answer: C — Offer several modes, such as mobile links, kiosks or paper, along with time during shifts.

Matching survey modes to how employees actually work, and giving paid time to respond, ensures frontline employees can participate and protects representativeness. Relying on email excludes most plant staff, and supervisor summaries filter employees' views through their managers. A single paper mode for everyone is workable but unnecessarily burdens office staff and slows analysis.

336. Answer: C — To reflect the savings from positions that will be unfilled for part of the year

A vacancy factor lowers the salary budget to account for turnover and hiring lag, since not every position will be filled every day of the year. Budgeting each position at 100% would overstate expected spending. It does not fund new roles or overtime and is separate from merit planning, although overtime to cover vacancies may need its own line.

337. Answer: D — Replace the phrase with the actual skills needed, such as social media analytics.

The ADEA covers employers with 20 or more employees and protects workers aged 40 and older, and it bars job notices that indicate a preference based on age. 'Young' and 'digital natives' signal such a preference, and 'recent graduates' can too, so the posting should state the real job-related skills instead. An EEO statement does not cure discriminatory wording.

338. Answer: C — Allow it within the same size and number limits that apply to other items

The decor policy should be applied neutrally, so a small religious item is treated the same as a family photo of similar size. Denying it because others might be offended treats religious items worse than secular ones. Requiring removal for client visits singles out the religious item, and banning all items overreacts to a request the current policy already covers.

339. Answer: D — The summaries may omit or skew information, and recruiters may adopt the tool's framing without checking.

AI summaries can leave out relevant experience or emphasize the wrong things, and people tend to trust automated output too readily (automation bias). Recruiters relying only on summaries may make decisions on incomplete or distorted information. Summaries usually save time, and no federal rule requires sharing them with applicants.

340. Answer: D — People are disabled mainly by barriers in their environment, such as inaccessible spaces.

The social model holds that disability arises largely from barriers in physical spaces, systems and attitudes, so removing those barriers is the focus. The medical model treats disability as an individual condition to be diagnosed and fixed, and expecting people to adapt to existing workplaces reflects that same individual focus.

341. Answer: D — Horizontal (process-based) team structure

Organizing work around complete, end-to-end processes that deliver value to the customer, rather than around departments, defines a horizontal or process-based structure. Liaison roles and a matrix keep the departments in place, and a customer division groups by client type rather than by process.

342. Answer: A — Anonymous responses cannot be linked to anyone; confidential responses can be linked but are protected

In an anonymous survey, no one, including HR or the vendor, can connect a response to an individual. In a confidential survey, responses can be traced to individuals, but access is restricted and results are reported only in aggregate. Who sees the data, what demographics are collected and how long data are kept do not define the difference.

343. Answer: D — Insisting on objective criteria

Using independent standards such as market pay data to decide an issue is the principle of insisting on objective criteria, which shifts the discussion away from a contest of wills. Focusing on interests involves exploring the underlying needs behind demands. The recruiter is not addressing emotions or generating new options here.

344. Answer: D — Determine whether legitimate differences, such as who started it or prior records, justify the different penalties.

Just cause requires evenhanded treatment, but different penalties can be justified by real differences, such as one employee being the aggressor or having a worse disciplinary record. HR should first establish those facts and document them. Automatically equalizing penalties in either direction or relying on supervisory discretion without a documented basis invites an arbitrator to find disparate treatment or arbitrary discipline.

345. Answer: C — Acknowledge the ask, explain the role's market-based pricing, and ask what is driving her figure.

Responding with objective market data reduces the pull of the candidate's anchor, and asking what drives the number can uncover interests, such as a competing offer or a specific cost, that might be met in other ways. A counter-anchor far below market can sour the relationship. Simply accepting creates internal equity problems, and withdrawing the offer overreacts to a common opening tactic.

346. Answer: D — Assess the candidate against the success profile and the concerns

HR adds value by bringing objective evidence to the decision, testing the candidate against defined requirements and the specific concerns raised, then sharing the results with the CEO. Simply backing the CEO or deferring to a vote replaces evidence with authority or politics, and an external search sidesteps the question of whether the candidate is qualified.

347. Answer: C — -25%; the program returned less than it cost

ROI = ((benefits - costs) / costs) x 100 = (($90,000 - $120,000) / $120,000) x 100 = -25%. A negative ROI means the monetized benefits did not cover the investment. The 75% figure is the benefit-cost ratio (0.75), and -33% comes from dividing the shortfall by benefits instead of costs.

348. Answer: A — Decline to share the list and offer to have HR mail the gifts or let employees opt in to providing an address.

Home addresses were collected for employment purposes, not marketing, so giving them to another department conflicts with purpose limitation and need-to-know access. HR can achieve the goal without releasing the data by mailing the gifts itself or asking employees to opt in. Internal use and later deletion do not fix the disclosure, and an opt-out approach still shares data without permission.

349. Answer: C — Stories carry context, judgment and cause and effect that are hard to write as rules

Tacit knowledge is experience-based and hard to codify, and stories convey it by showing the situation, the choices made, the reasoning behind them and what happened, which helps listeners apply the lesson in similar circumstances and remember it. Stories do not reduce knowledge to standard steps, are not easier to store, and depend on experts to tell them.

350. Answer: C — Explain what is known and why, say what is still undecided and when they'll know, and invite questions.

During change, people need honest information: what is decided and why, what is not yet known, and when they will hear more, along with a chance to ask questions and follow-up one-on-ones. Pure enthusiasm can feel dismissive of real concerns, and waiting for every detail lets rumors fill the gap.

351. Answer: C — Propose a joint review of the requisition steps for his unit to find where the delays occur and fix them

A joint process review treats the complaint as a shared problem, uses the data, and finds the real cause, which may sit with HR, his managers or approvers. Pointing to policy is defensive, and fast-tracking one unit is a workaround that ignores the cause and treats other units inconsistently. Using the data to shift blame may be partly true but sets up a contest rather than a partnership.

352. Answer: B — Mission, governance structure, annual goals, budget process, and leadership terms

A charter is the group's governing document: why it exists, how it is run, what it aims to achieve, how it is funded, and how leaders are chosen and rotated. Collecting demographic data or requiring manager approval for membership is unnecessary and could deter participation. Event logistics are operating details, and eligibility rules based on identity conflict with open membership.

353. Answer: C — Team members report to functional managers, who control their priorities and resources

In a functional organization, staff are grouped by specialty and report to functional managers, who control their time, budgets and priorities, so the project manager has little or no formal authority. In a projectized organization, team members report to the project manager, who has high authority. Shared reporting between the two describes a matrix structure.

354. Answer: B — Include it in her regular rate, which increases the overtime premium owed

A bonus promised in advance and based on production is nondiscretionary, so it must be included in the regular rate for the workweeks in which it was earned, and additional overtime pay is owed on it. Paying the bonus separately or monthly does not change that. Only truly discretionary bonuses, where the employer keeps discretion over both whether and how much to pay, are excluded.

355. Answer: B — Suggest he contact the union's business agent or officers, and continue following the grievance timelines in the contract.

The employer should not take over the union's representational role or settle grievances directly with the employee in a way that bypasses the union. Pointing the employee to union leadership and continuing to honor the contract's procedures respects the exclusive representative while keeping the process moving. Asking to discipline the steward for union duties would interfere with protected union activity.

356. Answer: C — Investigate likely causes such as lack of protected time and technical problems

The facts point to barriers rather than unwillingness: no time during back-to-back shifts and a technical fault. HR should confirm and address those causes, such as by scheduling time off the phones and fixing compatibility or splitting the module into shorter pieces. Discipline or incentives do not remove the barriers, and switching to a longer classroom session adds more time away from the phones.

357. Answer: C — The employer agrees not to handle or buy products from any company the union declares unfair.

Section 8(e) makes it unlawful for an employer and union to agree that the employer will cease doing business with, or handling the products of, another employer. A clause tied to a union's 'unfair' list has that secondary object. Work-preservation clauses that protect unit jobs from subcontracting are generally lawful because their object is primary, and successorship and union-security clauses do not involve boycotting other firms.

358. Answer: A — The schedule, because more work with the same resources takes longer

The triple constraint links scope, time and cost: if one changes, at least one of the others must adjust, or quality suffers. With cost and resources fixed, added scope usually means a longer timeline. More budget is the usual fix, but the stem rules it out, and reprioritizing tasks doesn't create capacity for new work.

359. Answer: A — Protean career

Douglas Hall's protean career is self-directed and values-driven: the individual defines success by personal criteria such as growth and meaning rather than by the organization's promotion ladder. A boundaryless career emphasizes physical or psychological mobility across employers and functions. A linear career follows upward steps within a hierarchy, and an expert career centers on deepening one specialty.

360. Answer: B — Record the case on the OSHA 300 log and flag that the bonus may discourage accurate reporting.

Stitches are medical treatment beyond first aid and days away from work also make the case recordable, so it must be logged within seven calendar days of learning of it. Falsifying or delaying entries violates OSHA recordkeeping rules, and incentives tied to low injury counts can discourage reporting. Calling stitches first aid misstates the facts, and an employee's consent cannot change recordability.

361. Answer: A — Stop the route cuts, since a joint agency complaint is protected under the NLRA as well as OSHA

Employees who act together to complain to an outside agency about working conditions are engaged in protected concerted activity under the NLRA, and the complaint is also protected by OSHA's anti-retaliation provision. Cutting routes because of the complaint would be retaliation under both laws. A pretextual business reason does not make the action lawful, and protection does not end when the inspection closes.

362. Answer: A — Helping managers build leadership skills through targeted development

Upward feedback is most valuable as development data that shows managers how their behavior is experienced by their teams. Using it as the sole basis for pay invites retaliation concerns and rating games, and trying to identify individual raters would break the anonymity that makes the feedback honest.

363. Answer: B — Healthier employees may be more likely to use the app, so the link may not be causal.

The analysis shows a correlation, but app users chose to participate and may already be healthier or more motivated, so the app may not have caused the lower absence. A stronger design would compare users and nonusers before and after launch or control for prior health and absence. HIPAA does not bar an employer from analyzing its own attendance records, and a 30% gap is large, not small.

364. Answer: A — $106,090

Aged rate = $100,000 x 1.03^2 = $100,000 x 1.0609 = $106,090. Adding 3% twice without compounding gives $106,000, aging only one year gives $103,000, and aging three years gives $109,273.

365. Answer: A — Confirmation of receipt, an outline of next steps, and a reminder that retaliation is barred

A good acknowledgment confirms the concern was received, explains what will happen next and roughly when, and reassures the reporter that retaliation is prohibited and should be reported. Offering a preliminary conclusion prejudges the investigation. Naming witnesses breaches others' confidentiality, and discipline details for other employees usually cannot be shared.

366. Answer: C — Do not record, since filming peaceful picketing without a valid reason can be unlawful surveillance

The NLRB treats photographing or videotaping peaceful protected activity as unlawful surveillance unless the employer has a legitimate justification, such as a reasonable basis to expect misconduct. Identifying who is striking is not a valid reason and tends to chill protected activity. If misconduct later occurs, the employer may document that specific conduct.

367. Answer: A — Gauge employee interest and needs through a short survey or listening sessions.

Starting with a needs assessment shows whether there is real interest, which communities want a group and what they hope it will do, so the program is employee-led and fits the company. Launching several groups or copying another firm's model before knowing what employees want risks low participation. ERGs should be led by employee volunteers, with HR in a support role rather than as chair.

368. Answer: B — "It handles routine questions well, it can make mistakes, and staff help with complex cases."

Credibility comes from candor: stating what the tool does well, admitting it can be wrong, and pointing to human help sets accurate expectations that experience will confirm. Promising accurate answers to all questions or near-perfect performance sets employees up for disappointment when errors occur. Comparing the tool favorably to staff undermines trust in the people employees will still need.

369. Answer: D — Unobtrusive measures drawn from existing organizational records

Unobtrusive measures use existing records and archives, such as absenteeism, grievances and turnover data, so collecting them does not affect the people being studied. Observation, questionnaires and interviews all involve employees directly, which can change how they behave or respond. Records are objective and cheap to collect but may need interpretation because they do not explain why the patterns occur.

370. Answer: D — Hiring talent externally and designing broad, flexible jobs

Prospectors constantly seek new products and markets, so they need skills quickly and favor buying talent from outside and keeping jobs broad and flexible. Internal development for narrow jobs and tight control for efficiency fit defenders, and balancing internal and external sourcing describes analyzers.

371. Answer: D — Job sharing

Job sharing splits one full-time position between two part-time employees who share its duties and pay. Flextime changes when hours are worked, a compressed workweek fits full-time hours into fewer days, and job rotation moves employees among different jobs.

372. Answer: B — Propose a clear approval path, confirm it with senior leaders, and communicate it to managers and staff.

Unclear decision rights lead to inconsistent treatment, so HR should define who decides, get leadership endorsement and communicate the rule. Centralizing every decision in HR may create a bottleneck and was not authorized by leaders. Department-by-department rules keep the inconsistency, and pausing all requests creates new problems without fixing the cause.

373. Answer: D — The training data did not represent field staff, so the patterns it learned may not hold for them.

A model can only learn patterns present in its training data. If field technicians were barely represented, the drivers of their turnover, such as travel, schedules or supervision, were never learned, so predictions for them are weak. Overfitting to field data cannot be the cause, because the model had very little field data to begin with.

374. Answer: B — Recency bias

Recency bias occurs when a rater gives too much weight to recent events and too little to performance across the whole period. The halo effect is letting one strong trait shape all ratings, central tendency is clustering ratings around the middle, and leniency is rating everyone too high.

375. Answer: D — It reflects the contractor's control over how the work is done, which supports proper classification

Independent contractors are engaged for results and control the means and methods of their work. A scope built on deliverables aligns the paperwork with that reality, while hourly schedules and supervision point toward employee status. No document guarantees classification, because agencies and courts look at how the relationship works in practice, and Form 1099 reporting rules still apply.

376. Answer: A — Reward team results and treat well-reasoned failed experiments as learning

An innovation strategy needs collaboration, risk taking and a longer time horizon, so team-based rewards and tolerance for intelligent failure fit it. Cost-reduction bonuses and error-free execution reinforce the old cost-leadership strategy, and short-term individual output metrics discourage the collaboration innovation requires.

377. Answer: C — Section 8(a)(3), which bars discrimination to encourage or discourage union membership

Section 8(a)(3) prohibits discrimination in hiring, tenure or any term or condition of employment to encourage or discourage union membership. Shift transfers aimed at union supporters are a classic example, and they also derivatively violate Section 8(a)(1). Section 8(a)(5) requires a bargaining representative, and Section 8(b)(3) applies to unions.

378. Answer: B — Investigate both complaints, weighing each allegation on its own evidence and any sign of retaliation.

Each complaint is a separate report of possible policy violations, and each allegation must be judged on its own facts. Investigating both, often with the same investigator for consistency, also lets HR assess whether one complaint was filed in retaliation for the other. Ignoring the second complaint, routing harassment claims to mediation or disciplining both without findings all skip the fact-finding the situation requires.

379. Answer: C — Proving it had adequate procedures in place designed to prevent bribery by associated persons

The failure-to-prevent offense applies strictly when a person associated with the company, including an agent, pays a bribe to benefit it. The company's only defense is to show it had adequate procedures to prevent such bribery. Lack of senior management knowledge is not a defense, and local custom does not excuse bribery.

380. Answer: B — Storming

Storming is characterized by resistance to task demands, competition over roles and influence, and challenges to the leader's authority. Forming members are polite and dependent rather than confrontational. Norming teams have resolved these tensions, and adjourning concerns closing out the team's work.

381. Answer: C — 12.5%

Market share is company sales divided by total market sales: $30M / $240M = 12.5%. The 14.3% figure divides by competitors' sales only ($210M), even though the market total includes the company. The 87.5% figure is the competitors' combined share, and 8.0% comes from inverting the ratio (240 / 30 = 8) and reading it as a percentage.

382. Answer: B — Yes, because 43 is a majority of the 84 valid ballots counted.

Void ballots are not counted, so the base is 88 - 4 = 84 valid ballots. A majority is more than half: 84 / 2 = 42, so 43 votes wins (the tally is 43 to 41). Using all 88 ballots would wrongly require 45, and 44 would be only a tie under that base; void ballots are set aside and do not get recounted into the total.

383. Answer: D — Meet with her to set up a transition plan with core skills, check-ins, and guidance on leading former peers

A first-time manager needs early, structured support: basic people skills, regular check-ins and practical help with the shift from peer to boss. A manual and an open door leave her to work things out alone. Keeping a full analyst workload makes the transition harder, and a program months away misses the critical first period.

384. Answer: D — Candidates are not treated consistently, and hiring records required for compliance are incomplete

Applications collected outside the ATS skip the standard process, so some candidates may be screened differently, and the company cannot produce complete applicant records if a hiring decision is challenged or audited. Personal accounts also put candidate data outside company security. There is no reason to think these candidates are less qualified, and volume is a workload issue rather than the main risk.

385. Answer: A — Share the result along with stories from pilot staff, and invite them to explain to peers what worked.

Publicizing short-term wins builds momentum and credibility, and peers who did the work are especially persuasive to skeptical colleagues. Withholding the result wastes the best evidence available. Turning the pilot number into a mandatory target for every site creates pressure and resistance, and sharing it only with executives misses the employees who need convincing.

386. Answer: C — Pair each new hire with an experienced peer buddy for the first several months

The exit data points to weak socialization and support, so a buddy program targets the stated cause by giving new hires a go-to person and a social connection to the team. A six-month bonus or a higher wage may delay some exits but does not fix the experience employees describe. Prior warehouse experience does not help new hires learn this site's people and processes.

387. Answer: A — Benefits paid are charged to the company's account and can raise its future state tax rate.

Most employers pay state unemployment tax under an experience-rating system, so benefits charged to the employer's account can increase its tax rate in future years. Contesting a claim the facts do not support, with accurate documentation, protects that rate. Direct dollar-for-dollar reimbursement applies only to reimbursing employers (such as some nonprofits and government units), not to typical taxpaying employers.

388. Answer: A — A rolling forecast

A rolling forecast continuously adds a new period as one ends, keeping a constant planning horizon and allowing frequent updates. A static annual budget is set once for the fiscal year. Zero-based and top-down describe how amounts are justified or who sets them, not a continuously extended time horizon.

389. Answer: A — Center of excellence

In the Ulrich model, centers of excellence are teams of specialists who design programs and policies in areas such as compensation, talent or learning for the whole organization. HR business partners work alongside business leaders to apply those solutions to their units, and shared services handle high-volume transactional work. An employee relations unit is not one of the three legs.

390. Answer: D — Pause and rescore them using documented, job-related criteria

Unsupported scores are hard to defend if a selection is challenged, so HR should redo the ratings using criteria tied to the job and backed by existing records. Memos written after the fact look like pretext, proceeding unchanged keeps the risk, and exempting whole departments may not match business needs.

391. Answer: D — 28

The number of pairs is n(n - 1) / 2 = 8 x 7 / 2 = 28. Forgetting to divide by 2 gives 56, which counts each pair twice, and 8 x 8 = 64 wrongly includes comparing each job with itself.

392. Answer: B — Lost net income and continuing expenses, such as payroll, during the restoration period

Business interruption coverage replaces the income the company would have earned and pays continuing operating expenses, such as payroll, rent and loan payments, while the business is restored after a covered property loss. Rebuilding the structure and replacing equipment is paid by the property policy, and employee injuries fall under workers' compensation. Coverage is limited to the restoration period, so business permanently lost after reopening is generally not covered unless the policy adds an extended period of indemnity.

393. Answer: C — Explain that the gap reflects different plan designs and bargained terms, and compare each site with a similar peer group

Defined benefit pensions usually cost more as a share of payroll than 401(k) plans, and the plant's benefits are set by a collective bargaining agreement, so the two sites are not a fair comparison. Changing bargained benefits during the contract term without the union's agreement would violate the NLRA. The useful comparison is each site against relevant peers, while averaging the sites only hides the information.

394. Answer: D — Environmental, legal and ethical

PEST covers political, economic, social and technological factors. STEEPLE adds environmental, legal and ethical factors, giving seven in all. Demographic trends are usually treated as part of the social factor, and labor issues fall under economic or social factors rather than a separate category.

395. Answer: C — Automatically sends transactions such as pay changes to the required approvers

Workflow routing automates approvals by sending each transaction, such as a pay change, promotion or transfer, to the right approvers based on rules like dollar amount or organizational level, and records each approval before the change takes effect. It replaces paper routing rather than recreating it. A summary sent after processing is a report, not an approval control.

396. Answer: C — Schedule unpaid time in full workweeks during which the employees perform no work

Under the salary basis rule, an exempt employee generally must receive the full salary for any week in which any work is performed, and employer-driven absences of less than a full week cannot be deducted. An employer does not have to pay an exempt employee for a full workweek in which no work is done. Requiring employees to check email counts as work, so pay would be owed for that week.

397. Answer: D — 24%

The gap is 28% - 20% = 8 percentage points, and half of the gap is 4 points, so the target is 28% - 4% = 24%. Setting 20% would close the whole gap, 14% takes half of the baseline instead of half of the gap, and 26% closes only a quarter of the gap.

398. Answer: D — Analyze the causes of the variance, forecast the cost at completion, and present corrective options to the sponsor.

A CPI of 0.8 means the project is earning only $0.80 of value for every dollar spent, and an early cost overrun rarely corrects itself without deliberate action, so waiting only narrows the options. The project manager should find the root cause, forecast the estimate at completion, and bring options to the sponsor. Requesting more money or cutting scope by a fixed percentage are possible outcomes, but choosing either before diagnosing the cause skips analysis and the sponsor's decision.

399. Answer: B — Keep the test and better explain to candidates how it relates to the job

Face validity is how job-related a test appears to test takers, which affects applicant reactions but not whether the test predicts performance. Since the test has strong criterion-related evidence, HR can keep its predictive value and address reactions by explaining the link to job tasks. An unstructured interview may look more relevant but generally predicts performance less well and is more open to bias.

400. Answer: B — Very close timing can support an inference of causation, but a long gap weakens it unless other evidence links the events.

Courts treat temporal proximity as circumstantial evidence of causation; the Supreme Court in Clark County School District v. Breeden said timing alone must be very close to carry weight. A longer gap is not fatal, but the employee then needs other evidence, such as inconsistent explanations or a pattern of antagonism. There is no fixed 30-day or one-year rule, and direct evidence of motive is not required.