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SHRM-CP

Practice Questions

Set 4

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 4 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: A — Merge the duplicates under one ID and set a rehire procedure that reactivates the original record

The fix should correct both the existing data and the process that created the problem. Consolidating each person under one unique identifier, while preserving prior employment history, corrects headcount, and a rehire procedure prevents new duplicates. Deleting old records loses service history needed for benefits, seniority and recordkeeping, and estimating or filtering leaves the root cause in place.

2. Answer: A — Coaching: high direction combined with high support

Situational leadership matches style to the person's development level on a specific task. Someone with some competence whose commitment has dropped needs continued direction on how to do the work, plus encouragement to rebuild confidence, which is the coaching style. Directing fits a beginner who is still eager, and supporting fits someone who is capable but hesitant.

3. Answer: B — Treat it as a request; no specific words are needed to give notice

An employee needs only to make the employer aware of a conflict between a religious belief or practice and a work requirement. No magic words such as "accommodation" or "Title VII" are needed, and a request does not have to be in writing. Waiting for a form or exact wording could expose the employer to a failure-to-accommodate claim.

4. Answer: D — Document the disclosure and put safeguards in place, such as reaffirming confidentiality duties.

A spouse at a competitor is a potential conflict to be managed, not misconduct; HR should record the disclosure, remind him of his confidentiality obligations, and consider whether access to sensitive data needs adjustment. Terminating someone who disclosed in good faith would discourage future disclosures and is disproportionate. Doing nothing ignores real risk, and the company has no basis to require a nonemployee spouse to sign its agreement.

5. Answer: A — When its conduct toward a unit employee is arbitrary, discriminatory or in bad faith

Vaca v. Sipes held that a union breaches its duty of fair representation when its conduct toward a member of the bargaining unit is arbitrary, discriminatory or in bad faith. Unions have wide latitude in deciding which grievances to pursue, and losing a case is not a breach. Contract terms often affect groups differently, and a union is allowed a wide range of reasonableness in negotiating them.

6. Answer: B — Seek a voluntary swap or other option that fits within the seniority system

Title VII generally does not require an employer to violate a bona fide seniority system to accommodate religion, but the employer must still explore accommodations that do not break it, such as voluntary swaps or a transfer. Overriding seniority could breach the CBA and burden other workers. The CBA does not erase the duty to look for other options, and waiting for a contract change leaves the request unaddressed.

7. Answer: D — Trigger a provisioning checklist with owners and deadlines at acceptance

A checklist triggered as soon as an offer is accepted, with assigned owners in IT, facilities and the hiring team and deadlines before day one, prevents the problem consistently. Relying on manager reminders is the informal approach that is already failing. Delaying start dates postpones productivity and risks reneges, and filler videos hide the problem rather than fixing it.

8. Answer: A — An online survey sent to a broad sample of employees

Surveys suit large, dispersed populations when the goal is to quantify preferences and usage patterns quickly and cheaply. Interviews and focus groups yield richer detail but take far more time and reach fewer people, making them better for exploring complex needs with a small group. Observation reveals how people work but does not efficiently measure preferences across 12 countries.

9. Answer: D — The succession pipeline is likely producing more ready internal candidates.

A rising internal fill rate for leadership roles is a common sign that development and succession planning are yielding more ready-now internal candidates. The stem says turnover held steady, so a drop in turnover does not explain the change. Nothing in the data shows weak external recruiting or a flawed promotion process, though HR should still track how internal promotees perform.

10. Answer: D — Hold a cross-department calibration session to align ratings to shared standards

Similar results with very different ratings suggest leniency or severity among raters, which can make merit pay unfair. Calibration lets managers review evidence against common rating definitions and adjust individual ratings where warranted. A mechanical across-the-board cut ignores individual performance, and forced quotas can produce ratings that do not match actual results.

11. Answer: A — Quietly review badge, timekeeping and schedule records to see whether the alleged pattern exists.

A proportionate investigation starts with objective records that can confirm or refute the allegation without disrupting anyone; they may also show an approved flexible schedule. Confronting the employee before checking the records is premature and can damage trust if the report is false. Anonymous reports still deserve review, and outside surveillance is out of proportion to the information in hand.

12. Answer: D — The survey team can link answers to names but will not reveal who said what.

With confidential data collection, the people running the survey can identify respondents but promise not to disclose individual answers. With anonymous collection, no one, including the survey team, can tie a response to a person. HR should use the right term, because promising anonymity when responses can be traced damages trust.

13. Answer: A — Decline, because the union is the exclusive representative and the employer may not bargain with her individually.

Under Section 9(a) and J.I. Case Co., the certified union is the exclusive representative of all unit employees, and the employer may not negotiate wages directly with individuals unless the contract permits it. Doing so is direct dealing that violates Section 8(a)(5). Resigning union membership does not remove her from the unit, and coworker support does not replace the union's role.

14. Answer: B — After a conditional offer of employment, with limited exceptions

The Fair Chance Act bars federal agencies, and contractors for positions tied to federal contracts, from asking about criminal history before a conditional offer is made. Exceptions include positions where law requires an earlier check and certain law enforcement and national security roles. Asking every applicant at application or after a first interview still comes before the offer, and signing an authorization form does not change when the question may be asked.

15. Answer: A — Use the contract's escalation path and document the error and its impact

Most vendor contracts define an escalation path to higher levels of vendor management, and documenting the issue and its effect on employees creates a record for any later remedies. Withholding all payments may breach the contract. Starting an RFP does not fix the current error, and correcting it manually while waiting lets the problem continue.

16. Answer: C — Treat the missed meetings as an availability issue and explore schedule options

HR should focus on the job-related problem, missed meetings, and handle it the way it would for any employee, while looking at options such as a shifted schedule or leave if needed. A rule aimed at parents of young children invites caregiver and sex discrimination claims. Requiring proof of childcare from one parent singles her out, and ignoring the problem leaves an unfair burden on colleagues.

17. Answer: A — Accept the screenshots and ask to view the original messages with her so the dates and sender's number can be confirmed.

Screenshots are useful evidence, and viewing the originals with the employee lets HR confirm the sender, dates and context without seizing a personal device. Demanding the whole phone is intrusive and unnecessary at this stage. Off-hours texts between coworkers can still create a hostile work environment, so they are within scope, but the accused must still be interviewed before any conclusion is reached.

18. Answer: C — Check the contract for key-personnel and service terms, then confirm them with the new manager.

HR's rights depend on what the contract actually says, including any key-personnel clause and whether the promised on-site services were written into the scope. Reviewing the terms and then confirming commitments with the new manager protects the service without overreacting. Accepting the change as a matter of course assumes the sales promises are covered, which may not be true if they were never put in the contract.

19. Answer: B — A professional employer organization

A professional employer organization (PEO) enters a co-employment relationship with a client's existing workforce, handling payroll, taxes, benefits and compliance support while the client keeps control of daily operations. Staffing agencies supply temporary workers rather than co-employing a client's own staff. A recruitment process outsourcing firm manages hiring, and a managed service provider oversees a company's contingent workforce programs rather than co-employing its staff.

20. Answer: B — Proxemics

Proxemics is the study of how people use personal space and physical distance, and norms for comfortable distance differ widely across cultures. Kinesics covers body movement and facial expressions, paralanguage covers vocal qualities, and chronemics covers the use and perception of time.

21. Answer: C — Requiring company-managed devices with encryption, multifactor login and a secure network connection

Technical controls such as company-managed devices, encryption, multifactor authentication and VPN access protect data no matter where the employee works. A separate folder on a personal device leaves data exposed to unmanaged software and other users. Telling family members about confidentiality offers little real protection, and printing sensitive files at home increases rather than reduces the risk of exposure.

22. Answer: D — Stop the requests and make clear that connecting is voluntary and will not affect anyone

When a manager pressures direct reports to connect on personal accounts, employees may feel coerced, and the practice creates risks of perceived favoritism, harassment and claims that decisions were based on personal content. HR should tell her to stop and reassure employees that participating or declining has no effect on their jobs. Continuing the requests, mandating connections or substituting another personal channel keeps the pressure in place.

23. Answer: C — The team is completing work more slowly than planned and may not finish the sprint scope

A burndown chart plots the work remaining over time. When the actual line is above the ideal line, more work remains than planned at that point, so the team is behind and should discuss options at its next stand-up. A line below the ideal would suggest faster progress, and burndown charts track remaining work, not cost.

24. Answer: C — The employee costs about $500 more than the contractor

The contractor costs $95 x 1,500 = $142,500. The employee costs $110,000 x 1.30 = $143,000, so the employee costs $500 more. Comparing the contract fee with salary alone gives the $32,500 gap, $33,000 is only the benefits and tax load on the salary, and pricing the contractor at a full 2,080-hour year gives the $54,600 gap even though only 1,500 hours are needed.

25. Answer: A — Promptly investigate and take corrective action, coordinating with the agency as needed

The client controls the work environment and the conduct of its own supervisors, so it must respond promptly to stop harassment and can be liable under Title VII if it fails to act. It should investigate, take corrective action and coordinate with the agency. Simply referring the matter, or removing the temp from the assignment, shifts the burden to the person who complained and can look like retaliation.

26. Answer: B — "Your salary for your first year of employment will be $78,000, payable in 26 installments."

Courts in some states have read pay stated as an amount for a year, especially paired with language like "first year of employment," as suggesting a one-year term. Stating pay per pay period and including a clear at-will or no-contract statement reduces that risk. A periodic-review clause tied to a per-period rate does not by itself promise a term.

27. Answer: A — Augmentation, because AI supports the work while people keep judgment and final control

Augmentation uses AI to assist workers, who still apply judgment and approve the output, while automation removes the human from the task. The specialists review and finalize every summary, so this is augmentation. Using a tool is not outsourcing, and job enlargement adds tasks at the same level rather than pairing people with technology.

28. Answer: D — A clause requiring employees to pay dues or fees after 30 days of employment

The Section 8(a)(3) proviso permits union-security clauses that require payment of dues or fees as a condition of employment, beginning no sooner than 30 days after hire (seven days in construction), in states without right-to-work laws. Closed-shop arrangements that require membership before hire are unlawful. The required obligation is financial, not full membership or union approval of hires.

29. Answer: A — Set response-time standards for updates and post-interview feedback.

The comments identify slow, silent follow-up as the main driver, so setting and tracking timely communication standards targets the actual problem. Cutting an interview round or training interviewers addresses issues the candidates did not raise. Changing when the survey is sent would distort the measure rather than improve the experience.

30. Answer: B — 230

Average headcount = (beginning headcount + ending headcount) / 2 = (200 + 260) / 2 = 230. Using the ending headcount of 260 would understate turnover in a growing company, 60 is the net change in headcount, and 460 is the sum before dividing by two. Averaging monthly headcounts gives a more precise denominator when those data are available.

31. Answer: C — Work with IT and the vendor to sync availability data far more often, and check schedules manually until then.

The errors come from stale input data, not from the model's logic, so the root-cause fix is a more frequent or real-time integration with the HRIS, with a manual check as an interim control. Retraining on past schedules cannot correct data the tool never receives. Weekly emails add a manual workaround that shifts the burden to nurses, and a new product fed the same weekly data would make the same errors.

32. Answer: A — Decision matrix

A weighted decision matrix scores each option on several criteria, multiplies by the weight of each criterion and sums the results so options can be compared objectively. The nominal group technique ranks ideas through structured individual voting, force field analysis maps forces for and against a change, and an affinity diagram groups ideas into themes.

33. Answer: A — $250,000

The modified premium equals the manual premium multiplied by the EMR: $200,000 x 1.25 = $250,000, a 25% surcharge for worse-than-expected loss experience. Dividing by the EMR gives $160,000, and treating the 0.25 as a discount gives $150,000. Adding only half of the surcharge gives $225,000.

34. Answer: B — Run a compression analysis and recommend supervisor adjustments that restore the gap

Negotiated raises often compress supervisors' pay, and HR should measure the effect and propose adjustments so supervisors keep a meaningful differential. The contract is settled, supervisors are excluded from the NLRA's definition of employee and so are not part of the bargaining unit, and waiting for the normal merit cycle lets compression undermine retention and willingness to accept supervisory roles.

35. Answer: D — Validate the self-ratings with a short practical skills test and a review of actual work samples

Self-ratings are often inflated, so needs data should be triangulated with more objective evidence. A practical test and a review of real work show which skills are actually lacking. Managers' impressions are useful but also subjective and may not pinpoint the specific skills involved, and averaging two biased measures does not produce accurate data.

36. Answer: A — Continuing to do the work herself instead of delegating and building her team

Research on derailment shows that successful individual contributors often fail as managers when they rely on their own technical skill, overcontrol work and fail to delegate or build the team. Other common derailers include problems with relationships and failure to adapt. Seeking feedback, learning about adjacent functions and setting strategic stretch goals are behaviors associated with success.

37. Answer: C — Deculturation

Deculturation occurs when acquired employees reject their own culture but do not adopt the acquirer's, which often leads to alienation and turnover. Assimilation means adopting the acquirer's culture, separation means keeping one's own culture apart from the acquirer's, and integration combines elements of both.

38. Answer: C — A text she sent a friend minutes after the meeting describing what he had said and done.

Contemporaneous evidence, such as a message or a report to an outcry witness made right after the event, corroborates the account because it was created before any motive to shape the story developed. Character references do not speak to what happened in the meeting. A statement written weeks later for the investigation adds detail but not independent corroboration, and nervousness is an unreliable sign of dishonesty.

39. Answer: C — Can you do the job's essential functions with or without accommodation?

Before an offer, the ADA bars disability-related questions and medical inquiries, but an employer may describe the job's essential functions and ask whether the applicant can perform them, with or without reasonable accommodation. Questions about medical conditions, past workers' compensation claims and prescription drugs are disability-related and are not allowed at this stage.

40. Answer: A — A documented override path with job-related reasons, reviewed for trends

Recruiters should be able to override AI rankings when they have job-related reasons, and documenting those reasons lets HR check overrides for consistency and spot weaknesses in the model. Requiring blind adherence removes meaningful human review. Informal overrides based on personal preference reintroduce bias without accountability, and vendor approval of individual decisions is impractical and cedes the employer's own judgment.

41. Answer: B — New data is gathered on the evaluated results, and another cycle of diagnosis and action begins.

Action research is cyclical: evaluating an action produces new data, which feeds a new round of diagnosis, planning and action. The process repeats until the problem is resolved to the client's satisfaction. Ending the engagement or freezing the change after one pass treats action research as a linear project, which misses the core idea that each cycle builds on the last.

42. Answer: D — Hear out her concerns, clarify the disclosure rules, and respect her choice while use is optional.

Because use is optional and her work meets standards, there is no performance or conduct issue, and respecting a principled objection supports trust. Listening and explaining the disclosure rules may also address her concern that clients are misled. Labeling her choice insubordination or reassigning her accounts penalizes her for declining something the policy does not require, and a usage quota contradicts the optional policy.

43. Answer: D — Base the promotion decision on the job-related criteria, not on the tool's prediction about whether she will leave.

Flight-risk scores are probabilistic predictions meant to guide retention efforts, not to deny opportunities. Using one to block a promotion is unfair, can become self-fulfilling, and may embed bias if the model relies on factors linked to protected traits or leave use. The decision should rest on consistent, job-related criteria. Questioning her plans or waiting on a new score still lets the prediction drive the decision.

44. Answer: D — Get sponsor sign-off, record lessons learned, hand off support duties and recognize the team

Formal closure includes confirming acceptance with the sponsor, capturing lessons learned while they are fresh, transferring ongoing support to operations and recognizing contributors. An email and archiving or a lunch alone skip key closure steps, and waiting a year to review lessons loses details once the team has dispersed.

45. Answer: B — Decline, explaining the test isn't valid for individual decisions, and suggest structured interviews instead.

IAT scores are not reliable or valid enough to make decisions about individuals, so using them to control who may interview would be unsound and could create employee relations and legal problems. Consent and confidentiality do not fix the validity problem. Structured interviews with anchored scoring are the evidence-based way to reduce bias in hiring decisions.

46. Answer: C — Information will be shared only as needed to investigate and address the concern.

HR cannot promise absolute confidentiality, because a fair investigation usually requires telling the accused about the allegations and talking with witnesses. HR can promise to limit disclosure to those with a need to know. Promising that her identity will be withheld is often impossible once the allegations are specific.

47. Answer: A — Consequences: what will follow if the behavior does or does not change

DESC stands for Describe, Express, Specify and Consequences. The supervisor describes the late arrivals objectively, expresses frustration and its effect on the team, and specifies the 8:00 start time. What is missing is the consequences step, stating what will happen if the behavior changes (or does not), which gives the request weight.

48. Answer: C — It captures contributions managers may not see and makes recognition more frequent

Peers often see day-to-day contributions that managers miss, so peer recognition increases both the reach and the frequency of recognition. It supplements rather than replaces manager recognition, which still matters to employees. Peer programs do not guarantee equal distribution and often include points or rewards, so cost savings are not their main purpose.

49. Answer: B — 15 employees

GINA's employment provisions (Title II) cover private employers with 15 or more employees, the same threshold as Title VII and the ADA. Twenty is the ADEA threshold and 50 is the FMLA threshold. Some state genetic privacy laws reach smaller employers, but federal GINA coverage starts at 15.

50. Answer: D — A gap can still be statistically significant, and small samples can mislead

The 80% ratio is only a rough screening measure. With large applicant pools, a gap above 0.80 can still be statistically significant, and courts may rely on significance testing; with small pools, a few selections can swing the ratio either way. The ratio applies to any selection decision, and passing it does not settle whether a practice is lawful.

51. Answer: C — About 680

Trend analysis extends the past growth rate: 500 x 1.08 x 1.08 x 1.08 = about 630, and 630 x 1.08 = 680.4, or about 680. Adding 8% of the original 500 (40) gives 670, which ignores compounding. Adding the full three-year gain of 130 gives 760, and applying the cumulative 26% to one year gives about 794.

52. Answer: B — An RFP gives detailed requirements and terms and asks for formal, priced bids

An RFI is an early, exploratory step to learn what the market offers. An RFP follows with detailed requirements, use cases, pricing requests and proposed contract terms so vendors can submit formal, comparable bids. Asking only for price on fully defined services describes an RFQ, and a nonbinding statement of intent is a letter of intent.

53. Answer: B — Her own deferrals are always 100% vested, though the unvested employer match will be forfeited.

Employee elective deferrals, and the earnings on them, are always fully vested and cannot be forfeited. Under a three-year cliff schedule, employer matching contributions are 0% vested until three years of service, so she will lose the match. A cliff schedule does not vest proportionally, and leaving voluntarily does not accelerate vesting.

54. Answer: B — High impact on strategy, a scarce talent market, and serious harm to the business if it stays vacant

Critical roles are defined by their effect on strategy and the business, the difficulty of finding qualified talent, and the cost of a vacancy. Pay grade, span of control or title can correlate with importance, but some highly critical roles, such as a specialized engineer, sit lower in the hierarchy.

55. Answer: C — Mandatory subjects that both parties must bargain over if either side raises them

Wages, hours and other terms and conditions of employment are mandatory subjects of bargaining; both sides must bargain over them in good faith and may press them to impasse. Permissive subjects, such as the composition of the bargaining team, may be discussed only if both parties agree. Illegal subjects, such as a closed-shop clause, cannot be included in a contract at all.

56. Answer: C — In a separate secure file, open only to HR and legal staff with a need to know

Investigation records often contain witness statements and sensitive allegations, so they belong in a separate, restricted file. Placing them in personnel files exposes them to everyone who can see those files and can undermine witness confidentiality. A final disciplinary action may be noted in the personnel file, but the investigation notes themselves stay separate.

57. Answer: D — Let him decide whether to use PTO and make PTO use optional for military leave

USERRA lets an employee choose to use accrued vacation or PTO during military service, but an employer may not require it. A policy that forces PTO exhaustion before military leave violates the law even when it is applied the same way to other types of leave. Any split or partial use must also be the employee's choice, not the employer's.

58. Answer: D — Stay-interview completion is a leading indicator; annual turnover is a lagging indicator

A leading indicator tracks activity that drives a future outcome, so stay-interview completion signals retention risk before people leave. Annual turnover reports an outcome that has already happened, which makes it a lagging indicator. Being reported after a period ends does not make an activity measure lagging.

59. Answer: D — By the physical or mental exertion the job requires; occasional extra tasks do not make jobs unequal.

EPA regulations define effort as the physical or mental exertion needed to perform a job. Extra duties justify a pay difference only if they require additional effort that is regular and substantial; occasional or minor tasks do not make the jobs unequal. So an occasional heavy pallet does not justify paying him more than women doing the same job.

60. Answer: A — How long the service is needed and how often the vans will need replacing

Lease-versus-buy turns on total cost over the period of use: how long the vans are needed, expected mileage, maintenance, residual value, capital availability and replacement cycles. Ridership and recruiting value matter to whether the shuttle is worth offering at all, but they are the same whether the vans are leased or owned. Employees are unlikely to notice who holds title to the van.

61. Answer: C — A short survey or quiz testing whether employees understood their options

Open rates measure reach, not understanding, and the claims data show that comprehension was the real gap. A brief knowledge check or survey reveals which concepts employees misunderstood, so HR can fix the content. Time-to-open, message counts and open-rate benchmarks are all reach or activity measures and would not explain the poor plan choices.

62. Answer: B — Build schedules from sales and customer traffic by day and hour so staffing levels follow expected demand

The gap shows staffing does not match demand on slow days. Demand-based scheduling uses sales and traffic data to put more staff on busy periods and fewer on slow ones, lowering labor cost as a share of sales without hurting service. Across-the-board hour cuts would understaff the busy weekends, and closing on weekdays gives up revenue the data does not show is unprofitable.

63. Answer: A — Confrontation meeting

Beckhard's confrontation meeting is a one-day session in which a management group quickly identifies and prioritizes problems and commits to action plans and follow-up. A future search brings together the whole system's stakeholders to plan a shared future, survey feedback centers on discussing survey results, and third-party peacemaking addresses conflict between two people.

64. Answer: A — One person's answer shifts the subgroup score about 7 points, so treat the gap as a signal to explore.

With 14 respondents, each answer changes the subgroup score by about 1 / 14 = 7.1 percentage points, so a 15-point gap could largely disappear with two different answers. The result is a reason to look deeper, for example with qualitative methods, while protecting confidentiality. A gap size alone does not establish statistical significance, the 80% rule of thumb applies to selection rates, and ignoring the result entirely discards a possible warning sign.

65. Answer: D — Decline the covert trial and explain that any monitoring pilot needs policy review and notice to employees.

Covert monitoring undermines trust, may conflict with the company's own policies and with some notice laws, and bypasses the governance review a new AI tool should receive. HR should insist on proper review and transparent notice before any pilot. Owning the equipment does not make secret monitoring a sound practice, and targeting only some employees adds a risk of unequal treatment.

66. Answer: C — Current and preferred culture across the four Competing Values types

The OCAI asks respondents to rate the organization's current and preferred culture on dimensions tied to the clan, adhocracy, market and hierarchy types, showing the gap to close. It is not an engagement benchmark, a personal values inventory or a tool for comparing structures.

67. Answer: D — Avoid scheduling key events around meals and allow flexible break times

Inclusive practices include not making food the center of important events, scheduling key meetings with energy levels in mind and allowing flexible breaks, such as for breaking the fast. Asking fasting employees to skip meetings excludes them from work, and moving all lunches away is unnecessary. Granting different hours only to those who disclose creates pressure to share personal religious information.

68. Answer: C — Compare it with evaluated benchmark jobs and slot it into a grade of similar value

When a job has no market match, HR slots it by comparing its whole-job content and scope with benchmark jobs that have already been evaluated and graded. Pricing by the closest title risks a poor match, and leaving the job ungraded or deferring to the manager's number undermines the structure's consistency.

69. Answer: D — Feedback and decision to act

In the feedback and decision-to-act phase, the consultant presents findings and the client chooses a course of action. Discovery is when the data is gathered and analyzed, which the consultant has already finished. Implementation comes only after the client has decided what to do.

70. Answer: D — Retention and promotion rates of members compared with similar non-members

Outcome metrics such as retention, promotion and development of members, compared with a similar group of non-members, link ERG involvement to talent results leaders care about. Membership growth, event counts, satisfaction scores and social media reactions are activity or reach measures, which show participation but not impact. Because people who join ERGs may differ from those who don't, the comparison shows an association rather than proof of cause.

71. Answer: D — Skills-based volunteering

Skills-based volunteering uses employees' professional expertise, such as accounting, to strengthen a nonprofit's capacity. Hands-on volunteering involves general tasks like sorting food or building homes. Dollars-for-doers programs give grants based on volunteer hours, and board service involves governance roles rather than project work.

72. Answer: D — Best alternative to a negotiated agreement: the most favorable course a party can take if talks fail.

BATNA, a term from Fisher and Ury, is the best alternative to a negotiated agreement: what a party will do if no deal is reached. It sets the benchmark for whether any proposed deal is worth accepting. The lowest acceptable terms describe the reservation point, which is related to but distinct from the BATNA, and the most ambitious outcome is a target or aspiration point.

73. Answer: C — Agree on ground rules such as cameras on and no recording, and set up private breakout rooms for separate caucuses.

Effective virtual mediation mirrors in-person practice: clear norms on cameras, privacy and recording, plus private breakout rooms for caucuses. Recording the session, especially caucuses, chills candor and conflicts with the confidentiality that makes mediation work. A text-only chat strips out tone and nonverbal cues, and relaying messages on separate days removes the direct dialogue that mediation relies on.

74. Answer: B — Build a felt need for change by showing why the status quo can't continue

Unfreezing prepares people to let go of current practices by creating a felt need for change, often by sharing data on the costs or risks of the present approach. Training on the new process belongs to the change (moving) stage, and reinforcing new behaviors through rewards and procedures is refreezing.

75. Answer: A — Compare the EAP's cost with the cost of the issues it addresses, and raise awareness before judging it on low usage

Low use often reflects poor awareness rather than low need, and an EAP's modest cost can be small compared with the absence, turnover and productivity costs of untreated personal problems. HR should compare those costs and promote the program before concluding it lacks value. No federal law requires employers to offer an EAP, and switching vendors cuts cost without fixing the usage problem.

76. Answer: C — Tell him coverage must start within 90 days and revise the policy to comply with the ACA's waiting period limit.

The ACA prohibits group health plans from applying a waiting period longer than 90 days once an employee is otherwise eligible, so a 120-day period does not comply. HR should make sure coverage starts no later than the 91st day and correct the policy. Waiting periods are allowed, just not longer than 90 days, and the limit applies to all eligible employees.

77. Answer: D — Brief the store manager first, tell all employees together in person, then hold individual meetings on options.

The store manager needs to be prepared to support the team and answer questions. Telling all employees together, in person, ensures everyone hears the same message at the same time and limits rumors. Individual meetings afterward allow private talks about transfers, final pay and benefits. Staggered notice lets news leak, and telling some groups first appears unfair.

78. Answer: B — Acknowledge it, pass the feedback to corporate, and focus on items he controls

Acknowledging the concern and sending it to those who own the decision shows that the feedback was heard, while focusing the team plan on items within the manager's control produces real progress. Ignoring the item hurts credibility, and promising changes he cannot deliver sets up a broken commitment. Asking the team to trade off benefits implies a decision he has no authority to make.

79. Answer: B — Briefly restate the criteria used and move on to her next steps

HR should calmly explain that the decision was made using documented criteria applied consistently, without debating it, and then move to next steps such as severance and outplacement. Sharing coworkers' scores breaches confidentiality and invites argument. Blaming leadership undermines the decision, and offering to reconsider when the decision is final creates false hope and inconsistency.

80. Answer: B — Disclose the friendship to her manager and ask that another recruiter handle that applicant.

A close personal relationship with a candidate creates at least an apparent conflict, so the recruiter should disclose it before taking any action and have someone else assess that candidate. Relying on her own sense of objectivity does not address how others will view the outcome, and late disclosure comes after the conflict has already affected the process. Rejecting the candidate outright would penalize a possibly qualified applicant for the recruiter's relationship.

81. Answer: B — An intergroup session where the crews share views and agree on fixes

An intergroup intervention brings both groups together to surface perceptions, clarify issues, and commit to joint actions, which directly targets conflict between groups. Building each crew's internal cohesion separately can harden the us-versus-them divide, and a blame-tracking system or individual coaching does not address the relationship between the groups.

82. Answer: A — Representation of qualified workers in the relevant labor market for those engineering jobs

Availability analysis compares workforce composition with the share of people who have the required skills in the relevant recruiting area, which is the appropriate benchmark. General population figures include people without the needed qualifications. Competitors' data may reflect their own gaps, and the company's past applicant pool can be narrowed by its own sourcing practices.

83. Answer: A — 80%

Offer-acceptance rate = offers accepted / offers extended = 16 / 20 = 80%. Dividing 16 by 80 interviewees gives 20%, and dividing by 400 applicants gives 4%, which is the overall applicant-to-hire yield. The 25% figure is the interview-to-offer ratio (20 / 80).

84. Answer: C — A risk assessment, security briefing and emergency evacuation plan

An employer's duty of care calls for proactive steps to protect employees in high-risk locations, including a risk assessment, security training and briefings, and plans for emergency response and evacuation, often with a security provider. Premiums and insurance compensate after the fact but do not reduce risk, and a waiver does not relieve the employer of its duty of care.

85. Answer: C — Whether she gave a signed or electronic acknowledgment of the revised policy.

A signed or electronic acknowledgment, along with distribution records such as email or HRIS logs, is the best evidence that she received the revised policy. Coworker recollections and supervisor beliefs are weak and secondhand. Her history under the old policy says nothing about whether she was told of the change. If no proof of notice exists, HR should reconsider the discipline and redistribute the policy.

86. Answer: B — By agreement, up to 8 hours if adequate facilities and usually uninterrupted sleep are provided

For duty periods of 24 hours or more, the employer and employee may agree to exclude a bona fide sleeping period of no more than 8 hours, if adequate sleeping facilities are provided and the employee can usually enjoy uninterrupted sleep. Interruptions to perform work are hours worked, and if the employee cannot get at least 5 hours of sleep, the entire period counts. For duty periods under 24 hours, sleep time counts as hours worked even if the employee is allowed to sleep.

87. Answer: D — No career conversations tell high potentials about their development path

Her stated reason was that she saw no future and did not know she was valued, which points to a lack of development discussions and transparency with identified talent. There is no evidence of a pay gap, too few candidates or unreliable ratings; in fact, the process correctly identified her. The failure was in engaging her once she was identified.

88. Answer: D — The model learns patterns from past decisions, so any bias in those decisions is reflected in what it treats as success.

A model trained on historical outcomes learns to imitate them. If past hiring favored certain groups, the model will favor candidates who resemble those hires, often through correlated features, even when protected traits are excluded. That is why outcomes must be tested for adverse impact. The other options misstate how machine learning works.

89. Answer: D — Explain her current priority, point him to the administrative pool, and offer HR help where it adds value

An HRBP adds the most value when time goes to work that needs HR expertise, so the best response redirects a low-value pair-of-hands request while keeping the relationship warm. Saying yes trains the manager to see HR as administrative support and delays the investigation. A flat refusal damages goodwill, and working after hours to avoid saying no is unsustainable.

90. Answer: C — Investigate each person's role, act on each finding and protect the coworker from retaliation

Group mobbing calls for an investigation that establishes what each person did, followed by discipline matched to each role and steps to prevent retaliation. Mocking an accent also raises national origin harassment concerns. Transferring the target alone punishes her and leaves the conduct unaddressed, a group meeting can expose her to further pressure, and identical warnings without findings ignore differences in each person's conduct.

91. Answer: B — Model the new schedule's headcount, differentials, overtime and benefits

Moving to 24/7 changes how many people are needed, which shifts carry differentials, how weekend and holiday hours fall, and how much overtime the rotation creates, so a schedule-based model is needed. Scaling current costs by operating hours ignores differentials and premium hours. Adding one shift at base wage misses weekend coverage and benefits, and an industry average may not match the plant's pay rates or schedule.

92. Answer: C — Use approved tools only, keep confidential data out of public ones, and own each review

Under a typical AI-use policy, employees may use only approved tools, may not enter confidential employee information into public tools, and remain accountable for the accuracy and fairness of anything AI helps draft. Removing names does not make detailed performance notes nonconfidential. A blanket ban goes beyond the policy, and having HR rewrite the drafts shifts accountability away from the manager.

93. Answer: B — Treat the finding as a signal and corroborate it with new-hire surveys and early turnover data

Twelve interviews with four mentions is too small a sample to justify a full redesign, but it is a signal worth investigating. HR should check other sources, such as new-hire surveys and first-year turnover, before acting. Treating 4 of 12 as conclusive overstates the evidence, dismissing it ignores a possible problem, and reinterviewing the same four people does not broaden the data.

94. Answer: B — Apply the transfer policy and work with the manager on a reasonable release date and backfill plan.

When an employee meets the policy's requirements, HR should apply the policy consistently while addressing the legitimate business concern through a reasonable transition period and backfill plan. Allowing managers to block qualified moves discourages internal mobility and risks losing the employee to another employer. Forcing an immediate move ignores the operational impact and damages the relationship with the manager.

95. Answer: B — None; the EEOC may pursue victim-specific relief such as back pay in court

In Waffle House (2002), the Supreme Court held that the EEOC is not a party to the employee's arbitration agreement, so it may pursue victim-specific relief, including back pay, reinstatement and damages, in court. Limiting the agency to injunctive relief was the lower court's approach, which the Supreme Court reversed.

96. Answer: A — Time-to-fill often ends at offer acceptance, while time-to-start ends on the first day of work

Time-to-fill is commonly measured from requisition approval to offer acceptance, while time-to-start runs to the new hire's actual first day, so it also captures notice periods and onboarding steps. That gap explains why the seat was empty longer than the recruiting metric shows. Both people here are using the same start point, so a different start date cannot explain the gap, and neither metric is defined by business days.

97. Answer: A — Within 8 hours after the employer learns of the death

Employers must report a work-related fatality to OSHA within 8 hours after learning of it, if the death occurs within 30 days of the incident. The 24-hour deadline applies to in-patient hospitalization, amputation and loss of an eye, and the 7-day period is the deadline for entering a case on the OSHA 300 log.

98. Answer: C — Agree turnover is a priority, then review exit data and talk with staff to find causes before picking a fix.

Good consultation diagnoses the problem before agreeing on a solution, while still treating the client's concern as real. If night-shift turnover comes from scheduling, pay or a supervisor, an app won't fix it. A quick pilot seems sensible, but it still skips diagnosis and spends money testing an answer before HR knows the question.

99. Answer: C — 15 nurses

Applying the staffing standard: 60 beds / 4 beds per nurse = 15 additional nurses per shift. Multiplying by three shifts (45) answers a different question, total nurses across a 24-hour day, which the stem did not ask for. The other figures come from applying the wrong ratio, such as 1 nurse per 3 beds (20) or 1 per 5 beds (12).

100. Answer: D — Reliable but not valid

Reliability is consistency, and the two raters agree closely, so the ratings are reliable (high inter-rater reliability). Validity is whether the ratings measure what they are meant to measure, and these do not reflect actual performance, so they are not valid. A measure can be consistent and still be wrong, but it cannot be valid without being reliable.

101. Answer: B — The Equal Pay Act covers exempt executive, administrative and professional employees, so the gap must be examined.

Although the Equal Pay Act is part of the FLSA, the FLSA's white-collar overtime exemptions do not apply to it; since 1972 the Act has covered executive, administrative and professional employees. Exempt status therefore does not remove the directors from the Act's protection. Pay basis and federal contractor status have nothing to do with EPA coverage.

102. Answer: B — Hold a calibration session in which he explains the ratings against the evidence and peer standards

Calibration tests whether the ratings are supported by evidence and consistent with standards used elsewhere, which addresses the real problem of rating inflation. Scaling increases or adding budget leaves the inflated ratings in place, and imposing a forced curve before reviewing the evidence could penalize a team that truly performed well.

103. Answer: C — Functional turnover

Functional (desirable) turnover is the departure of employees whose leaving benefits the organization, such as low performers. Dysfunctional turnover is the loss of employees the organization wanted to keep. These resignations were voluntary, so they are not involuntary turnover. "Unavoidable" refers to exits the employer could not have prevented, such as relocation of a spouse, and does not depend on performance.

104. Answer: C — 6.0%

Vacancy rate = open positions / total budgeted positions = (1,000 - 940) / 1,000 = 60 / 1,000 = 6.0%. Dividing the 60 vacancies by filled positions gives 6.4%, which uses the wrong denominator. A figure of 94.0% is the fill rate, not the vacancy rate.

105. Answer: C — Share the expected return date and any work restrictions, but not the diagnosis

Medical certifications and related records must be kept confidential and separate from personnel files. Supervisors may be told about leave dates, work restrictions and needed accommodations, but not the diagnosis. Sending the supervisor to ask the employee or letting him read the certification would undo that confidentiality and could look like interference with her leave rights.

106. Answer: D — An ASO administers HR services but does not become a co-employer or employer of record

An ASO provides payroll, benefits and HR administration while the client remains the sole employer, using its own tax ID and benefit plans. Becoming employer of record and pooling clients' employees into a master benefit plan are features of a PEO, not an ASO. Neither model removes the client's liability for its own employment decisions.

107. Answer: B — She need not be restored, since she would have lost the job anyway

An employee on FMLA leave has no greater right to reinstatement than if she had been continuously employed. If her position was eliminated in a bona fide layoff that would have affected her anyway, the employer need not restore her, but it bears the burden of proving she would have been laid off. FMLA restoration rights do not give her priority over other laid-off workers.

108. Answer: A — Explain the pool is for development, not a set promotion date

High-potential status signals investment in development, not a guaranteed promotion or timeline, so HR should set realistic expectations and focus on her development plan. Promising a date creates a commitment the company may not keep, denying the program is dishonest, and removing her penalizes her for someone else's disclosure.

109. Answer: C — Unpaid leave may be a reasonable accommodation, absent undue hardship

The ADA can require unpaid leave as a reasonable accommodation even when the employee is not FMLA-eligible and even when a neutral leave policy would not allow it, because accommodation often means modifying policies. HR should assess whether three weeks would impose an undue hardship. The ADA does not require that accommodation leave be paid beyond what the employer provides others.

110. Answer: A — Proceed, because extra pay on top of the guaranteed salary does not defeat exempt status.

DOL regulations allow an employer to give exempt employees additional compensation beyond the guaranteed salary, including straight-time hourly pay, bonuses or time-and-a-half, without losing the exemption. What matters is that the predetermined salary is not reduced. The extra pay can be set at any rate, so time and a half is optional rather than required.

111. Answer: A — A strength

Strengths are internal attributes the organization controls that give it an advantage, and a strong employer brand is an internal asset. It is tempting to call it an opportunity because it relates to the labor market, but opportunities are external conditions the company does not control. The brand is not a weakness or threat.

112. Answer: A — Reflective observation

Kolb's cycle moves from concrete experience (doing the exercise) to reflective observation (looking back on what happened), abstract conceptualization (drawing general lessons), and active experimentation (trying the lessons in new situations). Discussing what happened during the exercise is reflection.

113. Answer: D — So a single person owns the outcome and has final approval authority for it

The Accountable role is the one person who ultimately answers for the task's outcome and signs off on it; having more than one creates confusion and diluted ownership. The people who do the work are Responsible, and there can be several of them. Communicating updates relates to the Informed role, and seeking expert input relates to the Consulted role.

114. Answer: D — ISO 26000

ISO 26000 gives guidance on social responsibility across core subjects such as organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues and community involvement, and it is explicitly not a certification standard. ISO 14001 is a certifiable environmental management system standard, ISO 31000 gives guidance on risk management, and ISO 30414 sets requirements and guidelines for human capital reporting.

115. Answer: A — Organization

In the VRIO framework, a resource can be valuable, rare and hard to imitate, yet still fail to produce an advantage if the firm is not organized (through systems, processes and structure) to use it. The stem says the team is skilled and hard to copy, so value, rarity and imitability are present; the missing piece is the process that would let the firm capture that value.

116. Answer: C — When it concerns suspected misconduct and is shared only with the employer and certain others

The FCRA excludes communications made to an employer in connection with an investigation of suspected workplace misconduct, or compliance with law or preexisting written policies, when the report is not about creditworthiness and is shared only with the employer, its agents, government agencies or as required by law. If adverse action follows, the employer must give the employee a summary of the report's nature and substance. Who the investigator is, employee consent or the type of decision does not decide the exclusion.

117. Answer: B — Peer mentoring

Peer mentoring (sometimes called a buddy system) pairs employees at about the same level, usually within the same team, and is widely used in onboarding to help new hires learn routines and norms quickly. Group mentoring involves one mentor with several mentees, reverse mentoring has a junior employee advising a senior one, and executive coaching targets leaders' development with a professional coach.

118. Answer: B — Review benefits not yet counted, such as faster ramp-up, and check whether design flaws drove the result

A single negative ROI figure is a starting point for analysis, not a verdict. The HR manager should check whether important benefits (faster ramp-up, engagement, quality) were left out and whether design or delivery problems, which could be fixed, drove the weak result. Canceling right away ignores those factors, while stretching the time horizon just to get a positive number, or cutting content without a diagnosis, is not an evidence-based decision.

119. Answer: C — Yes, because the Weingarten right applies to investigatory interviews held by video or phone

The Weingarten right applies to any investigatory interview a unionized employee reasonably believes may lead to discipline, whatever the format. A video or phone interview qualifies, and the employer should let the representative join the call. Remote work does not remove NLRA coverage, and the right does not depend on recording the meeting.

120. Answer: C — Escalate it as a fiduciary problem, since deferrals must be deposited as soon as they can reasonably be segregated.

Once withheld, employee deferrals become plan assets and must be deposited as soon as they can reasonably be segregated from the employer's general assets. The 15th business day of the following month is only an outer limit, and small plans have a 7-business-day safe harbor; using the money for cash flow is a prohibited transaction. Paying interest later is part of correcting the problem, not permission to continue it.

121. Answer: B — It documents the agreed terms so both sides share one clear record

A written offer confirms the position, pay, start date, contingencies and at-will status, which prevents misunderstandings and disputes about what was promised on the phone. Verbal offers can themselves create enforceable expectations, so writing is not the only way an offer becomes binding; that is exactly why HR wants the terms recorded accurately. Federal law does not require an offer letter before the I-9, and changing terms after acceptance would damage trust.

122. Answer: B — Show how the engagement drop tracks with sales results and turnover on the team

The director cares about sales results, so the most persuasive approach links the team's engagement data to measures he already tracks, such as quota attainment and turnover. More survey detail or internal comparisons keep the discussion in HR terms. General research is useful context but less convincing than the team's own numbers.

123. Answer: D — Retaliation for taking part is prohibited, and any retaliation should be reported to HR right away.

Company policy should bar retaliation against anyone who takes part in an investigation, and Title VII protects employees who report or describe discriminatory conduct during an internal investigation (Crawford v. Metropolitan Government of Nashville), whether or not the complaint is ultimately substantiated. Reminding every interviewee and asking them to report retaliation at once helps the employer stop it early. Telling witnesses they are unprotected or should wait is inaccurate and increases legal risk.

124. Answer: C — An individual coverage health reimbursement arrangement (ICHRA)

An ICHRA reimburses employees tax-free for individual-market premiums and other medical expenses, and employers of any size can offer it in place of a group plan. A QSEHRA serves a similar purpose but is limited to employers with fewer than 50 full-time employees, which rules out a midsize company. An EBHRA cannot reimburse most individual-market premiums and must be offered alongside a group plan, and a limited-purpose FSA covers only dental and vision.

125. Answer: B — Holding one's position, updating skills, and sustaining midcareer achievement

Super's maintenance stage, roughly midcareer to the mid-60s, focuses on holding onto one's position, keeping skills current, and sustaining what has been achieved. Trying out roles and narrowing choices describes the exploration stage, and securing a place and seeking advancement describes the establishment stage. Reducing work involvement and preparing for retirement fits the final disengagement (decline) stage.

126. Answer: D — Encourage acceptance and reward the disruption of moving abroad

A foreign service premium is an incentive that recognizes the inconvenience and disruption of living abroad and encourages employees to accept assignments. Higher living costs are covered by the goods-and-services allowance, physical danger by danger pay, and added taxes by tax equalization or protection.

127. Answer: B — Revise the duties and requirements to reflect the review and quality-control work now performed.

Job descriptions should reflect the essential functions actually performed, which matters for recruiting, performance standards, pay decisions and ADA essential-function analysis. Here the work has shifted toward review and quality control, so the duties and required skills should be updated. Lowering the pay grade assumes the role is less valuable without a job evaluation, when review work may require equal or greater skill.

128. Answer: B — A periodic prompt that surfaces missed conflicts and documents each employee's attestation

The yearly attestation reminds employees of the policy, catches conflicts they failed to report when they arose, and creates a documented record that each person reviewed and affirmed compliance. It supplements rather than replaces event-driven disclosure. Listing an interest on the form does not approve it; disclosed conflicts still need review and a mitigation decision.

129. Answer: C — Frontline agents, supervisors and internal partners across shifts and tenure levels

A sound diagnosis draws on several perspectives, including people who do the work and those who depend on it, across shifts and experience levels. Relying only on managers, or on agents the manager picks, gives a narrow and possibly biased view. Top performers can show what good looks like but cannot explain why quality has dropped for others.

130. Answer: B — $3.00

Labor cost per unit = total labor cost / units produced = $900,000 / 300,000 = $3.00. Dividing units by cost gives about $0.33, which inverts the formula. The $30.00 and $0.30 figures are decimal-place errors.

131. Answer: A — A leave-sharing program under a written policy that lets coworkers donate PTO to affected colleagues

A leave-sharing program with written rules on eligibility and donation lets coworkers help in a structured, fair way and keeps affected employees paid. Informal shift swaps and manager-run cash collections create recordkeeping, fairness and pressure issues, and the FMLA does not cover time off to deal with property loss from a disaster.

132. Answer: D — Advise against it, because LPN work generally lacks the prolonged advanced study required.

The learned professional exemption requires work needing advanced knowledge in a field of science or learning that is customarily acquired through a prolonged course of specialized intellectual instruction. DOL regulations state that registered nurses generally meet this test but licensed practical nurses generally do not. A license and a matching salary cannot supply the missing educational requirement.

133. Answer: C — When confirming specific facts such as dates, times or who was present

Closed questions, which call for short or yes-or-no answers, are best for nailing down or confirming specific facts after the person has given an open narrative. Building rapport, exploring feelings and drawing out the person's own account all call for open questions.

134. Answer: D — Service recovery paradox

The service recovery paradox describes cases in which a customer who experiences a failure that is then resolved very well ends up more satisfied than one who never had a problem. The Hawthorne effect is a change in behavior because people know they are being observed, the halo effect is letting one positive trait color an overall judgment, and the fundamental attribution error is the tendency to explain others' behavior by personality rather than circumstances.

135. Answer: D — Arbitration

In arbitration, the neutral hears both sides and issues a decision, and when the parties have agreed it is binding, that decision is final. A mediator helps the parties reach their own agreement but has no power to impose one. Conciliation and facilitation likewise help the parties communicate and settle without a third-party ruling.

136. Answer: C — It tends to make the proposal more persuasive, because people weigh potential losses more heavily than equal gains.

Prospect theory shows that losses loom larger than equivalent gains, so framing a proposal as avoiding a loss often increases its persuasive force. People respond to framing even when the objective facts are identical. Loss frames do not make people uniformly risk-averse; in fact, people facing losses often become more willing to take risks.

137. Answer: D — Recalling information from memory strengthens it more than rereading or reviewing the same material

This is the testing effect: the act of retrieving information from memory strengthens the memory and slows forgetting, more than passively rereading or hearing it again. Low-stakes quizzes also give learners and trainers feedback. They are not meant to screen people out or to encourage competition.

138. Answer: C — Keep them nonexempt, because manual trades work does not qualify at any pay level.

DOL regulations state that the white-collar exemptions do not apply to manual laborers or other blue-collar workers, including skilled trades such as electricians, no matter how highly they are paid. Their skills come from apprenticeship and on-the-job training rather than prolonged intellectual instruction, so the learned professional exemption fails. The HCE test also covers only employees whose primary duty includes office or non-manual work.

139. Answer: C — Legitimating tactics

Legitimating tactics establish that a request is proper by referring to rules, policies, formal agreements or the authority behind them, as the HR manager does by citing the policy and handbook. Pressure relies on demands, threats or persistent checking. Rational persuasion would use evidence and logic about the training's benefits, and inspirational appeals arouse enthusiasm by appealing to values and ideals.

140. Answer: C — Short timed rounds with many senior employees, each round focused on one question

Speed mentoring uses brief, rotating conversations, often 10 to 15 minutes each, so participants meet many experienced employees in a single event and build a broad network quickly. A single long pairing is traditional mentoring, while a panel presentation or asynchronous forum lacks the one-on-one rotation that defines the format.

141. Answer: A — Race and color

Title VII permits a BFOQ only for religion, sex and national origin, and only when the trait is reasonably necessary to the normal operation of the business. Race and color are excluded entirely, so no BFOQ is available for the campaign. National origin and religion can, in narrow cases, be BFOQs.

142. Answer: A — Manager observations and usage logs showing on-the-job use 60 days later

Level 3 measures behavior: whether people apply what they learned on the job, which observations and usage data collected weeks later can show. Survey reactions are Level 1 and quiz scores are Level 2. Changes in turnaround time and revenue are business results at Level 4.

143. Answer: A — To gauge how ready people and the organization are so the plan can close gaps

A readiness assessment looks at factors such as leadership support, change history, capacity and attitudes before launch, so the change plan can be tailored to close gaps. Identifying which jobs and processes are altered describes an impact assessment, a related but different tool. Measuring results happens after implementation, and budget approval is a governance step rather than a readiness measure.

144. Answer: D — Coach the manager to meet with both employees and address the dispute

Ordinary work disputes are a core part of the manager's role, and coaching the manager to handle it builds her capability and keeps her accountable. HR stepping in alone undermines the manager and creates dependence. A transfer or formal investigation is premature with no misconduct alleged.

145. Answer: D — Agree on handoff criteria, train the staff, transfer documentation, and provide a short period of joint support.

A sound transition to operations sets acceptance criteria for the handoff, builds the receiving team's capability through training and documentation, and includes a period of hypercare or joint support before the project formally closes. Simply sending documents leaves the service center unprepared, and having it learn on live requests risks errors on employees' leave. Keeping the project team in place indefinitely blurs the line between project and operations and ties up project resources.

146. Answer: D — Explain plainly what the tool assessed and how people made the final call

Transparency builds trust and, in some jurisdictions, is legally required, so HR should describe in plain language what the tool evaluated, what role human reviewers played and how to raise concerns or request reconsideration. Refusing to share anything harms the employer brand and invites suspicion. Sending the full algorithm is unnecessary and may breach the vendor contract, and denying AI use when a tool screened him is misleading.

147. Answer: B — Courage

In Deloitte's model, courage includes humility: inclusive leaders admit mistakes, acknowledge the limits of their own strengths, and make room for others to challenge them. Collaboration is about empowering others and building diverse teams, which is related but is not shown by admitting personal error. Commitment refers to treating inclusion as a personal priority, and cultural intelligence refers to adapting across cultural contexts.

148. Answer: C — Including them is fine if pay, discipline, and benefits stay with the agency

Co-employment risk comes mainly from control over the terms of employment, such as pay, discipline, and benefits, not from inviting temps to meetings or lunches. Excluding them is unnecessary and can hurt morale and safety communication, while having them sign the employee handbook treats them as employees and increases the risk.

149. Answer: A — Central tendency error

Central tendency error is clustering ratings in the middle of the scale, often to avoid having to justify extreme ratings. Leniency would push ratings upward for everyone, not toward the midpoint. The result is that the ratings fail to tell strong and weak performers apart.

150. Answer: A — The charge is also treated as filed with the EEOC, so no separate federal filing is needed.

Under work-sharing agreements, a charge filed with a state or local FEP agency is generally dual-filed with the EEOC, preserving both state and federal claims. One agency usually handles the investigation for both. Filing with the state does not waive federal rights, and dual filing does not depend on a cause finding.

151. Answer: D — Crisis stage

The crisis (frustration) stage usually follows the honeymoon period and is marked by irritability, homesickness and negative views of the host culture. In the adjustment stage the person starts to understand and cope with local norms, and in the mastery stage the person functions comfortably in the new culture.

152. Answer: C — Review financial reports with finance and walk the production floor with supervisors

Learning the business means seeing how this company makes money and where it spends it. Reviewing financial reports with finance and seeing operations firsthand show the real drivers, such as labor, materials, scrap and downtime. Industry articles are general, the HR budget covers only a small share of company costs, and an employee survey gathers opinions rather than data.

153. Answer: D — The duty requires a sincere effort to reach agreement but does not compel either party to accept a proposal or make a concession.

Section 8(d) of the NLRA defines bargaining in good faith as meeting at reasonable times and conferring sincerely, and it states that the obligation does not compel either party to agree to a proposal or require the making of a concession. Firmly rejecting a proposal while explaining the reasons is lawful hard bargaining. The tempting idea that each side must move on every issue is not the legal rule, and the duty binds unions as well as employers.

154. Answer: B — $2,500

Cost per hire = (external costs + internal costs) / total hires = ($150,000 + $50,000) / 80 = $2,500. Using only external costs gives $1,875, and using only internal costs gives $625. Subtracting internal from external costs gives $1,250, which has no basis in the formula.

155. Answer: A — A model that recommends which retention action to take for each at-risk employee group

Prescriptive analytics goes beyond predicting outcomes to recommending the best course of action, such as which retention intervention fits each at-risk group. Estimating the probability of leaving is predictive, a historical dashboard is descriptive, and explaining why turnover rose is diagnostic.

156. Answer: D — To commit to specific ways of using the skills on the job that can be followed up

An action plan is a transfer tool: participants set specific goals for using what they learned, which increases commitment and gives managers and trainers something concrete to follow up on. It is not a satisfaction measure, which is a Level 1 reaction survey. Recall of course content is measured with a knowledge test at Level 2.

157. Answer: C — Recalculate turnover using the survey's definitions and counting rules before submitting

Benchmark data is comparable only when every participant uses the same definitions. HR should apply the survey's instructions on which employees and separations to count. A note explaining a different method does not make the number comparable once it is aggregated with other participants' data.

158. Answer: D — Ruinous empathy

Radical Candor plots behavior on two axes: caring personally and challenging directly. The supervisor cares personally but does not challenge directly, which is ruinous empathy: sparing feelings now at the cost of the employee's growth. Manipulative insincerity involves neither caring nor challenging, and obnoxious aggression challenges without caring.

159. Answer: C — A same-day call-off for car trouble that was not requested in advance

An unscheduled absenteeism rate is meant to capture absences the employer could not plan around, such as a same-day call-off. Approved vacation, scheduled FMLA leave and known jury duty were all planned in advance, so including them would inflate the rate and mix protected or approved leave into a measure used to spot attendance problems.

160. Answer: B — Preserve the message logs and call recordings, then plan separate interviews with the parties.

Harassment through company messaging tools and video calls is workplace conduct, and HR should first preserve the digital evidence, such as message logs and recordings, before it is deleted or overwritten. Then it can scope the investigation and interview the parties and witnesses separately. Relying on the employee's own screenshots risks missing context, and joint meetings or an informal warning skip a proper investigation.

161. Answer: D — A relative working in the employee's direct reporting line or under his pay approval

Most nepotism policies focus on control: relatives may not supervise each other, sit in the same reporting chain, or approve each other's pay, hours or evaluations. They usually permit relatives to work in the same organization when neither can influence the other's employment terms. A blanket ban on relatives anywhere in the company is stricter than typical and can shrink the applicant pool for no clear benefit.

162. Answer: D — Explain the plan's loan limits and repayment terms, and that leaving can make the balance due.

HR should give accurate plan information: loan limits, interest, repayment through payroll, and the fact that if he leaves, any unpaid balance may have to be repaid or treated as a taxable distribution (a loan offset). HR should not give personal financial advice. A plan loan that follows the rules is not taxed when taken, so stating that it is would be inaccurate.

163. Answer: A — Cash-settled stock appreciation rights or phantom stock

Cash-settled SARs and phantom stock pay cash equal to share appreciation (or value) without transferring stock, which avoids diluting ownership. Incentive stock options, restricted stock and ESPPs all involve issuing actual shares to employees.

164. Answer: B — Awareness

Awareness, the first ADKAR element, is understanding the business reasons for a change, and the survey shows employees lack it. Desire is the personal choice to support the change, which usually depends on first understanding why. Knowledge and ability relate to knowing how to change and being able to do it, which are not what employees are questioning.

165. Answer: A — Compare the candidate's qualifications with the incumbents' and document any job-related reason

An internal equity check comes first: HR needs to know whether experience, skills or credentials justify paying the newcomer more and to document a job-related reason, which also limits pay equity risk. Cutting the offer or raising incumbents are possible outcomes, but choosing either before the facts are known is premature, and approving without review ignores the equity and legal exposure.

166. Answer: D — An employee transferring to a role in another division

Company-wide turnover counts people who leave the organization. An internal transfer keeps the employee on the payroll, so counting it would overstate turnover; it belongs in internal mobility metrics. Resignations, layoffs and retirements all end employment and count as separations, whether voluntary or involuntary.

167. Answer: A — $312,000

Daily cost with benefits is $200 x 1.30 = $260, and 1,200 days x $260 = $312,000. The $240,000 figure counts wages only, and $72,000 is the benefits portion alone. The $342,857 figure comes from dividing wages by 0.70, which wrongly treats benefits as 30% of the total rather than 30% added to wages.

168. Answer: B — It falls within measurement error, so the scores should be treated as essentially equivalent.

The SEM estimates how much an observed score varies around a person's true score. With an SEM of 3, each score has a band of roughly plus or minus 3 points, and the standard error of the difference is about 3 x 1.41 = 4.2, so a 2-point gap is well within chance variation. Treating the higher score as proof of greater ability ignores measurement error, which is the basis for using score bands.

169. Answer: A — 2% of payroll

The raises are paid for only 6 of the 12 months, so the current-year cost is 4% x 6/12 = 2% of payroll. The full 4% annual cost carries into the next fiscal year.

170. Answer: D — Talk with the district managers to learn what is keeping them on paper, then address those barriers.

Lingering use of the old process usually signals barriers such as poor store connectivity, a confusing interface or gaps in training. Finding out why and fixing those causes leads to lasting adoption. Rejecting forms could disrupt store staffing, continuing to key them reinforces the old habit, and escalating first skips understanding the problem.

171. Answer: B — Rank each request by business alignment, urgency and expected impact, using the same criteria for both

Scarce training funds should go where they best support business results, judged with consistent criteria such as strategic alignment, urgency and expected return. Using those criteria, the certification needed for a contract starting next quarter is likely to rank high, but the point is the transparent method. Splitting the money may leave both needs underfunded, and first-come or assumed long-term benefit ignore business priorities.

172. Answer: B — Escalate the complaint to the next level of management or to HR for review under the program.

Multistep programs move complaints upward through internal levels, such as a higher manager or HR review, and then to options like peer review or mediation, with arbitration typically as the final step. Jumping straight to arbitration skips less costly internal steps. The complaint does not allege discrimination, so an EEOC charge does not fit, and closing it ignores the rest of the ladder.

173. Answer: A — Co-optation, which can backfire badly if the person realizes they are being used

Giving a resister a symbolic role to win endorsement, rather than to gain real input, is co-optation, part of the manipulation and co-optation approach. It is quick and cheap, but if people feel manipulated it can destroy trust and intensify resistance. Genuine participation involves acting on input, and its main drawback is time; coercion and negotiation do not match the facts described.

174. Answer: A — Type I, criminal intent violence

Type I violence is committed by someone with no legitimate relationship to the business or its employees, usually while committing another crime such as robbery. It is the largest source of workplace homicides and is a major risk for late-night retail and taxi workers. The robber was not being served as a customer, so this is not Type II.

175. Answer: A — Her duty of teaching the faith brought her within the First Amendment ministerial exception.

The ministerial exception, grounded in the First Amendment, bars employment discrimination claims by employees who perform vital religious functions. The Court said what matters is what the employee does, such as teaching the faith, not her formal title or training, both of which were limited in her case. Section 702 allows religion-based preferences but does not bar age claims, and the case did not turn on employer size.

176. Answer: D — Helping her plan one-on-one talks with each former peer about the new relationship

New managers promoted from within do best when they openly reset each relationship, acknowledging the change and making clear that standards will apply equally to everyone. Cutting off all social contact can damage trust and is not required. Making abrupt process changes to assert authority, or avoiding feedback with friends, are both common mistakes that undermine credibility and fairness.

177. Answer: A — Help the manager reframe the goal toward low-cost team-building that supports the cost-reduction priority

Team goals should support organizational strategy, so the HR partner coaches the manager to keep the engagement intent while aligning it with the cost-reduction push, for example through no-cost recognition or cross-training. Approving the goal as written ignores the strategic context, and an outright ban discards a legitimate engagement need. Halving the budget is an arbitrary fix that still leaves the goal disconnected from strategy.

178. Answer: A — Outsourcing hires a third party, while offshoring moves work abroad, possibly in-house

Outsourcing is about who does the work (a third party instead of employees), while offshoring is about where it is done (another country). The two can be combined, but a company can offshore work to its own overseas facility without outsourcing it. Treating the terms as the same is the common mistake.

179. Answer: C — Explain that any retake must be offered to all candidates on the same terms or to none of them.

Consistent treatment is the core issue: giving one favored candidate a second attempt is unfair to the others and creates discrimination risk. A retake policy is acceptable only if applied to everyone on the same terms, apart from legitimate accommodations, which have not been requested. Having HR score the retake does not cure the unequal opportunity, and lowering the cutoff for one person is the same favoritism in another form.

180. Answer: B — A nonmandatory subject, because product pricing lies at the core of managerial control.

Decisions about product pricing are core entrepreneurial matters that are not wages, hours or terms and conditions of employment, so they are not mandatory subjects. The union may raise the topic, but insisting on it as a condition of agreement violates its duty to bargain. Not every business decision that has some effect on jobs becomes a mandatory subject.

181. Answer: B — Use an outside vendor and set a minimum group size for any reported results.

Credibility comes from structural protections employees can see: third-party administration and a minimum reporting group size so small teams cannot be identified. A promise without changes to the practices that caused the doubt will not be believed. Dropping all demographics sacrifices useful analysis when reporting thresholds address the risk, and making the survey optional does not fix the anonymity concern.

182. Answer: C — Have a person review and clear the flag, and offer the applicant another proctoring method.

Title VII requires accommodating sincerely held religious practices unless doing so would cause undue hardship, which the Supreme Court has said means substantial increased costs. A human review and an alternative such as live proctoring are low-cost options. Asking her to remove the head covering conflicts with her religious practice, applying the rule uniformly is not a defense when accommodation is owed, and a retest under the same tool would likely repeat the flag.

183. Answer: C — Within 90 days after she becomes covered by the plan

ERISA requires the plan administrator to furnish the summary plan description to a new participant within 90 days after the person becomes covered by the plan. The 210-day deadline applies to a summary of material modifications describing a plan change, and 120 days is the deadline for a new plan to distribute its first SPD after the plan is established.

184. Answer: A — 4.0%

Absence rate = days lost ÷ (employees × workdays) × 100 = 176 ÷ (200 × 22) = 176 ÷ 4,400 = 4.0%. Dividing the days lost by headcount alone gives 0.88 (176 ÷ 200), which is the average days lost per employee rather than a rate, and 8.0% results from dividing by 2,200 (half the available workdays). Dividing 22 by 176 yields 12.5%, an inverted formula.

185. Answer: A — Integrity

Mayer and colleagues define integrity as the trustor's perception that the trustee adheres to a set of principles the trustor finds acceptable, which is what consistent adherence to stated ethics shows. Benevolence is goodwill toward the trustor specifically, and ability is domain competence. Credibility is an element of Maister's trust equation, not the Mayer model.

186. Answer: A — Start paid time when workers begin putting on the gear, since it is integral to the job.

Putting on and taking off protective and sanitary gear that is required and integral to the job is a principal activity, and it can start the continuous workday, as the Supreme Court held in IBP v. Alvarez. Only a collective bargaining agreement can exclude clothes-changing time under FLSA Section 3(o), so it does not apply at a nonunion plant. Individual employees cannot waive the right to be paid for hours worked.

187. Answer: C — Explain what data is used and help her turn off personalization while keeping required training.

Because the recommendations are optional and required training is handled separately, HR can honor her preference while explaining what data is collected and how it is used. Making tracking a condition of access overrides a reasonable choice the system allows. Removing her from the platform is more than she asked for, and sending her manager to persuade her pressures her rather than respecting her preference.

188. Answer: D — Halo effect

The halo effect occurs when one strong trait colors a rater's judgments of unrelated dimensions. Leniency is a general tendency to rate everyone high, regardless of any particular trait, so it is the most tempting but wrong label. Recency bases ratings on recent events, and central tendency clusters ratings in the middle of the scale.

189. Answer: B — Rewrite the item in plain language and drop the parts that do not apply to hourly staff.

Jargon such as "TR" (total rewards) and "LTI" (long-term incentive) vehicles will confuse most hourly employees, and LTIs usually do not apply to them at all, so responses would be meaningless. Items should use the respondents' own vocabulary and ask about things they experience. Adding a glossary or relying on a neutral choice leaves a confusing, irrelevant item in place, and moving it does not make its data any more useful.

190. Answer: D — Define job-related values, assess them with structured questions, and review the rejections.

Undefined "culture fit" judgments often mask affinity bias and can create disparate treatment risk. Defining job-related values and assessing them consistently keeps the legitimate purpose while reducing bias, and reviewing past rejections checks for problems. A second informal impression adds another unstructured judgment, and dropping culture entirely ignores that values alignment can be a valid criterion.

191. Answer: D — Approve the time off, letting the employee use PTO or unpaid leave

Time off for religious observance is a common accommodation, and here there is no hardship because the work can be covered. The employee can use PTO or unpaid leave, or a schedule swap could also work. Limiting time off to company holidays ignores the duty to accommodate, and requiring proof that the observance is mandatory is improper because Title VII protects practices that are sincerely held, not only those a faith requires.

192. Answer: A — It is based on a protected trait and is severe or pervasive enough to alter work conditions

Federal anti-discrimination laws reach harassment only when it occurs because of a protected characteristic, such as race, sex, religion, age or disability, and is severe or pervasive enough to create a hostile work environment (or results in a tangible employment action). Duration, the harasser's rank and the target's stress level matter to the analysis but cannot make conduct unlawful without the protected-class link. Supervisor status affects employer liability, not whether harassment exists.

193. Answer: D — Adjust pay toward market as part of a planned review, not as a reaction to union talk

Market-competitive pay is a sound preventive strategy when it rests on legitimate business data and the employer's normal compensation process. Linking a raise to union support is an unlawful promise of benefit, and targeting only vocal employees looks retaliatory or coercive. Waiting indefinitely leaves a real problem unaddressed, while the timing and messaging of an adjustment that is not tied to a campaign can be planned with labor counsel.

194. Answer: B — Ask what problem the perk is meant to solve and what evidence suggests the problem exists

Evidence-based practice begins by clarifying the problem. Copying a competitor assumes the perk addresses an issue the company actually has, such as retention or recruiting losses to that competitor. Benchmarking, pricing and interest surveys may follow, but each answers a different question than whether there is a problem the perk would fix.

195. Answer: D — Disclose the prior relationship and ask to be replaced on the panel.

Her prior experience could bias her evaluation in either direction, and sharing an unverified past review with the panel could taint the process. The fair approach is to disclose the history and remove herself so the candidate is judged on the current selection criteria. Deliberately rating him generously is still a distortion, and keeping the history private leaves an undisclosed conflict in the process.

196. Answer: C — Escalating threats, fixation on a grievance and talk of weapons

Recognized warning signs involve changes and escalation, such as direct or veiled threats, intense fixation on a perceived injustice, intimidating behavior and an unusual interest in weapons or past violent events. Introversion, medical leave and open disagreement are not predictive of violence, and treating them as red flags can lead to discrimination or retaliation claims.

197. Answer: B — Point out that the link may reflect other factors, and test it further before narrowing recruiting.

A correlation between school and ratings does not show that the school causes better performance; differences in job assignment, tenure, managers, or small sample size may explain it. Narrowing recruiting to one school could also shrink the applicant pool and create adverse impact. Adding a second school treats the unproven finding as valid, and ratings are a legitimate measure of source quality when used carefully.

198. Answer: C — Discuss accessible options with her and provide an alternative that measures the same problem-solving skills.

Once an applicant requests an accommodation, the employer should engage with her to find an effective option, such as an accessible format or alternative test that measures the same job-related skill. A larger monitor and extra time do not solve a visual-access barrier. Documentation may be requested when a disability is not obvious, but demanding it first delays the process, and skipping assessment altogether is not required when a fair alternative exists.

199. Answer: A — AI drafts can miss the tone, context, and accuracy that sensitive messages require.

Messages about layoffs and benefits are high-stakes: errors create legal and financial risk, and a tone that seems careless can damage trust. AI drafts may contain inaccuracies or miss context only HR knows, so human review is essential. There is no federal ban on AI-drafted notices, and length or detectability are not the central concerns.

200. Answer: A — Ask participants to keep the open case confidential for stated reasons and restate the retaliation ban

A targeted, temporary confidentiality request for investigation participants, justified by the need to protect witnesses and evidence, helps the investigation while respecting employees' NLRA right to discuss working conditions. Restating the ban on retaliation protects the complainant and witnesses. Blanket, permanent gag rules and disciplining anyone who mentions the case are likely overbroad under the NLRA, and disclosing details to the team harms privacy and the investigation.

201. Answer: B — An email or an intranet bulletin

Media richness theory matches channel richness to message complexity. A simple, routine, unambiguous reminder fits a lean channel such as email or a bulletin, which reaches everyone efficiently. Face-to-face meetings, video and phone calls are rich channels best kept for complex, sensitive or emotional messages.

202. Answer: D — Psychological noise

Psychological noise is internal mental interference, such as worry, stress or preoccupation, that prevents a receiver from attending to a message. Physical noise comes from the environment, semantic noise comes from confusing words or meanings, and physiological noise comes from bodily states such as hunger, fatigue or illness.

203. Answer: B — Logistic regression

Logistic regression models the probability of a binary (yes/no) outcome, such as staying or leaving. Linear regression assumes a continuous outcome and can predict impossible values below 0 or above 1 for a binary variable. Time-series analysis forecasts aggregate trends over time rather than individual outcomes.

204. Answer: C — Quality circles

Quality circles are small, voluntary groups of workers who meet regularly to identify and solve work-quality problems and recommend fixes. Self-managed teams have authority to run their own work, gainsharing ties group pay to performance gains, and process consultation is a consultant-led intervention on group dynamics.

205. Answer: C — Work with the supervisor to build a temporary assignment of tasks within her restrictions.

A transitional duty program brings injured employees back with temporary, meaningful work within their medical restrictions, which speeds recovery, keeps them connected to work and reduces workers' compensation costs. HR should help the supervisor find suitable tasks, such as inventory counts, scanning or training, for a set period. Keeping her home increases claim costs and can delay recovery. Pushing the doctor to lift a medical restriction is improper, and an arbitrary placement ignores her skills and restrictions.

206. Answer: B — Test A, because her z-score of 2.0 beats her 0.5 on Test B

A z-score converts raw scores to a common scale: z = (score - mean) / SD. Test A: (85 - 75) / 5 = 2.0; Test B: (90 - 85) / 10 = 0.5. She was two standard deviations above average on Test A but only half a standard deviation above on Test B, so raw scores on tests with different means and spreads cannot be compared directly.

207. Answer: D — The company has likely breached the contract and may owe the remaining compensation, reduced by mitigation.

A fixed-term contract replaces the at-will presumption for its duration, so ending it early without the cause the contract requires is a breach. Damages are usually the compensation for the rest of the term, reduced by what the employee earns or reasonably could earn in a new job (mitigation). The at-will presumption applies only when there is no agreement to the contrary, and there is no standard two-week remedy.

208. Answer: A — A rating on each answer with an option to flag errors for HR to review

An in-the-moment rating with an error flag creates a direct feedback loop that ties the signal to a specific answer, so HR can correct content quickly. An annual satisfaction survey is too infrequent and general to identify specific wrong answers. A disclaimer warns users but collects nothing, and usage counts measure volume rather than accuracy.

209. Answer: A — +15

NPS = % promoters - % detractors = (120 / 300 = 40%) - (75 / 300 = 25%) = +15. Subtracting raw counts (120 - 75) gives +45, which is not a percentage. Using only the promoter share gives +40, and counting passives as promoters gives (225 - 75) / 300 = +50; passives count only in the denominator.

210. Answer: A — They overlap, and relationships and a manager's status extend beyond work.

In diffuse cultures, the boundary between work and private life is broad and porous: business relationships involve personal knowledge and time together, and a manager's standing carries into social settings. In specific cultures, work and private life are kept separate, so a manager's authority is limited to work matters.

211. Answer: A — Liability stands, but reinstatement, front pay and later back pay are barred

McKennon held that after-acquired evidence of misconduct does not erase liability for a discriminatory decision, because the employer did not rely on it at the time. It does limit remedies: reinstatement and front pay are generally unavailable, and back pay usually runs only to the date the misconduct was discovered. The employer must show it would in fact have fired her for the misconduct alone.

212. Answer: D — 6%

Voluntary separations = 50 - 20 = 30, and 30 / 500 = 6%. The 10% figure is total turnover (50 / 500), and 4% is the involuntary rate (20 / 500). The 60% figure (30 / 50) is the share of all separations that were voluntary, not a turnover rate, because it does not use headcount.

213. Answer: A — Move the huddle to an accessible area so the whole team meets in the same place.

Moving the huddle to an accessible location lets the employee take part fully alongside her colleagues and is a simple fix. Phone access or after-the-fact briefings keep her separate from the team and give her less chance to contribute, which undermines inclusion even if she receives the information.

214. Answer: B — Manager and employee jointly set specific objectives and review progress against them periodically

MBO is a participative process: the manager and employee agree on specific, measurable objectives, then meet periodically to review progress and adjust. Cascading fixed targets with no employee input misses the participative element that defines MBO, and ranking and trait rating are different appraisal approaches.

215. Answer: C — It has no employee minimum, no damages cap, and no EEOC charge requirement

Section 1981 prohibits race discrimination (including ancestry and ethnicity) in making and enforcing contracts, including employment. It applies regardless of employer size, its compensatory and punitive damages are not capped, and a plaintiff can sue directly without first filing an EEOC charge, generally within four years. Section 1981 does not cover sex discrimination. Because her employer is below Title VII's 15-employee threshold, Section 1981 may be her main federal route for a race claim.

216. Answer: C — It is over budget, with a cost performance index of 0.8.

Earned value is percent complete times budget: 0.50 x $80,000 = $40,000. The cost performance index is earned value divided by actual cost: $40,000 / $50,000 = 0.8, so the project is getting 80 cents of work for every dollar spent and is over budget. Inverting the ratio gives 1.25, and dividing actual cost by the total budget gives 0.625 ($50,000 / $80,000), neither of which is the CPI.

217. Answer: B — Shut down the conveyor, isolate and lock out its energy sources, and verify it is de-energized

The lockout/tagout standard requires hazardous energy to be isolated and locked out, and zero energy verified, before servicing equipment where unexpected startup or movement could cause injury. Turning off the panel switch and hanging a sign is not isolating energy, because someone can restart the machine. An idling conveyor still moves, and a spotter or gloves do not control the energy. Narrow exceptions for minor servicing apply only when other effective protection is in place.

218. Answer: C — Employer domination of a labor organization in violation of Section 8(a)(2)

A committee that deals with management over wages and working conditions can be a labor organization under the Act, and an employer that creates, selects and controls it dominates or assists it in violation of Section 8(a)(2). Committees limited to quality, productivity or one-way suggestions are lower-risk. Section 8(a)(5) does not apply because there is no certified or recognized union.

219. Answer: D — A volunteer network working alongside the traditional hierarchy to drive strategy

Kotter proposed that organizations keep the hierarchy for reliable day-to-day operations and add a network of volunteers drawn from across levels to move quickly on strategic initiatives. The two systems work together. A matrix structure gives employees two bosses inside a single hierarchy, which is a different concept.

220. Answer: C — Share the findings and propose a role clarification process instead

Good consulting means addressing the diagnosed root cause, so HR should share the data with the client and recommend an intervention that clarifies roles. Training alone, even with a short add-on, will not fix structural ambiguity, and going over the manager's head before discussing the findings with him damages the consulting relationship.

221. Answer: C — The pay policy line, which sets range midpoints relative to job worth

The regression of market pay on job evaluation points is the market line; once it is adjusted for the organization's lead, match or lag strategy, it becomes the pay policy line, which is used to set range midpoints relative to job worth. The unadjusted market line does not reflect the 5% lead, red-circling flags pay above range maximum, and compa-ratios apply to individual employees, not to the structure.

222. Answer: D — Seeing the post was not a violation, but the manager must not let it affect the project decision.

GINA's inadvertent-acquisition exception includes information an employer sees on social media when it was given access and did not seek out genetic information. So seeing the post is not a violation. Family medical history is genetic information under GINA, though, and the employer may not use it in employment decisions or ask about her own testing. Weighing her expected caregiving would use the information to her detriment.

223. Answer: A — The employee, by $2.50 per hour

Fully loaded employee cost = $25.00 x 1.30 = $32.50 per hour. The temp bill rate is $35.00, so the employee costs $35.00 - $32.50 = $2.50 per hour less. Comparing the $35.00 bill rate with the $25.00 wage alone gives $10.00 because it leaves out the benefits load, and the bill rate already includes the agency's costs and markup.

224. Answer: B — Percentage of inquiries resolved on the first contact

First-contact resolution measures whether employees got what they needed without callbacks or escalation, so it reflects both effectiveness and the employee experience. Article counts, call volume and headcount are activity or input measures. They can rise while service gets worse, so they make poor SLA targets.

225. Answer: C — Are you at least 18 years old?

Asking whether an applicant meets a job's minimum age requirement confirms eligibility without revealing actual age. Date of birth, graduation year and retirement plans all reveal or suggest age and can be used as evidence of discrimination against applicants 40 and older under the ADEA. Graduation year is a common trap because it seems neutral but works as a proxy for age.

226. Answer: C — 0.99

Individual compa-ratios are $55,000 / $60,000 = 0.917, $60,000 / $60,000 = 1.000 and $65,000 / $62,000 = 1.048; their average is 0.988, or 0.99 (total pay over total midpoints, $180,000 / $182,000, also rounds to 0.99). Assuming a $60,000 midpoint for everyone gives 1.00, inverting the ratio gives 1.01, and using the $62,000 midpoint for all three gives 0.97.

227. Answer: C — $30

Under the FLSA, piece-rate earnings are divided by hours worked in the workweek and must average at least the minimum wage. $7.25 x 40 = $290, so the employer owes $290 - $260 = $30 in make-up pay. Paying $0 assumes piece rates are exempt, and $290 is the full minimum-wage total rather than the shortfall.

228. Answer: C — Implement only terms reasonably comprehended within the final offer, and offer the larger raise to the union at the table first.

At a genuine impasse, an employer may implement changes that are reasonably comprehended within its pre-impasse proposals. Implementing terms better than anything offered to the union undermines the union's status as bargaining representative and is an unfair labor practice. The tempting view that impasse frees the employer to set any improved terms is wrong; the extra 1% should be proposed to the union, which could break the impasse.

229. Answer: C — Pause the plan during the leave and resume it on her return with four weeks left.

The FMLA bars employers from using protected leave as a negative factor, so time on leave cannot count against the plan's deadline. Pausing the plan and resuming it with the remaining four weeks preserves both her rights and the legitimate performance process. Letting the clock run, or ending the plan early, effectively penalizes her for taking leave. Nothing in the law requires the employer to drop documented performance concerns because an employee took leave.

230. Answer: B — Regular feedback on progress and steps that build commitment to the goals

Locke and Latham identify goal commitment and feedback as key conditions; without knowing how they are doing, and without accepting the goal, people do not sustain effort toward difficult targets. Replacing difficult goals with easy ones removes the main driver of performance, and detailed procedures or forced ranking do not address the missing feedback and commitment.

231. Answer: C — IT, with an 18% turnover rate

Rates, not raw counts, show where turnover is concentrated: Operations 18 / 150 = 12%, Sales 12 / 80 = 15%, IT 9 / 50 = 18%. Operations had the most separations, but only because it is the largest department. IT, the smallest, is losing the largest share of its people.

232. Answer: C — The leave does not qualify, since no disability leaves her unable to self-care

Care for a son or daughter aged 18 or older qualifies only if the child is incapable of self-care because of a mental or physical disability and has a serious health condition. A healthy adult recovering from minor outpatient surgery does not meet that standard. Age 26 is an ACA health coverage rule, not an FMLA rule, and adult children can still qualify when the disability standard is met.

233. Answer: A — Discipline imposed outside the agreement's procedures can be overturned in arbitration even if misconduct occurred.

A collective bargaining agreement is a binding contract, and arbitrators often overturn or reduce discipline when the employer skipped required steps, such as notice, timelines or just-cause standards, even if the misconduct is proven. The employer still conducts the investigation; the union does not take it over. Membership votes on discipline are not part of the process.

234. Answer: B — Gold plating

Gold plating is the team's own addition of features beyond the agreed requirements, which consumes time and budget and can introduce risk without stakeholder approval. Scope creep refers to uncontrolled expansion driven by requests from stakeholders or customers. Fast tracking is a schedule-compression technique, and value engineering seeks to deliver required functions at lower cost.

235. Answer: D — Assess whether workplace barriers keep staff from applying the new skills.

High completion and test scores show people learned the material, so the gap is likely in transfer to the job, such as a lack of manager reinforcement, conflicting metrics like call-time targets, or no chance to practice. Redesigning or repeating the course assumes the content is the problem. Cutting the program skips the diagnosis.

236. Answer: D — Its goals are explicitly tied to business objectives such as talent, markets, or innovation.

A BRG keeps the community and development role of an ERG but adds an explicit link to business outcomes, such as recruiting, product insight, customer reach or innovation. The difference lies in purpose and accountability, not in which budget pays for it or which roles members hold. Focusing on social events describes an early-stage ERG, which is the opposite of the BRG shift.

237. Answer: D — Compare each country to its own trend or norms rather than ranking raw scores across them.

Cultural response styles, such as avoiding extremes or tending to agree, can make raw scores differ across countries even when underlying attitudes are similar. Comparing each country with its own past results or with local external norms gives fairer conclusions. Grouping responses into percent favorable reduces some of the effect but does not remove it, and excluding countries throws away valid data.

238. Answer: C — Sharing accurate facts in good faith only with those who have a legitimate business need to know

Qualified privilege protects good-faith, accurate statements made to people with a legitimate interest in the information, such as his manager or those taking over his accounts. The privilege can be lost through excessive publication, reckless or false statements, or malice. Telling the whole department goes beyond need to know, labeling the conduct a crime overstates the facts, and internal statements can still be defamatory.

239. Answer: D — 15.0%

Contingent workforce ratio = contingent workers / total workforce = 90 / (510 + 90) = 90 / 600 = 15.0%. Dividing by employees only gives 17.6%, which uses the wrong denominator. The employee share of the workforce is 85.0%.

240. Answer: B — Knowledge, because it is the first element in sequence scoring 3 or below

The barrier point is the first element, in ADKAR order, that scores at or below the cutoff. Awareness (4) and Desire (4) are above 3, and Knowledge (2) is the first score of 3 or below, so it is the barrier point. Ability and Reinforcement also score 3, but they depend on Knowledge and will not improve until it is addressed.

241. Answer: C — Verify responses through supervisors, observation, or work samples before finalizing.

When incumbents have an incentive to inflate their duties, the analyst should check the data against other sources, such as supervisors, observation and actual work products, before drawing conclusions. Throwing out incumbent input entirely loses valuable information, because incumbents often know details supervisors miss. Accepting the inflated data unchecked would distort the pay review.

242. Answer: A — Hold the decision, have the screening firm check the record against her identifiers, and then reassess.

The pre-adverse action step exists so applicants can point out errors, and a birth date mismatch is a strong sign of a mixed-file error. HR should hold the decision and ask the consumer reporting agency to check the record, and if the applicant disputes it with the agency, the FCRA requires the agency to reinvestigate. Treating the report as presumed accurate defeats the purpose of the notice, and putting the full burden on the applicant or withdrawing the offer first risks acting on false information.

243. Answer: D — Caution that responders may differ from nonresponders, so the gain may be overstated.

With a low and sharply lower response rate, the people who answered may be more engaged than those who did not, so the rise may reflect who responded rather than real change. HR should share the results with that caveat and look into why participation fell. Mandatory participation undermines candid answers, and filtering by department still does not address the bias.

244. Answer: D — Step in to review the request under the PWFA, ADA and leave policies before any denial.

Denying the request on the theory that only current pregnancy counts is risky. The EEOC's 2024 PWFA rule lists fertility treatment as a related medical condition (the agency has signaled it may revisit this), and the ADA, FMLA and company policies may also apply. HR should evaluate the request and engage with her before deciding. Demanding full records sent to her manager breaches confidentiality, and FMLA is not her only possible source of protection.

245. Answer: A — Acknowledge his frustration, explain why, and explore options within the limits

A calm, respectful response that explains the reason for the requirement and looks for flexible options (such as remote work on non-lab days) addresses the underlying need without rewarding an ultimatum. Giving in sets a precedent that threats work and ignores a real job requirement. A curt or retaliatory-sounding response escalates the conflict and can push out a valued employee unnecessarily.

246. Answer: A — A single influential case is inflating r, so the link may not be real

In a small sample, one extreme point can drive most of a correlation. Because r rises from 0.10 to 0.55 when one case is included, the apparent relationship rests largely on that rep, so the analyst should examine the case, plot the data and report results with and without it. Correlations can be calculated for small samples, but they are unstable.

247. Answer: B — So you've been doing two other jobs for months and the audit date may slip?

A paraphrase restates the content of the speaker's message in the listener's own words so the speaker can confirm or correct it. Naming the speaker's emotions is reflecting feelings, a related but distinct skill. Asking what would help is an open question, and sharing a similar experience shifts the focus to the listener.

248. Answer: D — Auditing tests whether policies are followed in practice and detects problems training cannot reveal.

Training tells employees what is expected, while monitoring and auditing check whether controls and policies actually work and surface issues early. Both are standard elements of an effective program under the federal sentencing guidelines and DOJ guidance. Audits complement rather than replace reporting channels, and these program elements are recommended for private as well as public companies.

249. Answer: B — Match stores on size, sales, and staffing, then randomly assign one store in each pair to the pilot.

Matching on key characteristics and then randomly assigning within pairs makes the pilot and comparison stores as similar as possible, so differences in results can be attributed to the app. Picking eager managers mixes the app's effect with manager motivation. Picking the worst stores invites regression to the mean, since extreme scores tend to improve on their own.

250. Answer: B — Explain how the data will be used and that only unattributed themes are reported

Candid data depends on a clear and honest contract: who will see the results, how they will be used, and that comments will be reported as themes without names. Promising total secrecy overpromises, since the findings must be shared and some issues, such as safety or harassment, may require action. Having supervisors present or recording the interviews would increase fear and reduce candor.

251. Answer: D — Get input and records from the prior manager and combine them with her own observations

Fair reviews should reflect the whole period, so the new manager should collect feedback, notes and goal records from the prior manager, who is still with the company, and combine them with what she has seen. Rating everyone the same ignores real differences, relying only on recent months creates recency bias, and the prior manager no longer supervises the team or knows its current work.

252. Answer: D — Entry and contracting

Block's first phase, entry and contracting, sets up the relationship by clarifying what the client wants, what the consultant offers, each party's role and how success will be judged. Discovery is the later data-gathering phase, feedback presents findings so the client can decide what to do, and engagement is when the plan is carried out.

253. Answer: B — Employee focus groups

Qualitative methods gather non-numerical data, such as opinions, experiences and explanations, that help explain why something is happening. Focus groups produce discussion that HR analyzes for themes. Payroll costs, headcount trends and time-to-fill are numerical measures analyzed quantitatively.

254. Answer: D — Give the successor responsibility for preparing and managing part of the plant budget with coaching.

Hands-on experience with real responsibility is the most effective way to build a practical skill, consistent with the 70-20-10 model, and 18 months allows time to practice with coaching. A finance course can support this but rarely builds budgeting judgment alone. Shifting all budget work to finance leaves the gap in place, and replacing a strong successor for one gap that can be developed is premature.

255. Answer: B — Set the context, state the observation, explain the impact, agree on next steps

COIN stands for Context, Observation, Impact and Next steps. The manager frames the situation, describes the specific behavior seen, explains its effect, and agrees with the employee on what happens next. Replacing the observation with an opinion undermines the model's focus on observable behavior.

256. Answer: B — Meet privately with him soon, explain the joke's impact, and restate expectations for conduct.

Prompt, private correction addresses the behavior, explains why impact matters regardless of intent, and sets a clear expectation while preserving dignity; the manager should also document the conversation. Waiting for a formal complaint leaves the behavior unaddressed and can let a pattern develop. Public correction risks humiliation and defensiveness, and team-wide training alone avoids accountability for the specific conduct.

257. Answer: A — Disparate impact

Disparate impact applies when a facially neutral practice disproportionately excludes a protected group, regardless of intent, and the employer must then show the practice is job related and consistent with business necessity. Disparate treatment, including pattern-or-practice claims, requires proof of intentional discrimination. A hostile work environment claim involves harassment, not a selection procedure.

258. Answer: C — No, GINA bars requiring a genetic test as a condition of employment.

GINA prohibits employers from requesting, requiring or purchasing genetic information, including results of genetic tests, about applicants or employees, apart from narrow exceptions. Post-offer timing applies to ADA medical exams, not to genetic tests under GINA. Confidential storage does not make an unlawful request lawful, and GINA has no job-relatedness exception for genetic testing.

259. Answer: D — Gap analysis

Gap analysis compares current performance with desired performance to define the size and nature of the problem. Benchmarking compares performance with other organizations or units. Root cause analysis comes next and asks why the gap exists, and trend analysis looks at how a measure changes over time.

260. Answer: A — $120,000

Under the ADEA, a willful violation entitles the plaintiff to liquidated damages equal to the back pay award. So the total is $60,000 + $60,000 = $120,000. The ADEA does not provide double liquidated damages, so $180,000 overstates the award, and $60,000 ignores the willfulness finding.

261. Answer: A — Limit tracking to working hours for dispatch purposes and tell technicians in writing how the data will be used.

Tracking should be proportionate to its business purpose. Dispatching needs location only during working hours, and tracking off-duty movements intrudes on private life and can create legal risk under some state laws. Clear written notice supports transparency. Owning the device does not justify unlimited tracking, and no general federal law bans work-hour location tracking.

262. Answer: D — Using consultants, contractors or temporary staff to meet a need

Borrowing means obtaining capability from people outside the organization's permanent workforce, such as consultants, contractors, freelancers or temps. Hiring from outside is buying, training current staff is building, and internal moves are a form of building or redeploying talent.

263. Answer: B — 13.5%, or about one in seven

Rogers' adopter categories are innovators (2.5%), early adopters (13.5%), early majority (34%), late majority (34%) and laggards (16%). About one in forty matches the innovators, about one in three describes each majority group, and roughly one in six describes the laggards.

264. Answer: B — Market hiring rates rising faster than the merit increases given to current staff

Compression usually occurs when the external market pushes starting pay up faster than internal merit budgets raise current employees' pay, so new hires catch up to experienced staff. Larger increases for tenured staff would widen, not narrow, the gap.

265. Answer: B — Formally recording complaints and reporting them to the employer as notice

IOA standards require the ombuds to be independent, neutral, confidential and informal. The ombuds does not act as an agent of notice for the organization or keep formal case records for it, so formally recording and reporting complaints violates those principles. Reporting outside the usual chain of command is tempting as an answer, but that structure supports the required independence.

266. Answer: B — Meet with him to link the program to problems he cares about and limit his role to focused, scheduled tasks.

Influence works best when the request connects to the expert's own interests, such as fewer repeat questions from new engineers, and respects his time. A narrow, scheduled role makes it easier for him to say yes. A manager's mandate may bring attendance but not real engagement, and replacing him or skipping his input weakens the program's accuracy and credibility.

267. Answer: D — It fails, since the essence of the business is safe transport, not reassurance

Diaz held that a sex BFOQ must relate to the essence of the business, and an airline's essence is safely transporting passengers. Nonmechanical traits like reassurance are tangential, so excluding men is not reasonably necessary. Customer preference cannot create a BFOQ, and the test asks what the business requires, not whether men could be trained to match women.

268. Answer: D — Check tenure patterns and whether the pay ranges have fallen out of date.

A high compa-ratio can reflect long-tenured or high-performing staff, or ranges that have not kept pace with a fast-moving market for engineers. Diagnosing the cause comes before any action. A freeze or pay cut could drive away scarce talent if the ranges are simply stale, and lenient ratings are only one possible explanation.

269. Answer: C — It becomes an unfair labor practice strike, so strikers cannot be permanently replaced after that point

An economic strike is converted into an unfair labor practice strike when the employer commits a ULP that prolongs it. From the conversion date, strikers are ULP strikers who cannot be permanently replaced and must be reinstated on an unconditional offer to return. Permanent replacements hired before the conversion may generally keep their jobs, which is why requiring all earlier replacements to be fired goes too far.

270. Answer: B — Problems with relationships and an inability to build a team or adapt to change

Research such as the Center for Creative Leadership's derailment studies repeatedly finds that derailed managers struggle with interpersonal relationships, fail to build and lead a team, fail to meet business objectives, or cannot adapt to new roles and bosses. Technical gaps are seldom the cause, since leaders are expected to rely on their teams' expertise.

271. Answer: B — Proceed today with the available steward, since the preferred one is not reasonably available

When the employee's preferred representative is not reasonably available, the NLRB has generally allowed the employer to proceed with another available union representative. The employer need not delay, although a short postponement is fine if the investigation can wait. Proceeding without any union representative, or with a supervisor in that role, would not meet the employee's request.

272. Answer: D — How leaders react to crises and what they measure and reward

Schein's primary embedding mechanisms are what leaders pay attention to, measure and control, how they react to critical incidents, how they allocate resources and rewards, how they role-model, and how they hire, promote and remove people. Formal statements, physical design and stories are secondary mechanisms; they reinforce culture only when they are consistent with what leaders actually do.

273. Answer: A — An integration management office

An integration management office coordinates integration across functions by tracking workstreams, managing dependencies and timing, and escalating decisions. A due diligence team works before closing to assess the target. An HR center of excellence provides expertise in one HR specialty, not companywide integration oversight.

274. Answer: D — 60 agents

Expected losses = turnover (25% x 200 = 50) plus promotions out of the agent role (10) = 60, so the center must hire 60 agents to end the year at 200. Hiring 50 covers turnover but ignores promotions. Subtracting the promotions (40) treats them as additions to the agent pool rather than losses.

275. Answer: A — Refer the matter to someone independent of HR, such as legal, internal audit, or an outside investigator.

When the allegation concerns HR's own conduct, HR cannot credibly investigate itself, so the matter should go to an independent function or outside investigator. The director's accountability for the team makes the director too close to the process to be objective. Anonymous reports can still be investigated by reviewing the complaint files and outcomes.

276. Answer: B — He touched your shoulder at the meeting, didn't he?

A leading question suggests the answer the questioner expects, here by supplying the detail (touching the shoulder at the meeting) and asking the witness to agree. Leading questions can shape a witness's memory and weaken the credibility of the findings. The other questions are open or neutral fact-finding questions.

277. Answer: A — Weigh plausibility, corroboration, motive to lie, past record and demeanor together

Investigators weigh several factors together: whether each account is inherently plausible, whether any evidence corroborates it (such as messages or people told soon afterward), whether either party has a motive to falsify, relevant past conduct and demeanor. A lack of eyewitnesses does not require an inconclusive finding. Demeanor alone is unreliable, and seniority has no bearing on truthfulness.

278. Answer: B — Universalism versus particularism

Universalist cultures apply rules and standards consistently regardless of who is involved, while particularist cultures adjust obligations to relationships and situations. Individualism versus communitarianism concerns self versus group focus, specific versus diffuse concerns how far work relationships extend into personal life, and achievement versus ascription concerns how status is granted.

279. Answer: B — Tier 1, the first level of live support

Tier 0 is self-service (portals, FAQs, knowledge bases). When self-service fails, the question goes to Tier 1, where contact-center generalists answer common questions. Tier 0 is tempting because she started on the portal, but she is now speaking with a person. Tier 2 specialists and Tier 3 experts handle only questions Tier 1 cannot resolve.

280. Answer: C — Diagnostic analytics

Descriptive analytics reports what happened, such as the turnover rise itself. Drilling down by manager and tenure to explain why it happened is diagnostic analytics. Predictive analytics forecasts what will happen next, and prescriptive analytics recommends what action to take.

281. Answer: B — As a prepaid expense, a current asset expensed at $3,000 per month

Paying in advance for services creates a prepaid expense, an asset representing future benefit. Each month the company recognizes $36,000 / 12 = $3,000 of expense as the service is received. Expensing the full amount in January is cash-basis treatment, and depreciation applies to tangible long-lived assets, not prepaid services.

282. Answer: B — A parking lot that records each issue for later follow-up

A parking lot is a visible list where off-topic but legitimate issues are captured so participants know they were heard and will be addressed later, which keeps the group on the agenda. A timekeeper controls duration but does nothing to honor the concern, so people tend to keep raising it. Nominal group technique and force-field analysis are tools for generating and weighing options, not for setting side issues aside.

283. Answer: B — Cascading goals

Cascading is the top-down process of deriving departmental and then individual goals from organizational objectives so each level supports the one above it. Bottom-up planning runs the other way, starting with employee or unit input. Benchmarking compares performance with other organizations, and stretch goals describe goal difficulty, not how goals are linked.

284. Answer: C — That the reason is pretext, such as by showing it is false or unworthy of belief

At the pretext stage, the plaintiff must show that the stated reason is not the true reason and that discrimination more likely was, for example through inconsistencies, falsity or better treatment of comparators. The ultimate burden of persuasion stays with the plaintiff, so the employer does not have to prove its reason. Courts do not second-guess business judgment that is merely unwise.

285. Answer: A — Trust, support, and the transfer of complex or tacit knowledge

Strong ties are close, frequent relationships that carry trust and emotional support and make it easier to share complex, tacit know-how. Granovetter's research showed that weak ties are better at bringing novel information and job leads because they connect to different social circles, which describes the other choices.

286. Answer: C — Provide only the dates of employment and final job title, as the policy allows for every former employee.

Applying the same neutral-reference policy used for everyone avoids retaliation risk; the Supreme Court has held that former employees are protected from retaliatory references. Refusing all information treats this person differently from others, mentioning the lawsuit is a textbook retaliatory reference, and sending the call to the manager bypasses the policy.

287. Answer: C — Employees who help shape the actions understand their purpose and feel ownership

Co-creating action plans gives employees insight into the reasons for the actions and a stake in their success, and it helps target the real causes behind the scores. Managers remain accountable for carrying out the plan. Not every suggestion can or should be adopted; credibility comes from involvement and honest follow-up.

288. Answer: B — No, the FLSA requires pay only for hours actually worked by nonexempt staff

The FLSA requires employers to pay nonexempt employees only for hours actually worked, so it does not require pay for days a facility is closed. Employers may choose to pay, and union contracts, policies or some state reporting-time laws can create obligations, but none applies here. Partial-pay rules come from certain state laws, not the FLSA.

289. Answer: A — Notes help the year-end rating cover the full year and match prior discussions

Without notes, managers tend to rely on recent events (recency bias) and may give year-end feedback that surprises employees. Notes from check-ins capture progress and feedback across the full period, so the year-end rating reflects the whole year and is consistent with earlier conversations. No federal law requires such notes, and they do not replace the year-end discussion or goal setting.

290. Answer: C — AI tools, the laws that apply to them and their risks change quickly, so the policy can fall out of date.

AI capabilities, new laws and emerging risks shift faster than most workplace topics, so a policy that is reviewed only after an incident can leave gaps in the meantime. Scheduled reviews are good practice but do not prove compliance or protect against lawsuits on their own. Keeping employees aware is a matter of training and communication, and vendor contracts do not generally dictate a customer's policy cycle.

291. Answer: A — 48 hours after a vaginal delivery or 96 hours after a cesarean section

The Act bars plans that cover childbirth from limiting the stay to less than 48 hours after a vaginal delivery or 96 hours after a cesarean section, and from requiring preauthorization for those minimum stays. The attending provider, in consultation with the mother, may decide on an earlier discharge.

292. Answer: B — Section 8(a)(5)

Section 8(a)(5) requires an employer to bargain in good faith with the employees' certified or recognized representative. Wages are a mandatory subject of bargaining, so changing them unilaterally, even upward, bypasses the union and violates this duty. Section 8(a)(3) covers discrimination based on union activity, Section 8(a)(4) covers retaliation for NLRB participation, and Section 8(b)(2) is a union unfair labor practice.

293. Answer: C — Between 120 and 90 days before the contract expires

For health care institutions, the NLRB's window period opens 120 days and closes 90 days before the contract expires, and the last 90 days are an insulated period. For most other employers, the window is 90 to 60 days before expiration, followed by a 60-day insulated period. The longer health care lead time reflects the special notice rules for health care bargaining.

294. Answer: C — The vendor's criminal history report, because it comes from a consumer reporting agency

The FCRA governs consumer reports that employers get from consumer reporting agencies, such as background screening vendors. Checks an employer does itself, such as HR calling references directly, are generally outside the FCRA. Consumer reports include criminal history reports, not only credit reports. Using a check for an employment decision does not by itself bring it under the FCRA.

295. Answer: A — Defer judgment, aim for many ideas and build on the ideas of others

Classic brainstorming, developed by Alex Osborn, relies on deferring criticism, encouraging quantity and wild ideas, and combining or building on others' contributions. Judging ideas immediately discourages participation. Anonymous written rounds describe the Delphi technique, and limiting ideas to current constraints reduces creativity.

296. Answer: B — Set global principles and value limits, with local guidance and approval steps

A global framework with common principles, value limits, recording and approval steps, plus local examples, keeps the policy consistent and compliant with anti-bribery laws while respecting local custom. Leaving it entirely to local managers creates inconsistency and corruption risk. A total ban or a U.S.-only policy ignores legitimate cultural norms and is hard to enforce.

297. Answer: C — Nothing reliable about which format teaches better, since preference does not predict learning

Learner preference and learning effectiveness are different things. People often prefer formats that feel easier, which do not always produce more learning. Preference data can inform engagement, but whether a format works must be judged by learning measures such as test results, behavior and performance on the job.

298. Answer: D — The manager shapes the employee's daily experience and can act on what is learned

Managers have the greatest influence on an employee's daily experience and decision to stay, and holding the conversation builds the relationship and makes the manager responsible for follow-up. HR typically trains managers and tracks themes. Stay interviews are not counteroffer sessions, and they should be kept separate from performance reviews.

299. Answer: C — Impact on business results, difficulty of replacement and risk of vacancy

Key positions are those whose vacancy would most harm the business, that are hard to fill because of scarce skills or knowledge, and that face a real risk of vacancy, such as a pending retirement. Salary grade, number of reports and seniority can correlate with importance but do not measure business impact or replacement difficulty.

300. Answer: A — Build a skills matrix to find coverage gaps and set up a cross-training rotation

A skills matrix shows who can do what and where single points of failure exist, and planned cross-training builds backup for each critical task. Temps lack company-specific knowledge and do not fix the underlying gap. Manuals help but do not make anyone proficient, and restricting leave treats the symptom while hurting morale.

301. Answer: D — Avoiding, to give both employees time to cool down first

Avoiding is appropriate on a temporary basis when people need to calm down and regain perspective before the issue can be addressed productively. Collaborating is the tempting answer, but joint problem-solving requires a level of calm and openness the employees do not yet have; the issue should be revisited once tempers settle.

302. Answer: B — Broad guidelines that leave room for judgment and experimentation

Cultures low in uncertainty avoidance tolerate ambiguity, accept risk and prefer few rules, so broad guidelines that allow judgment and experimentation tend to fit. Detailed procedures, strict approvals and fixed policies suit high uncertainty avoidance cultures, where people prefer clear rules and predictability.

303. Answer: D — Reply briefly and professionally, and check whether the concern is valid.

A calm, professional public reply shows candidates that the company listens, and checking the complaint addresses a possible real problem. A negative opinion about scheduling is not defamation, so a removal request is unlikely to succeed. Soliciting reviews to bury criticism or paying for removal damages credibility and can create legal risk.

304. Answer: A — Hold confidential focus groups with warehouse employees to learn what is driving the fear of retaliation.

The survey identifies a problem but not its cause, which could be specific supervisors, past incidents or how earlier reports were handled. Confidential focus groups help HR find the root cause so it can choose the right fix. A generic reminder may not address the real issue, disciplining supervisors without evidence is unfair, and waiting leaves a known problem in place.

305. Answer: D — Multidomestic strategy

A multidomestic strategy emphasizes high local responsiveness and low global integration, letting each country unit tailor products and operate largely on its own. A global strategy standardizes products for efficiency, and a transnational strategy tries to achieve both high integration and high local responsiveness at once.

306. Answer: A — Supervisors' worry that they cannot cover peak call periods

In Lewin's force field analysis, driving forces push toward the change and restraining forces push against it. Supervisors' concern about coverage works against adopting flexible schedules, so it is a restraining force. Employee requests, exit data and enabling software all support the change, so they are driving forces.

307. Answer: C — Absence rates by team and shift, the overtime and service cost of covering gaps, and the main absence reasons

A business case needs to show where absence is concentrated, what it costs the operation (overtime, temporary cover, missed service levels) and what is driving it, so the program can target root causes. Company-wide totals and benchmarks show the size of the problem but not its cost or causes. A list of frequent absentees invites individual discipline instead of a program and may sweep in legally protected leave.

308. Answer: B — Post the required notices electronically where employees readily access them

The FLSA requires covered employers to post the minimum wage notice. Department of Labor guidance allows electronic posting alone when all employees work exclusively remotely and customarily receive information from the employer electronically, provided employees are told where to find the notices and can readily access them. Mailing a printed copy is not required, a registered agent's office is not where employees work, and remote work does not end the posting duty.

309. Answer: C — Fully loaded hourly costs by role, covering wages, benefits and payroll taxes, plus expected overtime and planned raises

Labor cost in a bid should reflect the full cost of each hour worked: wages plus benefits, payroll taxes and other employer costs, along with expected premium pay and wage increases over a multiyear term. Base wages alone understate costs and can make the bid unprofitable, and a single company-wide average ignores the mix of roles the contract requires.

310. Answer: A — 85%; retention tracks a starting group, while turnover counts all separations against average headcount

Retention rate = employees from the starting group still employed ÷ starting headcount = 85 ÷ 100 = 85%. Turnover counts all separations (including replacements who leave) against average headcount, so retention and turnover do not always add to 100%. Comparing headcounts (100%) ignores the departures entirely, and 15% is the share of the starting group that left.

311. Answer: D — Activate the payroll continuity plan, such as an off-cycle run from the last pay data, and alert leaders.

In a crisis, the first priority is to protect the critical outcome, which here is paying employees on time, by using continuity options and informing leadership. Wage laws, including the FLSA as courts have applied it and state wage-payment laws, generally require wages to be paid on the regular payday, and late pay damages trust. Waiting gambles on the vendor, warning of late pay accepts a preventable harm, and choosing a new vendor is a later decision.

312. Answer: A — Employers pay the federal (FUTA) tax and, in most states, the entire state tax.

Unemployment insurance is funded by payroll taxes on employers: the federal FUTA tax, which pays for administration and loans to state funds, and state unemployment taxes, which pay the benefits. FUTA may not be withheld from employee pay, and only a few states also collect a small employee contribution. The FICA-style even split is the tempting mistake; it does not apply to unemployment taxes.

313. Answer: C — The project scope, key milestones and who owns each deliverable

Effective project management starts with a defined scope, milestones and clear ownership, which then drive the schedule, training and communication plans. Setting a launch date to please stakeholders before the scope is known risks unrealistic commitments. Training and communication plans depend on knowing what is being delivered and when.

314. Answer: C — Explore her underlying needs and look for options within the policy

An interest-based discussion identifies what the employee needs, such as schedule flexibility or choice of office days, and looks for solutions the policy allows. Restating the policy alone may harden resistance. Granting exceptions or delays outside policy creates inconsistency and fairness concerns with other employees.

315. Answer: A — Shift the questions to which process gaps allowed the problems

A blameless review asks what in the process, such as handoffs, testing or communication, allowed errors to occur, which produces fixes and makes people willing to speak openly. Asking people to confess or having the project manager assign blame keeps the focus on individuals. Collecting written comments avoids the discussion the team needs.

316. Answer: C — Identify the company's alternatives if this candidate declines, such as the runner-up or a contractor.

Knowing the company's BATNA, such as the runner-up, a contractor or reposting the role, tells the recruiter how much to concede and when to walk away. Without it, the manager's "only one" view gives away all leverage. A rigid take-it-or-leave-it stance can lose a strong candidate, and changing who makes the offer does not address preparation.

317. Answer: A — The operation of a major bodily function, such as immune or digestive function

The ADAAA expanded major life activities to include the operation of major bodily functions, such as immune, digestive, bowel, bladder, neurological, respiratory, circulatory, endocrine and normal cell growth functions. It rejected the narrow "central importance to daily life" test from Toyota v. Williams, and major life activities are not limited to the employee's job or to visible physical tasks.

318. Answer: D — An operational goal, since it is short-term, specific and set for a frontline team

Operational goals are short-term (often a quarter or less), highly specific and set for frontline teams to carry out tactical objectives. Here the department's annual objective to halve the vacancy rate is the tactical goal, and the five-year employer-of-choice goal is strategic. Setting by a manager does not make a goal tactical; scope and time frame determine the level.

319. Answer: C — Rating observable behaviors tied to the organization's defined competency model

A competency-based appraisal measures how employees perform by rating observable behaviors linked to defined competencies, such as communication or problem-solving, often with behavioral indicators for each level. Trait ratings are vague and harder to defend, ranking compares employees with each other, and an output-only approach measures results rather than competencies.

320. Answer: D — L-1A intracompany transferee visa for managers and executives

The L-1A category lets a multinational transfer a manager or executive who has worked for a qualifying related foreign entity for at least one continuous year within the past three years. An H-1B is not tied to prior service with an affiliate and is subject to an annual cap and lottery for most employers, so it is a less direct fit for an intracompany move.

321. Answer: D — Promptly find out who cut the hours and why, and restore them if there is no legitimate reason.

A cut in hours soon after a complaint, affecting only the complainant, is a possible adverse action that could support a retaliation claim, and retaliation claims are often easier to prove than the original complaint. HR should look into it right away and fix it if it isn't justified. A general reminder or waiting until later lets the possible retaliation continue.

322. Answer: A — Move notifications up so affected employees hear officially right away

Once the list is public, the most respectful and trust-preserving step is to inform affected employees officially as quickly as possible, such as by calls or early meetings, so they do not rely on rumor. Denying that decisions were made would be dishonest. Investigating the leak can follow, but shutting down an employee chat now may raise NLRA concerns, and silence leaves anxious employees without answers.

323. Answer: A — How the scanners cut walking time and manual recounts for pickers

Answering "what's in it for me" means framing the change around benefits employees will feel personally in their daily work, such as fewer recounts and less walking. Company-level gains such as accuracy or capital investment matter to leadership but do not address the employees' question. Leading with individual productivity tracking is likely to increase anxiety and resistance.

324. Answer: A — Add incentives tied to client retention, renewals and account growth

Incentives drive behavior, so a relationship strategy should reward outcomes such as retention, renewals and growth within existing accounts. Raising the initial-deal commission or rewarding new client counts strengthens the transaction-focused behavior the company is moving away from, and flat salaries remove the link between pay and the new goals.

325. Answer: A — As a healthy way to test ideas that does not harm working relationships

Meyer notes that in confrontational cultures, open disagreement is seen as positive for the team and separate from the relationship: people can argue hard about ideas and remain on good terms. Viewing debate as a threat to harmony or as disrespect reflects cultures that avoid confrontation, where disagreement is usually expressed indirectly or privately.

326. Answer: B — Keep a core handbook and add state supplements reviewed by employment counsel.

A core handbook with state supplements keeps company-wide policies consistent while meeting each state's requirements, and it is easier to keep current. One state's rules will not satisfy other states' laws. Separate handbooks multiply maintenance and invite drift between versions, and federal law sets a floor; it does not override more protective state laws.

327. Answer: D — A hierarchy that breaks project deliverables into smaller, manageable work packages

A WBS breaks the total scope into deliverables and then into work packages small enough to estimate, assign and track. The bar chart describes a Gantt chart, which is often built from the WBS. The matrix is a RACI chart, and the network diagram is used for critical path analysis.

328. Answer: A — Payroll specialists from several sites who meet voluntarily to share solutions

Wenger describes communities of practice as groups of people who share a concern or passion for something they do and learn to do it better by interacting regularly; they are typically voluntary and self-sustaining. Project teams and task forces are assigned groups with fixed deliverables and end dates, and a department is a formal reporting unit.

329. Answer: B — 72

The NLRB requires a showing of interest from at least 30% of the employees in the proposed unit: 0.30 x 240 = 72. The figure of 121 is a majority (more than half of 240), which is what a union typically wants before seeking voluntary recognition but is not required to file. The figure of 60 uses 25%, and 80 uses one-third.

330. Answer: D — To review performance against agreed metrics and agree on improvements

QBRs give both sides a structured look at service-level results and scorecard trends, recurring issues, upcoming changes and improvement plans, which keeps the relationship focused on outcomes. They do not reopen pricing every quarter, they are not required by federal law and they supplement routine communication rather than replace it.

331. Answer: C — Performing

Performing teams are mature, interdependent and largely self-directing, resolving problems on their own while focusing on results. Norming is when the team establishes its working agreements, which comes before this level of autonomy, and adjourning is the wrap-up stage when the team disbands.

332. Answer: D — The desired outcome for each topic, such as a decision

Stating the desired outcome for each item (decide, recommend, brainstorm, inform) tells participants what the discussion must produce and lets the facilitator judge when an item is done. Prereading helps preparation but does not focus the discussion on a result. Equal speaking time per person is rigid and does not ensure the meeting reaches any outcome.

333. Answer: B — Broaden the events to a range of causes chosen with employee input, and keep all events voluntary

Offering a wider range of causes chosen with employee input makes the program more inclusive, and keeping participation voluntary avoids pressuring anyone into activities tied to a religion. Keeping one religious charity at the center does not address the concern, even if all are welcome. Banning all faith-based partners overcorrects, and giving objectors extra time off treats the symptom while leaving the program unchanged.

334. Answer: D — Raise average direct-report engagement scores for trained managers by 5 points by next June

A SMART metric is specific, measurable, achievable, relevant and time-bound. The engagement target names the group, the measure, the size of the change and the deadline. The other proposals are vague ("more effective"), open-ended ("as many as possible") or lack a deadline and a defined comparison.

335. Answer: C — No, since people rehabilitated and not currently using illegal drugs are protected

The ADA excludes current illegal drug users but protects people who have successfully completed or are participating in rehabilitation and are no longer using illegal drugs. Past addiction alone cannot justify withdrawal; a safety concern would require an individualized direct threat assessment. Tests for illegal drug use are not medical exams under the ADA.

336. Answer: B — No more than four hours of HRIS data may be lost when systems are restored

The recovery point objective is the maximum acceptable amount of data loss, measured in time, so a four-hour RPO requires backups or replication frequent enough that restored data is no more than four hours old. The time allowed to restore the system is the recovery time objective, which is the most common confusion. RPO says nothing about testing frequency or employee notification.

337. Answer: A — Identify all individuals and groups who affect or are affected by the policy

A stakeholder analysis starts by identifying everyone who can affect or will be affected by the initiative; prioritizing, interviewing and planning communication all depend on that list. Mapping on a grid or meeting with executives first risks overlooking stakeholders who could later derail the policy.

338. Answer: B — 2.4:1

Benefit-cost ratio = benefits / costs = $84,000 / $35,000 = 2.4:1, meaning each dollar spent returned $2.40 in benefits. The 1.4:1 figure uses net benefits ($49,000 / $35,000), which is the basis for the 140% ROI rather than the BCR. The 0.42:1 figure inverts the ratio, and 3.4:1 wrongly adds costs to benefits.

339. Answer: A — Individualized consideration

Individualized consideration is attending to each follower's needs and acting as a mentor or coach. Inspirational motivation is setting out a compelling vision, intellectual stimulation is challenging people to question assumptions and think creatively, and idealized influence (originally called charisma) is being a trusted role model.

340. Answer: A — Lack of commitment

Lencioni describes lack of commitment as ambiguity about direction and priorities, with decisions revisited repeatedly because members never truly bought in. Avoidance of accountability is about failing to call out peers' performance, which depends on clear commitments existing in the first place.

341. Answer: A — Repeatedly posting mocking memes about one coworker in a team channel to ridicule her

Cyberbullying on collaboration tools includes repeated ridicule, humiliation or harassment aimed at a person, and a pattern of mocking memes in a shared channel fits that description. Blunt but task-focused feedback about a real error is legitimate work communication. Not replying after hours and limiting a channel to assigned project members are normal practices that do not target anyone.

342. Answer: A — A court decides whether the subject is covered, and the arbitrator decides whether the procedural step was missed.

Under AT&T Technologies v. Communications Workers, whether the parties agreed to arbitrate a type of dispute (substantive arbitrability) is for a court unless the parties clearly provide otherwise. Under John Wiley & Sons v. Livingston, procedural questions arising from the dispute, such as missed steps or time limits, are for the arbitrator. Reversing the two assignments or giving both to one decision-maker misstates the rule.

343. Answer: D — It may insist on a warrant, but OSHA can usually get one quickly and the refusal may sour the inspection.

Under Marshall v. Barlow's, Inc. (1978), employers have a Fourth Amendment right to require OSHA to obtain an administrative warrant before a nonconsensual inspection. OSHA's standard for an administrative warrant is relatively easy to meet, so the inspection usually happens anyway, and a refusal can make the process more adversarial and lead to a broader warrant. Insisting on a warrant does not end the inspection, and the right does not depend on what prompted it.

344. Answer: B — Decline to name anyone and explain the confidentiality promise

The facilitator promised confidentiality, and breaking it would harm those employees' trust and the integrity of future data collection, so HR should decline and explain why, while offering to discuss the themes. Sharing names under any condition breaks the promise, and passing the question to legal delays a clear ethical answer.

345. Answer: A — The reviewer has the information and authority to override the AI

Meaningful human-in-the-loop review requires that the person understands the basis for the recommendation, can see relevant candidate information and is empowered to reach a different decision. Fast sign-off without that ability is rubber-stamping, which provides no real check. Seniority and vendor certification do not by themselves give the reviewer the information or authority to override.

346. Answer: C — Committed OKRs are expected to be fully met; aspirational OKRs are stretch goals where partial results are normal

Committed OKRs are promises the organization expects to achieve in full, so a shortfall calls for review, while aspirational OKRs are deliberately ambitious and are expected to be only partly achieved. The distinction is about expected attainment, not who sets the goal, whether it is linked to pay, or how long it lasts.

347. Answer: B — You sound frustrated, and maybe overlooked, after all that effort.

Reflecting feelings names the emotion behind the words, which shows understanding and invites the speaker to say more. Restating that she trained the new hire who was then promoted is a paraphrase of content, not emotion. Asking about the manager's reasons changes the subject, and quick reassurance dismisses the feeling.

348. Answer: C — Measurable, because nothing defines how improvement will be judged

The goal states no metric or target, such as a new-hire survey score or 90-day retention rate, so there is no way to tell whether it was met; it is not measurable. It does give a time frame (next year), so time-bound is not the main gap. Onboarding is plainly relevant to retention and productivity, and nothing in the wording suggests the goal is out of reach.

349. Answer: A — Each dollar of pay and benefits returns about 90 cents of revenue left after non-people costs

HCROI = (revenue - (operating expenses - total pay and benefits)) / total pay and benefits. A value of 0.9 means each dollar invested in people returns about $0.90 after non-people costs are taken out of revenue, so people costs are not fully paying for themselves and the company is operating at a loss. The ratio is not revenue divided by pay, and it does not measure the share of expenses or recovery of hiring costs.

350. Answer: D — At least 1,000 employees in EU/EEA states, with 150 or more in each of two states

The European Works Council Directive applies to Community-scale undertakings: at least 1,000 employees across the EU/EEA member states and at least 150 employees in each of at least two member states. Once covered, a valid employee request triggers negotiations to set up an EWC. Global headcount does not count toward the threshold, and having 150 employees in only one country is not enough.

351. Answer: C — Rewrite the posting around the actual digital skills needed and remove the experience cap.

"Digital natives" and a cap on years of experience both work as proxies for youth and can discourage or screen out applicants 40 and older, creating ADEA risk. Describing the specific skills the job requires achieves the business goal without age-coded language. An EEO statement does not cure discriminatory content, and "recent graduates" is also age-coded.

352. Answer: A — No more than every 30 days, and only in connection with an absence

Under FMLA regulations, an employer generally may request recertification no more often than every 30 days and only in connection with an absence, unless the certification lists a longer duration, circumstances have changed significantly, or the employer receives information casting doubt on the reasons for an absence. An annual-only rule is too restrictive for the employer, while weekly or per-absence demands exceed what the regulations allow.

353. Answer: B — Using a work sample that reflects real job duties instead of an unstructured interview

Work samples measure the skills a job actually requires and reduce reliance on social performance cues that may not relate to the job. Group interviews, eye contact and on-the-spot answers can screen out neurodivergent candidates for reasons that have little to do with job performance.

354. Answer: D — Compare the before-and-after results, considering other changes in the period that could explain the difference

ROI tracking compares results against the baseline set before the program began, and a credible evaluation considers other factors that changed during the period, such as wage increases or a new supervisor, before crediting the program. Satisfaction scores and completion rates measure reactions and activity rather than business results, and six months of data on turnover and productivity is enough for an initial read.

355. Answer: B — Grant the request in a way that does not worsen the witness's schedule, such as adjusting the accused's shifts.

Participating as a witness in an investigation is protected activity, so the witness should not be disadvantaged for cooperating. Moving the witness to a less desirable shift, even at the witness's request, could be viewed as retaliatory. Adjusting the accused's schedule is an interim measure that protects the process without penalizing the witness.

356. Answer: D — Adjust the tool so protected leave time is excluded from scoring, and review the decisions it affected.

FMLA regulations bar employers from using the taking of FMLA leave as a negative factor in employment actions such as discipline or promotion, even when a formula is applied to everyone. The fix is to keep protected leave periods from counting against employees and to correct the actions already taken based on the flawed rankings. Applying the same formula to all employees does not cure the problem, and continuing to use the rankings for promotions carries the same defect.

357. Answer: A — Meet with the manager to discuss the team's current needs before posting the job

A consultative partner moves the conversation from the transaction to the business need, so a short discussion about the team's current work and future needs comes first. Rewriting the description without the manager skips that collaboration and assumes the answer. Refusing to post until a full job analysis is done is rigid and damages the relationship.

358. Answer: A — Level 5, return on investment

Phillips added Level 5, ROI, which converts Level 4 results to money, isolates the program's effect and compares net benefits with fully loaded costs. Level 4 measures business results such as quality or sales but does not compare them with program costs. Levels 2 and 3 measure learning and on-the-job application.

359. Answer: C — The Accountable person has final ownership and sign-off, while Responsible people do the work.

In RACI, Responsible people carry out the task, and the one Accountable person owns the outcome and approves or signs off on it. A common guideline is exactly one Accountable person per task, which avoids confusion over who makes the final call. Consulted parties give input before decisions, and Informed parties are kept updated.

360. Answer: B — The favorable rate for the whole workforce is likely between 60% and 68%.

The margin of error describes uncertainty about the population value: there is about 95% confidence that the true favorable rate for all employees falls between 64 - 4 = 60% and 64 + 4 = 68%. Among respondents, the favorable figure is exactly 64%, so the range does not describe them. Treating plus or minus 4 as 4% of 64 (2.56 points) produces the 61.4% to 66.6% range, which is the wrong calculation.

361. Answer: D — Have a qualified person review her application and note whether the tool missed the experience.

A human review tests her specific claim and treats her fairly, and noting whether the tool missed equivalent titles helps identify a systematic flaw. Refusing review in the name of consistency keeps a possible error in place. Asking her to reword her résumé puts the burden of the tool's limitation on her, and automatically advancing her skips the evaluation she asked for.

362. Answer: B — Weighted checklist method

In a weighted checklist, raters mark the statements that apply and HR scores the result using predetermined weights that are hidden from the rater to reduce bias. A behavioral observation scale asks how often each behavior occurred, and a graphic rating scale has raters choose a level on visible dimensions.

363. Answer: B — Low productivity, because the cohesive team strongly enforces its low norms

Research on group cohesiveness shows that cohesion amplifies whatever performance norms a group holds: high cohesion with high norms yields high productivity, while high cohesion with low norms yields the lowest productivity because members conform to the low standard. Cohesion alone does not guarantee performance.

364. Answer: D — Changes in recognition-related engagement scores and retention of recognized staff

Impact means a change in outcomes the program is meant to influence, such as how recognized employees feel and whether they stay. Award counts, log-ins and dollars redeemed are activity measures: they show the program is being used, not that it is changing engagement or retention. Outcome measures give leadership a basis for judging return on the investment.

365. Answer: B — Repeatedly withdrawing from tentative agreements already reached and sending negotiators who lack any authority to commit.

Surface bargaining is going through the motions with no real intent to reach agreement, and the Board infers it from the totality of conduct. Reneging on tentative agreements and sending negotiators with no authority are classic indicators because they show the party is not trying to reach a deal. Holding a firm position while sharing supporting data is lawful hard bargaining, as are counterproposals and a final offer after genuine give-and-take.

366. Answer: C — To give concrete behavioral evidence for feedback and to support the ratings given

The critical incident method records specific, observed examples of both good and poor performance so feedback is concrete and ratings rest on evidence rather than general impressions. It should capture positive as well as negative behavior, so it is not just a disciplinary file. It supports formal ratings rather than replacing them, and it is not an attendance record.

367. Answer: C — It shows strong-fit internal candidates who were not put forward or released for open roles.

Talent hoarding happens when managers keep high performers from moving to other roles. A matching platform makes qualified internal candidates visible, so patterns emerge when well-matched employees in certain teams repeatedly fail to apply, get nominated or get released. Team size and posting volume do not show whether managers are blocking moves.

368. Answer: D — Meet with him one-on-one, cite specific missed handoffs and their effect, and ask what would help

Peer feedback works best as a private, specific conversation that describes the behavior and its impact and invites the other person to problem-solve. Copying his manager at the outset escalates the issue before he has a chance to respond and is likely to make him defensive. Raising it in a group meeting is public criticism, and having HR step in takes away a conversation she can handle herself.

369. Answer: D — It is an unprotected sit-down strike, so participants may be disciplined

Sit-down strikes, in which employees seize or occupy the employer's property and refuse to leave, are unprotected under longstanding Supreme Court precedent (NLRB v. Fansteel). The employer may discipline or discharge participants. Employees may lawfully strike, but they must leave the premises to do so; peaceful behavior or the lack of a court order does not make an occupation protected.

370. Answer: D — Address the decline promptly, document it and apply the next policy step

The PIP set clear expectations, so the manager should promptly meet with the employee, document the renewed decline with reference to the earlier plan and apply the next step under the company's policy, which may be a final warning. Starting over ignores the prior history, terminating without a conversation or policy review is premature, and waiting lets the problem grow.

371. Answer: D — Employees judge credibility by what leaders do, so mixed signals erode trust.

Employees watch leaders' behavior more closely than their words, and when actions contradict the message, they conclude the message is not sincere. That loss of credibility spreads to later communications. The problem is not memory or cascade timing, and leaders' actions are usually highly visible, which is exactly why the gap is so damaging.

372. Answer: A — $600

PEPM = annual cost / employees / 12 = $2,160,000 / 300 / 12 = $600. The $7,200 figure is the annual cost per employee, before dividing by 12. The $180,000 figure is the total monthly cost before dividing by headcount, and $60 misplaces the decimal.

373. Answer: B — Have supervisors hold a shift-start toolbox talk, check understanding, and post the steps.

An urgent safety change for frontline workers needs a channel that reaches every operator before they start work and lets the supervisor confirm understanding, which a shift-start toolbox talk does. Posting the steps at the machine reinforces the message. Email and screens may not be seen in time, and waiting for quarterly training leaves workers exposed.

374. Answer: A — Employees must understand policies to be held to them, and some notices require it.

An acknowledgment proves little if employees could not read what they signed, so translation supports enforcement and fair treatment. Some federal rules also call for translation; for example, FMLA regulations require notices in a language where a significant portion of the workforce is not literate in English. There is no rule that every document must be translated into every language, and translation does not replace the acknowledgment.

375. Answer: C — $225,000

Savings = (old cost per hire - new cost per hire) x number of hires = ($4,800 - $3,900) x 250 = $900 x 250 = $225,000. The figure of $975,000 is the new total hiring cost ($3,900 x 250), and $1,200,000 is the old total ($4,800 x 250), not the difference between them.

376. Answer: C — Their average deferral rate exceeded what the test allows relative to non-highly compensated employees, so excess amounts are returned.

The ADP test compares the average deferral percentage of highly compensated employees with that of non-highly compensated employees. When the HCE average is too high, the plan can correct the failure by distributing excess contributions to HCEs, which are taxable, or by making extra contributions for non-HCEs. The refunds result from the group comparison, not from any individual exceeding the annual dollar limit.

377. Answer: C — Systematically monitoring internal and external trends that may affect the organization

Environmental scanning is the ongoing, systematic gathering and analysis of information about internal conditions and external trends, such as labor markets, technology and regulation, that could affect strategy. Comparing practices with top performers is benchmarking, which can feed a scan but is narrower in purpose.

378. Answer: B — The applicant's written authorization, after a clear disclosure in a document that consists only of the disclosure

The FCRA requires the employer to give a clear and conspicuous disclosure, in a document consisting solely of the disclosure, that a consumer report may be obtained, and to get the applicant's written authorization first. Consent buried in an application does not meet the stand-alone disclosure requirement. Verbal consent or an acknowledgment collected after the report is ordered is too little and too late.

379. Answer: A — A specific, challenging goal that the employee accepts and is committed to

Locke's research found that specific, difficult goals lead to higher performance than easy goals or "do your best" goals, as long as the employee accepts the goal and is committed to it and receives feedback. Easy goals cap effort, "do your best" goals lack a clear target, and a vague goal imposed without acceptance loses the commitment that makes difficult goals work.

380. Answer: D — Routine, standardized tasks performed by experienced employees who need little direction

Managers can supervise more people effectively when the work is routine and standardized and employees are experienced and self-directed, because each person needs less direction. Complex or changing work, new staff, scattered locations and heavy reliance on the manager all call for narrower spans so leaders can give enough attention to each person.

381. Answer: A — Externalization

Externalization converts tacit knowledge, such as the technician's experience-based judgment, into explicit forms like documents and models. Socialization shares tacit knowledge directly through shared experience, combination merges explicit knowledge from different sources, and internalization is when a learner absorbs explicit knowledge and turns it back into personal, tacit know-how.

382. Answer: C — The categories overlap, so an employee with exactly 5 years fits two choices.

Response categories should be mutually exclusive, but here 5, 10 and 15 years each appear in two ranges, so respondents at those points cannot answer clearly. Ranges such as "0-4," "5-9" and "10-14" fix the problem. The scale is exhaustive, since "0-5" covers new hires, and an open-ended top category is standard.

383. Answer: B — Test both views against defined readiness criteria and evidence

Calibration works by anchoring discussion in defined criteria for the target role and concrete behavioral evidence, which reduces individual bias. Averaging opinions or deferring to one leader replaces evidence with compromise or rank, and postponing the rating for a year leaves the succession plan unsettled.

384. Answer: B — Explain that the data was collected for security and is a poor productivity measure, and help develop output-based metrics.

Using security data to evaluate performance stretches it beyond its original purpose, and time in the building does not measure sales results. Output-based metrics are more valid and fair. Removing names would make the data useless for judging individuals anyway, and pulling records only on suspected poor performers invites inconsistent treatment.

385. Answer: C — Tell them the subject and allow a short private talk before the questions begin

The NLRB holds that the Weingarten right includes, on request, information about the subject of the interview and a chance to consult with the representative beforehand, so the representative can help. A brief private consultation before questioning is the safest, lawful approach. Denying it, forcing it into unpaid time or requiring a written request would risk interfering with the right.

386. Answer: D — The project's objectives, scope, roles and success criteria so everyone shares one view

A kickoff should first create shared understanding of why the project exists, what is in and out of scope, who is responsible for what and how success will be judged. Detailed tasks, risk plans and system training all depend on that foundation and come after it.

387. Answer: D — An LCMS creates and stores reusable content; an LMS manages learners and their training records

An LCMS focuses on content: authors use it to develop, store, reuse and manage learning objects. An LMS focuses on learners: it handles enrollment, delivery, tracking and reporting. The reversed description is the most common mix-up, and both kinds of systems can be cloud-hosted or on-premises.

388. Answer: B — Choose channels by job role, access and stated preference, not age

Assigning channels by age relies on stereotypes, varies widely among individuals, and could suggest age-based treatment. A better basis is what each employee's job allows (desk or deskless, device access) and what employees say they prefer. Sending everything through every channel adds noise, and surveying only one age group keeps the age-based assumption intact.

389. Answer: B — Launch a mentoring program for high-potential staff

In a scorecard row, the objective states what the organization wants to achieve, the measure says how progress is tracked, the target sets the level to reach, and the initiative is the action taken to get there. The mentoring program is the action. Strengthening the pipeline is the objective, which candidates often confuse with the initiative.

390. Answer: C — Discuss next assignments with each member and plan a close-out that recognizes the team's work.

In adjourning, members often feel uncertainty about what comes next. The leader should address that directly by working with members and their managers on next assignments while recognizing the team's accomplishments. Postponing the discussion increases anxiety and can hurt performance at the finish, and stretching the timeline wastes resources. Pointing members to the job board alone leaves them without support.

391. Answer: B — 6

Trustworthiness = (credibility + reliability + intimacy) / self-orientation = (6 + 8 + 4) / 3 = 18 / 3 = 6. A score of 18 ignores the denominator, 15 subtracts self-orientation instead of dividing by it, and 54 multiplies the numerator by self-orientation when a higher self-orientation should lower trust.

392. Answer: D — Focus on recognition, since improving it is more likely to raise engagement

When two items score equally low, the one with the stronger link to engagement offers the greater return, so recognition should come first. A quick cafeteria win is visible but is unlikely to change engagement much. Splitting the budget dilutes both efforts, and comment volume does not measure impact.

393. Answer: A — Early adopters

Rogers found that early adopters have the highest degree of opinion leadership; they are respected, well integrated into the social system and watched by others for cues on whether to adopt. Innovators adopt first but are often seen as venturesome outsiders, so their influence is limited. The early and late majority follow rather than lead adoption.

394. Answer: C — Balance sheet

The balance sheet is a point-in-time snapshot showing that assets equal liabilities plus equity on a given date. The income statement (also called the statement of operations) and the statement of cash flows each cover a period, such as a quarter or a year.

395. Answer: D — 0.80

The impact ratio is the selection rate of a group divided by the selection rate of the most selected group: 36% / 45% = 0.80. Subtracting the rates gives 0.09, a difference rather than a ratio, and dividing 45% by 36% inverts the formula to get 1.25. A ratio of 0.80 sits right at the 80% rule of thumb, so the tool deserves a closer look even though it does not fall below the line.

396. Answer: B — Raise the conflict with both project leads and the recruiter's manager to rebalance or resequence the work.

An overallocated resource is a schedule risk that should be resolved openly by the people who control the competing work, through resource leveling, resequencing tasks or adding capacity. Asking one person to sustain 150% for six weeks invites burnout and quality problems, and waiting for a missed milestone turns a known risk into an issue. Unilaterally pulling her from one project ignores the other project's firm milestones and the stakeholders who own that decision.

397. Answer: C — Compare credentials, relevant leadership experience, coaching method and references, then let the VP meet the finalists.

Good coach selection weighs several criteria together: credentials, experience with similar leaders, a clear method for setting and measuring goals, and references, followed by a fit conversation with the coachee. Industry background can help, but coaching skill and fit matter more than shared technical expertise, and leaving the coachee out of the decision weakens commitment.

398. Answer: C — To create transparency so compliance can spot patterns and show that policy is followed

A gift and entertainment registry makes exchanges visible so compliance can monitor for repeated or excessive gifts, potential conflicts and red flags, and so the company can show its controls work. It supports, but does not replace, approval rules for higher-value items. It is not mainly a tax tool.

399. Answer: A — Both as cash outflows from financing activities

Under U.S. GAAP, transactions with owners and lenders, including issuing or repurchasing stock, paying dividends and borrowing or repaying debt, are financing activities. Investing activities cover buying and selling long-term assets such as equipment, and a company's own shares are not an investment asset.

400. Answer: C — Risk transfer, because the financial loss is shifted to an insurer

Buying insurance is the classic example of risk transfer: the company shifts much of the financial consequence of future claims to the insurer. Insurance does not reduce the likelihood of harassment, so it is not mitigation, and HR should point out that training, reporting channels and prompt investigations are still needed. Avoidance would require ending the activity that creates the risk, which is not possible here.