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SHRM-CP

Practice Questions

Set 5

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 5 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: D — Help identify who was affected, meet notice duties, and tell employees about credit monitoring.

HR's role is to help identify affected people, support compliance with breach notification laws, and give employees clear, timely guidance and resources such as credit monitoring and identity protection. Waiting for a full forensic review can miss legal notice deadlines and erodes trust, while sharing technical details can expose the company to further attacks.

2. Answer: B — Referrals, at 50% vs. 10% for the job board

Yield = interviews / applicants: referrals 20 / 40 = 50%, job board 50 / 500 = 10%. The job board produced more interviews only because it brought in far more applicants. Yield ratios turn different volumes into comparable percentages, which is why they are used to compare sources.

3. Answer: A — Use an employer of record so the engineers are compliantly employed quickly

With only two hires, a tight deadline and no near-term expansion, an employer of record is the fastest compliant route: it already has a Polish entity and handles contracts, payroll, social insurance and statutory benefits. Forming a subsidiary takes time and carries ongoing accounting and governance costs that make sense only at larger scale. Treating full-time, company-directed engineers as contractors invites misclassification claims, and U.S. payroll does not meet Polish withholding and social insurance obligations.

4. Answer: B — Post openings internally and assess all candidates against defined, job-related criteria.

The problem is informal access: opportunities flow through social networks instead of an open, criteria-based process. Posting openings and using defined criteria gives all qualified employees a fair chance and makes decisions defensible. Banning after-hours socializing doesn't fix the process, and rotating promotions among teams ignores merit.

5. Answer: A — With samples this small, the ratio is unstable and should be paired with other evidence.

The rates are 2 / 5 = 40% and 4 / 6 = 67%, so the ratio is 0.40 / 0.67 = 0.60; one more selection gives 3 / 5 = 60% and 0.60 / 0.67 = 0.90. When a single decision swings the result from a flag to a pass, the ratio is too unstable to rely on alone, so analysts aggregate data, use statistical significance tests or consider practical significance. Groups do not need to be equal in size, so that objection is wrong.

6. Answer: C — Investigate using the details given, such as reviewing the time records, while noting the limits of the inquiry.

Anonymous complaints with specific facts can and should be investigated: time records, system logs and interviews of people with relevant knowledge can confirm or refute the claims. The investigator should acknowledge that follow-up questions cannot be put to the reporter and should respond through the hotline if it allows. Trying to identify the reporter undermines the hotline and can be seen as retaliatory.

7. Answer: A — Each user can view and change only the data fields needed for his or her assigned role.

Least privilege means each user gets the minimum access needed to perform assigned duties, and no more. Giving all HR staff full access for convenience, or letting managers read every employee's records, exposes sensitive data without a business need. Starting with full access reverses the principle, because access should be granted narrowly and expanded only when justified.

8. Answer: B — Update the job's documentation and have it re-evaluated using the same method used for all jobs.

A fair appeals process evaluates the job, not the person: HR should confirm the job description reflects the current duties and have the job re-evaluated with the same evaluation method (often by a committee), then explain the result. Performance affects pay within a range, not the grade. Automatically granting or denying appeals undermines the consistency and credibility of the structure.

9. Answer: D — 25%

First-year turnover is the number of hires who left within 12 months divided by total hires in the group: 20 / 80 = 25%. Dividing by the 60 who stayed gives about 33%, and 75% is the first-year retention rate rather than turnover. Dividing the 20 leavers by 100 instead of 80 understates the rate at 20%.

10. Answer: B — It means chances to use trained skills on the job; without them, skills fade before becoming habits.

Opportunity to perform refers to the extent to which trainees are given assignments, resources and situations that let them apply what they learned on the job. When people cannot use new skills soon after training, the skills decay and never become routine, which undermines transfer. Practice time inside the course is a design feature that affects learning, not the on-the-job opportunity this concept describes.

11. Answer: B — Correct or disable the faulty answer and contact the employees who received it

HR must stop the wrong information from spreading and directly correct it with the employees who relied on it, especially those already planning leave, then fix the underlying content with the vendor. A disclaimer does not undo the harm or stop further errors. Waiting on the vendor lets the error continue, and a general memo may not reach the affected employees while the bot keeps giving the wrong answer.

12. Answer: B — Require outcome data or an independent bias audit before signing, since the employer stays liable for impact.

Under Title VII, an employer that uses a selection procedure with adverse impact is responsible for it even if a vendor built the tool, so HR needs outcome data before relying on it. The vendor can protect its algorithm while still providing group results or an independent audit. An indemnity clause may shift some costs but not the employer's legal duty, and waiting a year exposes many applicants to an untested tool.

13. Answer: D — No, because 55 is less than 33% of the site's 180 full-time employees

A mass layoff requires employment loss for 500 or more full-time employees, or 50 to 499 if they make up at least 33% of the site's full-time workforce. Here 55 / 180 = 30.6%, which is under 33%, so this is not a mass layoff. Reaching 50 alone is not enough, which is the most common mistake. The WARN Act uses no 25% test or 100-person mass layoff threshold. Aggregation over a 90-day period could still change the result.

14. Answer: B — Reward systems that make individual expertise worth more than sharing it

The engineers themselves cite the performance and promotion system, which rewards hoarding expertise, as the reason they do not share. Until recognition and evaluation credit knowledge sharing, other fixes will have little effect. Usability, time and writing skills can be barriers elsewhere, but nothing in the interviews points to them here.

15. Answer: D — Accept and preserve them with their source and dates, and seek to verify they are authentic before relying on them.

Off-duty social media conduct can violate harassment policies when it targets a coworker and affects the workplace, and evidence lawfully obtained from a third party may be considered. HR should document how the images were obtained, preserve them, and verify authenticity, for example by asking the coworker about them in the interview, because screenshots can be cropped or altered. Demanding access to a private account raises legal and privacy problems.

16. Answer: B — Recall rights

Recall rights give laid-off employees a claim to be called back, usually in seniority order and for a set period, before the employer hires new workers. Bumping rights let a senior employee displace a junior one when a job is cut. Severance concerns pay on separation, not a return to work.

17. Answer: B — Each employee must sign a written authorization, which cannot be irrevocable for more than one year or beyond the contract's end.

Section 302(c)(4) permits an employer to deduct union dues only when the employee has executed a written assignment, which may not be irrevocable for more than one year or beyond the termination of the applicable agreement, whichever occurs sooner. A union roster, verbal consent or contract ratification does not satisfy the individual written authorization requirement.

18. Answer: B — Personal humility combined with intense professional will

In 'Good to Great,' Collins found that Level 5 leaders pair personal humility with fierce resolve to do what is best for the organization. He noted that charisma and personal ambition were often found in less successful leaders, and tight personal control describes a different, lower-level profile.

19. Answer: C — Interviews allow depth and follow-up questions; anonymous surveys encourage candor

Face-to-face interviews let the interviewer probe and clarify, giving richer detail, but some employees hold back when speaking in person. Anonymous online surveys reduce that concern and make trend tracking easy, but they cannot ask follow-up questions. No federal law requires exit interviews, and the two methods do not yield the same data.

20. Answer: D — It is protected, because seeking coworker support to prepare for group action is concerted

Concerted activity includes an individual's efforts to initiate, induce or prepare for group action, so talking with coworkers to build support is protected before any request reaches management. Protection does not wait for the group to act, and there is no majority requirement. Disciplining her now would interfere with Section 7 rights.

21. Answer: A — Recognition acknowledges behavior; rewards are tangible and often tied to set results

Recognition is acknowledgment of an employee's effort, behavior or contribution, and it can be informal and nonmonetary. Rewards are tangible, such as cash, gifts or points, and are often transactional, earned by meeting a defined goal. Either can come from peers or managers, go to teams or individuals, and be given publicly or privately.

22. Answer: A — Consistency with a prior public commitment

People like to act consistently with positions they have stated, especially in public, so securing a small public agreement first makes the larger request easier to accept. Social proof relies on what peers are doing, not on the person's own prior statement. Reciprocity requires a prior favor, and authority relies on expertise or position rather than on the person's own earlier commitment.

23. Answer: C — Human rights, labor, environment and anti-corruption

The UN Global Compact's ten principles are grouped into four areas: human rights, labor, environment and anti-corruption. The other combinations mix in topics such as data privacy, tax transparency or diversity that are important to responsible business but are not the Compact's principle areas.

24. Answer: B — Ask questions to learn why the manager holds on to tasks and what he wants to change.

Coaching starts by understanding the coachee's view: what drives the micromanaging, such as fear of mistakes, doubts about the team's skills or pressure from above, and what outcome he wants. That builds ownership and points to the right fix. A checklist or workshop may help later, but prescribing a solution before understanding the cause often fails to change behavior.

25. Answer: C — Share the survey results, clarify the rules with examples and explain what will change based on feedback

Acknowledging the results and showing what HR is doing about them builds trust and shows that the survey was worth answering. Concrete examples address the confusion, and stating what will change closes the feedback loop. Reposting the policy ignores the input, relying on managers alone leaves messages inconsistent, and suspending the policy overreacts to a problem that better communication can solve.

26. Answer: A — 36 months from the layoff, because the divorce is a second qualifying event

A second qualifying event, such as divorce, during an 18-month COBRA period can extend coverage for the affected spouse or dependents to a total of 36 months, measured from the original qualifying event. The extension applies only if the event would have caused a loss of coverage had the first event not happened, and the plan must be notified within 60 days. The 36 months does not restart at the divorce, and 29 months applies only to a disability extension.

27. Answer: C — Time-bound

The goal names a specific group and a measurable target, and the stem shows it is relevant to a stated leadership priority. It gives no deadline, so it is not time-bound; adding "by December 31 of next year" would fix it. The measurable element is the tempting distractor, but a percentage target is already measurable.

28. Answer: C — Recognize adjusters whose process improvements using the tool raised claim quality.

Reinforcement is most effective when it rewards the behaviors and results the change is meant to produce, here using the tool to improve claim quality. Rewarding time logged in the tool encourages activity rather than value and can be gamed. Recognizing training completion rewards attendance, not adoption, and rewarding claim volume alone ignores whether the tool is used well.

29. Answer: B — To confirm the new system produces the same results as the old one

Parallel testing processes the same payroll in both systems and compares the results, so differences in gross pay, deductions and taxes can be found and fixed before employees are paid from the new system. Staff may learn from it, but training is not its purpose. The legacy system is retired after cutover, and employees do not choose the system.

30. Answer: A — The project's objectives, high-level scope, sponsor and summary budget

A project charter formally authorizes the project and documents high-level information: purpose and objectives, high-level scope and requirements, the sponsor, key stakeholders, major milestones and a summary budget. Detailed schedules and the work breakdown structure are developed later during planning, and status reports and issue logs are produced during execution and monitoring.

31. Answer: C — A senior leader explains the business reasons; direct supervisors explain the effect on each team

Research on change communication shows that employees prefer to hear why the business is changing from senior leaders, and how it affects them personally from their direct supervisor. Using HR as the main messenger loses both sources of credibility. Senior leaders usually cannot speak to each team's specific situation, and supervisors lack the authority to explain the strategic case.

32. Answer: C — 76.0%

Retention rate = employees still employed / employees in the original group x 100 = 38 / 50 x 100 = 76.0%. The 24.0% figure is the turnover rate for the group (12 / 50), not retention. Dividing 38 by the average of 50 and 38 (44) gives 86.4%, and 12 / 38 gives 31.6%.

33. Answer: A — A paid, time-limited returnship with training, mentoring and a path to hire

Effective returnships are paid, structured programs, often lasting a few months, that refresh skills, provide mentoring and peer support and lead to a permanent job offer. Unpaid internships undervalue experienced professionals and may raise FLSA concerns. Simply welcoming gaps in regular postings or holding a job fair does not address the confidence and skill-refresh needs of returners.

34. Answer: B — As unearned revenue, a liability until the courses are delivered

Cash collected before the service is performed creates deferred (unearned) revenue, a liability, because the company owes the courses. Revenue is recognized in June when the courses are delivered. Accounts receivable would apply only if the courses had been delivered and payment had not yet been collected.

35. Answer: B — Builds and nurtures pools of passive candidates through ongoing contact before they apply

A recruiting CRM focuses on the stage before an application: sourcing passive talent, segmenting talent pools and sending targeted campaigns and content to keep candidates engaged until a role opens. An ATS manages active applicants for specific openings, including workflow stages, parsing and compliance records. Many suites now combine both, but the functions remain distinct.

36. Answer: A — In the 60–90 day window before the third anniversary, or any time after the third year

A contract bars petitions for no more than three years, no matter how long the contract runs. Employees may file during the normal window (90 to 60 days before the end of the three-year period) and, once the three years have passed, the contract no longer bars a petition. Waiting until the five-year term ends would overstate the bar.

37. Answer: A — A summary of the applicant's rights under the FCRA

Before taking adverse action, the employer must give the applicant a copy of the consumer report and the summary of rights under the FCRA, so the applicant can review and dispute errors. The signed disclosure and authorization is obtained before the report is ordered. The employer gives its compliance certification to the reporting agency, not to the applicant, and a statement of reasons is not required.

38. Answer: D — Identify critical operations and the staff, security and logistics each needs to keep running

Strike contingency planning starts with deciding which operations must continue and what staffing, security, nonstriker transport and supply logistics each will need. That assessment drives the rest of the plan. Hiring permanent replacements before a strike and threatening job loss are unlawful or premature, and asking the union to identify likely strikers would pry into protected activity.

39. Answer: B — Explain that training costs are generally expensed as incurred, and refer him to finance on the recording

Under U.S. accounting standards, training costs are generally expensed when incurred, because the company does not control the skills employees gain. Recording them as a capital asset, or as a prepaid spread beyond the period when the training is delivered, just to shield a budget would misstate results. Accounting treatment is a finance decision, so HR should explain the general rule and involve finance rather than help restructure the cost.

40. Answer: C — Unfair documentary practices, because the employee chooses which acceptable documents to present

The INA bars requesting more or different documents than required, or rejecting valid documents, with the intent to discriminate based on citizenship status or national origin. A U.S. passport is a List A document that fully satisfies verification, and the employee chooses which acceptable documents to show. Applying the extra demand to everyone with an accent is still discrimination based on perceived national origin.

41. Answer: D — Fluctuating workweek; overtime is half the weekly regular rate for each hour over 40

Under the fluctuating workweek method, the fixed salary covers straight-time pay for all hours, so the regular rate is the salary divided by hours actually worked that week, and the employee is owed an additional half of that rate for each overtime hour. Paying 1.5 times the rate double-counts the straight time already in the salary. A Belo plan is a separate guaranteed-pay arrangement with its own requirements, and a nonexempt employee is always owed overtime.

42. Answer: D — $26,200

Participant time = 40 x 8 hours x $35 = $11,200. Adding the $12,000 facilitator fee and $3,000 materials gives $11,200 + $15,000 = $26,200. The $15,000 figure leaves out participant wages, $15,280 counts only one participant's time, and $11,200 counts only participant time.

43. Answer: D — State the rating early, cite specific examples, listen, and agree on next steps

Stating the rating clearly and early, supporting it with specific examples, listening to the employee's view and agreeing on next steps makes the conversation honest, respectful and focused on improvement. Burying the rating behind positives often leaves the employee confused about the message. Inflating the rating because of tenure creates inaccurate records and can undermine later employment decisions.

44. Answer: D — A manager decides colleagues abroad are evasive because, unlike his own culture, they avoid a direct "no."

Ethnocentrism is judging other cultures by the standards of one's own and assuming one's own norms are correct. Labeling colleagues as evasive because they communicate indirectly applies the manager's direct-communication norms to them and blocks understanding. Learning greetings, asking about local practice and using a translator all show cultural awareness.

45. Answer: C — Estimate the cost of a likely injury, adding indirect costs such as lost output, overtime and higher premiums

Insurance pays medical and wage-replacement costs, but the employer still bears indirect costs such as lost production, overtime to cover the injured worker, supervisor and investigation time, replacement training and higher future premiums. Those indirect costs are usually larger than direct claim costs and directly answer the supervisor's belief that insurance covers everything. Direct costs alone or penalty amounts understate the risk.

46. Answer: C — It takes time and energy that a trivial issue does not warrant

Collaborating is time-intensive, so it is poorly suited to trivial issues where a quick decision is more efficient. It does not typically leave parties less satisfied than a compromise; when it works, it is the mode most likely to satisfy both sides fully.

47. Answer: B — Relationship-related currencies

Understanding and listening, personal support, and acceptance are relationship-related currencies in Cohen and Bradford's model. Position-related currencies involve recognition, visibility, reputation, a sense of importance and contacts, and task-related currencies involve resources, assistance and information. Inspiration-related currencies appeal to vision, excellence or doing the right thing.

48. Answer: D — The discharge will likely be overturned, because the employee had no notice of the rule or its consequences.

A core just-cause test asks whether the employee knew of the rule and the likely consequences of breaking it. Notice is excused only for misconduct so obviously wrong that any employee would know it, such as theft or violence, and widespread tolerated phone use shows that was not the case here. Management may set reasonable rules, but it must communicate them and enforce them consistently before imposing discharge.

49. Answer: D — Advise including all technicians and offer training in several formats with peer support

Excluding or segregating workers based on assumptions about age is stereotyping and could expose the company to ADEA claims for workers 40 and older, while also denying them tools and development. Offering varied training formats and peer support lets everyone adopt the tablets regardless of age. Opt-outs, separate classes and age-based pilots all treat people differently because of age.

50. Answer: B — Montana

Montana's Wrongful Discharge from Employment Act requires good cause for discharging employees who have finished the employer's probationary period. California and New York have many employee protections but still presume at-will employment. Delaware is an at-will state that recognizes the implied covenant of good faith only in narrow circumstances.

51. Answer: C — Each stakeholder's role, contact details, interests, expected influence and classification.

A stakeholder register records identification information (name, role, contact), assessment information (requirements, expectations, interests, potential influence) and a classification for each stakeholder. A schedule, a decision log and a responsibility assignment are separate project documents, even though they also mention people.

52. Answer: B — Explain that HR cannot discuss a coworker's situation and invite him to raise any needs of his own.

Accommodation and medical information is confidential, so HR should not confirm or describe the reason, even generally. Inviting him to raise his own needs keeps the conversation on him and models fair treatment. Saying the coworker has a medical accommodation already discloses medical information, and asking her to let HR explain puts unfair pressure on her to give up her privacy.

53. Answer: A — CQ drive

CQ drive, or motivational CQ, is a person's interest in, and confidence about, functioning in culturally diverse settings. The engineer is showing motivation and self-efficacy, not specific knowledge or planning. CQ action would involve actually adjusting his speech or behavior, which the scenario does not describe.

54. Answer: B — It pushes respondents to lean one way but can force a choice from those who are truly neutral.

Removing the midpoint creates a forced-choice scale that discourages fence-sitting and makes respondents lean favorable or unfavorable. The trade-off is that genuinely neutral or undecided employees must pick a side, which can add error or frustration, and the change can break trend comparisons with past five-point surveys. Dropping a point does not add scale points, and it does not address acquiescence, the tendency to agree regardless of content.

55. Answer: C — $1,248.00

When a salary covers a set 40 hours, the regular rate is $960 / 40 = $24. Each of the 8 overtime hours is paid at 1.5 x $24 = $36, or $288, so total pay is $960 + $288 = $1,248. Paying the 8 hours at straight time gives $1,152, and dividing the salary by 48 hours treats it like a fluctuating workweek salary, which this pay plan is not.

56. Answer: A — Make sure her approved hours are reflected in the tool and check whether others are affected.

The company approved her schedule, so the tool must honor it; correcting the availability data fixes her problem, and checking for others with approved arrangements catches the same flaw elsewhere. Asking her to decline meetings one by one shifts the burden of a system error onto her, and overriding her arrangement breaks the agreement. Removing her from the tool singles her out and adds manual work.

57. Answer: B — Meet the assistant to explain the issue's urgency and business impact and ask how to fit it in

Executive assistants are gatekeepers whose cooperation HR will need again, so the best move is to treat the assistant as a partner: explain why the issue matters to the business and the deadline, and ask for help finding time. Going around the assistant, directly or through the CHRO, may get one meeting but damages a relationship HR depends on. Simply waiting ignores a real business deadline.

58. Answer: A — Show the response distribution and explain that opinion is sharply split

The mean of 3.0 (0.45 x 5 + 0.10 x 3 + 0.45 x 1) describes a neutral view held by only 10% of respondents, so showing the full distribution is the accurate way to report a polarized result. The median here is also 3 and is just as misleading. Dropping the item would hide useful information: a deep split is itself a finding leaders need for the policy decision.

59. Answer: C — Comparing actual results with objectives and making corrective adjustments

Evaluation measures what was achieved against what was planned and uses the gaps to adjust strategy or implementation. Environmental scanning gathers information before a strategy is chosen, choosing among alternatives is strategy formulation, and assigning resources and responsibilities belongs to implementation.

60. Answer: D — Inform both parties, reinforce the policy and watch for retaliation

An inconclusive finding still calls for closure and prevention: tell both parties the investigation is complete, remind them of the policy and anti-retaliation protections, consider steps such as training or monitoring, and invite new reports. Disciplining someone without a finding is unfair, and moving the complainant against her wishes can look retaliatory.

61. Answer: C — On 3/4 at 10:15 a.m., Ruiz said her supervisor called her "useless" in front of two named coworkers.

Case notes should record specific, objective facts: dates, times, who said what and who witnessed it, without the investigator's opinions or conclusions. Notes that call someone hostile or exaggerating are judgments that can weaken the record if challenged. Vague phrases such as "more of the same" don't say what actually happened.

62. Answer: C — Explain that the company must still look into the conduct, proceed discreetly, and reassure her that retaliation is prohibited.

Alleged physical intimidation is a safety and policy issue the employer is on notice of, so it cannot simply drop the matter because the complainant changed her mind. HR should continue a discreet inquiry, ask why she is withdrawing (pressure or fear of retaliation are common reasons) and protect her from retaliation. Closing the file with a signed statement is tempting but leaves a known risk unaddressed and could look like the company buried the complaint.

63. Answer: B — Either party may end the relationship at any time, with or without cause or notice, unless the reason is unlawful.

At-will employment lets either the employer or the employee end the relationship at any time, for any reason or no reason, with or without notice. The key limit is that the reason cannot be unlawful, such as discrimination, retaliation or a violation of public policy. Requiring a documented business reason describes a just-cause standard, not at-will employment.

64. Answer: D — Stories, symbols, power structures, and control systems

The cultural web describes the paradigm at its center surrounded by stories, symbols, power structures, organizational structures, control systems, and rituals and routines. Artifacts, espoused values and basic assumptions are Schein's levels of culture. The other lists are the Denison model's traits and the Competing Values Framework's culture types.

65. Answer: B — The corporate opportunity doctrine

The corporate opportunity doctrine bars those owing a duty of loyalty from taking for themselves a business opportunity they learned of through their role and that the company would reasonably want. The business judgment rule protects good-faith decisions by directors, and respondeat superior makes employers liable for employees' acts within the scope of employment; neither describes diverting an opportunity. At-will employment concerns termination, not loyalty.

66. Answer: D — The mode, since the shift categories have no numeric values

Preferred shift is a nominal (categorical) variable, so the only meaningful average is the mode, the most frequently chosen shift. A median requires values that can be ranked on a meaningful scale and a mean requires numeric values, so coding day, evening and night as 1, 2 and 3 and averaging them would produce a meaningless number.

67. Answer: B — That no decisions can be shared now, and that HR will update them as soon as information can be released.

Honesty without breaching confidentiality preserves trust: HR acknowledges that it cannot share information yet and commits to timely updates. Denying a restructuring that may occur would destroy credibility once the truth comes out, and confirming speculation breaches confidentiality. A flat no-comment that redirects employees elsewhere feels evasive and fuels further rumor.

68. Answer: D — A qualified person reviews AI recommendations and can override them before decisions are made

Human-in-the-loop means a qualified person reviews AI outputs and has real authority to change or reject them before an employment decision is made. Monitoring uptime, entering data manually or approving a contract involves people in the process but does not provide meaningful human judgment over the decisions themselves.

69. Answer: A — Short, visual updates such as safety stats, shift news, and reminders that rotate often

Digital signage is seen briefly by people passing by, so it works best for short, visual, frequently refreshed content such as safety metrics and shift news. Long policy text and detailed benefits comparisons cannot be absorbed at a glance. Screens also cannot capture the individual acknowledgment that a formal policy notice requires.

70. Answer: D — Assign trained peer buddies and cover real norms in onboarding

Unwritten norms are learned through social interaction, so trained peer buddies and frank discussion of how work really gets done speed up cultural socialization. More written policy, product training, or signed acknowledgments address formal rules rather than the informal culture new hires are missing.

71. Answer: A — Ordinary commuting to a regular worksite is not hours worked under federal law.

The Portal-to-Portal Act excludes ordinary travel between home and the regular place of work from hours worked, whatever the distance. Needing to get to work does not make the commute compensable. Mileage reimbursement is a separate expense question and does not turn commuting into work time.

72. Answer: C — Contact her today to apologize, fix the gaps quickly, and arrange a stand-in host

The immediate priority is service recovery for the individual: a prompt apology, quick fixes for the equipment and access gaps, and a person to guide her, because first-day experiences strongly shape new-hire engagement and early turnover. A process audit is the right follow-up but should not delay helping her. Waiting a week for the manager prolongs the problem, and a checklist does not address what went wrong.

73. Answer: D — A multi-site manufacturer needing common policy plus plant-level employee relations help

A hybrid model centralizes what benefits from consistency (policy, systems, programs) and places HR resources locally where proximity matters, such as plant-level employee relations. A small single-office startup and a single-site call center have little need for local HR. A holding company with unrelated subsidiaries that share nothing fits a decentralized model.

74. Answer: A — Challenge the process

Challenge the process involves searching for opportunities to improve, experimenting and taking risks, and learning from the mistakes that come with experimentation. Piloting a new method and treating missteps as learning is the core of this practice. Inspiring a shared vision is about envisioning the future and enlisting others in it, enabling others to act is about building trust and sharing power, and encouraging the heart is about recognition and celebration.

75. Answer: C — Prior pay can anchor offers and carry forward past pay inequities, so limiting access reduces that risk.

Basing offers on prior pay can lock in earlier discrimination or gaps, so restricting who sees it, and setting pay on the role's value and the candidate's qualifications, supports pay equity. Salary history is not health information under HIPAA, and no federal law requires its destruction at acceptance. The concern is fair offers, not applicants seeing each other's data.

76. Answer: D — $300

Training cost per employee is total training spend divided by headcount: $90,000 / 300 = $300. The other figures come from misplacing the decimal point in the division.

77. Answer: B — Opposing a practice reasonably believed to be discriminatory is protected even if the practice proves lawful.

The ADEA and Title VII protect employees who oppose practices they reasonably and in good faith believe are unlawful, whether or not the practice is later found to be lawful. Requiring a proven violation would discourage employees from raising concerns. No separate federal anti-retaliation statute applies to AI, and internal complaints are protected without an EEOC charge.

78. Answer: C — Map the hire-to-day-one process with managers and close the gaps found

The exit feedback points to a process failure, not a bad hire, so HR should review the onboarding steps, assign clear owners for readiness tasks such as notifying the team and planning first assignments, and check whether other recent hires had the same experience. Treating it as a poor hire repeats the problem with the next person. Disciplining one manager addresses a symptom, and probing her fit ignores her stated reasons.

79. Answer: C — Stakeholder analysis

Stakeholder analysis identifies who is affected by or can influence a project, along with their interests, influence and likely stance, so the team can plan how to engage each group. A training needs assessment finds skill gaps, a risk register logs project risks, and force field analysis weighs the forces for and against a change rather than the people involved.

80. Answer: B — Coaching, with high direction and high support

She has some competence but low commitment and still needs substantial guidance, which calls for the coaching (selling) style: continued direction plus encouragement and explanation. Directing gives instructions without the support she needs for her confidence. Supporting reduces direction and fits someone who already has the skills, and delegating fits someone who is both capable and committed.

81. Answer: C — The chance to contribute to an important vision or do something morally right

Cohen and Bradford group currencies into inspiration-, task-, position-, relationship- and personal-related types. Inspiration-related currencies include vision, excellence and moral or ethical correctness. Resources are a task-related currency, recognition and visibility are position-related, and support and acceptance are relationship-related.

82. Answer: A — Evaluate the request against strategic priorities and the approved workforce plan

Workforce plans should be flexible but disciplined, so HR should assess whether the new role supports strategic priorities, how it would be funded and whether it fits or should change the plan. Approving it automatically undermines the plan, while a flat denial or deferral treats the plan as rigid and may ignore a real business need.

83. Answer: A — Yes, the son can stay on the plan until age 26, regardless of marriage or access to another employer's plan.

A plan that offers dependent coverage must make it available to children until age 26, and eligibility cannot be limited based on marriage, residency, financial dependency, student status or access to other employer coverage. The son therefore remains eligible until he turns 26. The plan is not required to cover the son's spouse or children.

84. Answer: C — To help the employer recover part of its investment if the employee leaves soon after

A repayment (clawback) clause protects the employer's investment by requiring a prorated refund if the employee departs within a set period, which also encourages retention. Tax-free treatment depends on the plan meeting IRS requirements, not on a repayment clause, and job relatedness and grade requirements are handled by separate eligibility terms.

85. Answer: B — Give her the stand-alone disclosure and get her written authorization first, just as for an outside applicant.

The FCRA's employment purposes include promotion, reassignment and retention, so its disclosure and written authorization rules apply to current employees just as they do to applicants. HR must provide a stand-alone disclosure and get written permission before ordering the report. Telling her only if the promotion is denied skips the required authorization, and verbal notice does not meet the written standard.

86. Answer: A — Document her account and open a retaliation investigation into the manager, even though she is leaving.

Threatening someone for participating in an EEOC proceeding is unlawful retaliation, and the allegation puts the employer on notice whether or not she stays. HR should document it and investigate, which also protects other witnesses. A written complaint is not a precondition for acting, the company has its own duty to respond regardless of EEOC options, and a reminder from the director skips the investigation.

87. Answer: D — The data steward assigned to that data domain

Data stewards are the subject-matter experts who manage specific data elements day to day: setting definitions, monitoring quality and resolving issues. Senior executives set direction and accountability for governance, and IT leaders manage systems and infrastructure, but neither handles routine data definitions and fixes.

88. Answer: C — Review individual pay records in that job family to identify what is driving the gap before adjusting.

An unexplained gap is a signal to investigate, so the analyst should examine outliers, starting pay, job leveling and other drivers in that family before deciding on targeted remediation. A flat 4% raise may overpay some people and miss larger individual gaps. Adding controls just to make the gap disappear risks masking a real problem, and the analysis alone does not establish discrimination.

89. Answer: A — Follow the policy, usually by lowering pay into the range or red-circling it

Common practice for a voluntary demotion is to bring pay into the new range, often to the maximum, or to freeze it as red-circled until the range catches up, applied consistently under written policy. Keeping above-range pay with full merit increases breaks the structure, and dropping pay to the minimum ignores the employee's experience.

90. Answer: C — Benevolence

Benevolence is the trustor's belief that the trustee wants to do good for them apart from any self-interest or obligation, which is exactly what going beyond the required role shows. Ability refers to competence in a specific domain, and integrity refers to adherence to acceptable principles. Reliability is part of Maister's trust equation, not one of the three Mayer factors.

91. Answer: D — 24 months

USERRA lets an employee elect to continue employer health coverage for up to 24 months while absent for military service (or until the employee fails to return or apply for reemployment, if sooner). For service of more than 30 days, the employee can be charged up to 102% of the full premium. Eighteen months is the COBRA period for termination or reduced hours, which is the common mix-up.

92. Answer: D — Show how the framework helps managers hire and develop people to hit plant goals

Business leaders respond best when HR speaks in terms of business outcomes, so linking the framework to hiring, development and plant goals makes it relevant. A glossary and more research keep the focus on HR terms rather than on what managers care about. Shortening the talk does not change how the message is framed.

93. Answer: D — Senior leaders on the business reasons, and supervisors on the personal impact

Prosci's research consistently finds that employees prefer to hear business messages about why the organization is changing from senior leaders, and messages about how the change will affect them personally from their immediate supervisor. Swapping those roles misplaces each message, and having senior leaders deliver the personal message misses the trusted relationship supervisors already have with their teams.

94. Answer: A — A required CPA license and three years of audit experience

A job specification lists the qualifications a person needs to do the job, such as knowledge, skills, abilities, licenses and experience. Duties, reporting relationships and working conditions describe the job itself and belong in the job description.

95. Answer: A — Localization

Localization pays the transferee according to host-country market rates and benefits, as if the person were a local hire. The balance-sheet approach keeps home-country purchasing power with allowances, headquarters-based pay ties the employee to the home salary structure, and a lump sum gives a fixed amount for the assignee to spend as he chooses.

96. Answer: A — Negotiation and agreement

Kotter and Schlesinger recommend negotiation and agreement when a person or group will clearly lose out from a change and has considerable power to resist, as a union does. Education cannot solve a real loss, and facilitation and support addresses anxiety about adjusting. Coercion risks a strong backlash from a powerful group and, with a union, may conflict with bargaining obligations.

97. Answer: A — First-impression error

A first-impression, or primacy, error lets early information about an employee dominate the evaluation despite later evidence. Recency error is the opposite pattern, in which the most recent events dominate, and here the recent months were strong, so recency would have produced a high rating.

98. Answer: B — $85,000 is the target point, and $92,000 is the resistance point

The target (aspiration) point is the outcome a negotiator hopes to reach, and the resistance (reservation) point is the walk-away limit beyond which she would rather not make a deal. Her hoped-for $85,000 is the target, and $92,000 is her limit. A BATNA is the best alternative if no deal is reached, such as hiring another finalist, not the limit figure itself.

99. Answer: D — Ask how he prefers to be recognized and use a more private format, such as a note

Recognition works best when it fits the person receiving it, and asking his preference shows respect while keeping the acknowledgment specific to him. Continuing public praise ignores what he said and can make recognition feel like a burden. Dropping individual recognition or switching to cash assumes what he wants instead of asking.

100. Answer: D — Record payroll tax expense and a liability until the taxes are remitted

The employer's matching share of FICA taxes is an additional cost of employment, so it is recorded as payroll tax expense when wages are earned, with a payroll taxes payable liability until the deposit is made. Recording only a liability is the treatment for the employee's withheld share, which is the employees' cost rather than the employer's expense.

101. Answer: C — Compare pre and post collaboration scores with the six untrained teams

A pre/post design with a comparison group shows whether trained teams changed more than similar untrained teams, which helps rule out other causes. Reaction surveys measure satisfaction rather than results, a post-only measure has no baseline, and leaders' opinions are subjective and open to bias.

102. Answer: D — A vacancy would seriously harm results and the role would be hard to fill quickly

Key (critical) positions are those whose vacancy would significantly affect strategy, operations or revenue and that require scarce skills or knowledge that make them hard to fill. Hierarchical level and span of control do not by themselves make a role critical. An incumbent's planned retirement signals urgency for a role already deemed key, but it is not the criterion for designating it.

103. Answer: A — Use anchored rating scales, have ratings recorded right after each interview, and limit sessions.

Ratings that shift as a long day wears on reflect rater drift, often driven by fatigue and changing internal standards. Behaviorally anchored scales give a fixed reference point, immediate scoring reduces memory effects, and shorter sessions or breaks reduce fatigue. Adding a fixed adjustment assumes the drift is uniform and predictable, and removing the interviewer avoids the problem without correcting the process.

104. Answer: C — Remove the graduation year unless a specific, job-related need for it exists.

Graduation dates reveal approximate age. The ADEA does not flatly ban such questions, but the EEOC says it will scrutinize them closely, and they can serve as evidence of age bias if older applicants are rejected. Removing the field unless there is a real job-related need is the best practice. Telling recruiters to ignore a field they can still see does not remove the risk, and asking whether someone is 40 or older is even more direct.

105. Answer: A — Fix the onboarding gaps and track 90-day retention to gauge the impact.

The survey points to specific onboarding failures, so fixing equipment readiness and role clarity addresses the cause, and tracking 90-day retention shows whether the changes work. A longer probationary period does not fix the experience. More orientation on history and values misses the gaps employees named, and asking managers repeats a diagnosis HR already has.

106. Answer: B — Calibration sessions where managers compare and justify rating spreads

Calibration brings managers together to review rating distributions against common standards and evidence, which directly challenges inflated ratings. Fewer scale points does not stop managers from rating high, and self-appraisals tend to run favorable, so they can reinforce leniency rather than correct it.

107. Answer: A — Documented evidence of the test's validity and reliability for similar jobs, along with its adverse impact data.

The employer, not the vendor, is responsible for showing that a selection tool is job related if it causes adverse impact. HR should request technical documentation showing validity for similar jobs, reliability and subgroup score differences. Client satisfaction, employee reactions and indemnity promises do not show that the test predicts performance or treats groups fairly.

108. Answer: D — Employees can pay certain benefit costs pretax, and their elections generally cannot change midyear.

Section 125 lets employees pay for qualified benefits, such as health premiums and FSA contributions, with pretax salary reductions. In exchange for that tax treatment, elections are generally irrevocable for the plan year unless the employee has a permitted qualifying event. Retirement plan deferrals are governed by other Code sections, and only qualified benefits can be paid for pretax.

109. Answer: D — Share the data with hiring managers and agree on a standard turnaround for reviews

The data locate the bottleneck at manager review, so the first step is to work with the people who own that stage. Showing them the data and agreeing on a turnaround standard addresses the cause collaboratively. Bypassing managers removes their judgment from hiring decisions, escalating first damages the relationship, and more candidates would only lengthen the queue.

110. Answer: D — 18 hours

Workers aged 14 and 15 may work no more than 3 hours on a school day and 18 hours in a school week, and they may not work during school hours. The 40-hour limit applies only in non-school weeks, with up to 8 hours on a non-school day. The other figures are near-miss numbers that do not match the federal rule.

111. Answer: B — Man-nature orientation

The man-nature (person-nature) orientation asks whether people see themselves as masters of nature, in harmony with it, or subject to it. Activity orientation is a tempting choice, but it concerns whether a culture values doing, being or being-in-becoming. Time orientation concerns past, present or future focus, and relational orientation concerns individual, collateral or hierarchical relationships.

112. Answer: A — Define the scope by listing the specific allegations, the policies involved and the questions to answer.

Planning starts with defining scope: what exactly is alleged, which policies are implicated and what facts must be established. That plan drives who is interviewed, what evidence is gathered and in what order. Interviewing the accused before the allegations are pinned down produces an unfocused interview, and announcing the investigation to the whole team undercuts confidentiality.

113. Answer: D — Explain that with six people one response can move the average, and look for a pattern over time.

With only six respondents, a single person lowering a rating by one point moves the average by about 0.17, nearly the whole 0.2 drop, so the change may be noise rather than a real shift. HR should help the manager look at item-level results, comments, and future surveys before acting. Revealing who changed scores would breach survey confidentiality, and a comparison with the company average does not test whether the team's own change is meaningful.

114. Answer: A — Decline and explain that requests related to the charge go through HR and the counsel handling the company's response.

Searching for reasons to discipline an employee right after a charge is evidence of retaliatory motive, and the manager has stated that purpose. The charge response should be handled by HR and counsel, who gather records for the position statement. Removing medical data addresses confidentiality but not the retaliation risk, and a reminder does not undo the scrutiny the request is meant to enable.

115. Answer: D — The two-point gap is within the test's measurement error, so the true scores may not differ.

Every observed score includes some error, and the standard error of measurement estimates how much a score would vary on retesting. With an SEM of 3, the bands around 78 and 80 overlap heavily, so the difference may be due to chance rather than true ability, which is the logic behind score banding. Close scores do not signal bias, and the SEM does not show which score is more accurate.

116. Answer: A — Coaching; when employees are resistant to learning or changing

The coaching style develops people for the future. Goleman noted it works poorly when employees resist learning or changing their ways, or when the leader lacks coaching skill. Employees who are eager to improve are the ideal audience for coaching, not its limit, and the democratic and affiliative pairings describe the limits of those other styles.

117. Answer: C — Emergency plans name interim cover for sudden exits; planned succession grooms successors

Emergency succession addresses unexpected departures such as death, illness or sudden resignation by naming who will step in on an interim basis so operations continue. Planned succession develops candidates over time for expected transitions such as retirements. Both can apply to any key role and both may consider internal and external options.

118. Answer: C — Acknowledging what people are losing and treating the past with respect

Bridges argues that every transition starts with an ending, so leaders should name the losses, show respect for the past and help people let go. Encouraging experimentation fits the neutral zone, and celebrating early wins fits new beginnings. A business case is useful, but Bridges stresses that logic alone does not help people deal with what they are giving up.

119. Answer: D — Detects and blocks outgoing messages or files containing data like Social Security numbers

DLP tools inspect outbound content and can flag, encrypt or block messages and files that contain sensitive data such as Social Security or bank account numbers, preventing leaks. Backups protect against data loss from failures, multifactor authentication controls access, and malware scanning protects against inbound threats; none of these stops sensitive data from being sent out.

120. Answer: B — Logos, an appeal to logic and evidence

Citing data and cost figures to build a reasoned argument is an appeal to logos. Ethos rests on the speaker's credibility or character, and pathos on stirring the audience's emotions, such as by telling an employee's personal story. Kairos refers to timing and is not one of the three classic appeals.

121. Answer: C — Presenteeism

Presenteeism is attending work while ill or otherwise impaired, so the employee is present but less productive. Absenteeism is the opposite, since the employee is not at work. Quiet quitting and social loafing describe reduced effort by choice, not lost productivity caused by working while sick.

122. Answer: C — Now, since objective evidence suggests a safety risk or impaired job performance

An exam of a current employee is job-related and consistent with business necessity when the employer has a reasonable belief, based on objective evidence, that a medical condition impairs the employee's ability to perform essential functions or poses a direct threat. Observed confusion, safety lapses and a near miss meet that standard. HR need not wait for a disclosure or finish discipline first.

123. Answer: A — When nothing works in the current job and a suitable vacant position exists

Reassignment is the accommodation of last resort, used when no accommodation would let the employee perform the current job. It applies to vacant positions for which the employee is qualified. The employer need not create a new position or displace another employee, and reassignment is not triggered by preference alone.

124. Answer: B — Set up delegated approval limits so managers decide within set bounds

The bottleneck comes from centralized decision rights that no longer fit the company's size, so the fix is a delegation framework with clear approval limits. An assistant or weekly batching keeps every decision with the founder, and handing all approvals to a new executive simply moves the bottleneck.

125. Answer: A — Talk with her manager privately, describe what she observed, and discuss how her work will be credited.

The best first step is a direct, private, professional conversation that describes the facts, gives the manager a chance to explain, and agrees on how her contributions will be recognized going forward. Going over his head to the leadership team or filing a formal complaint before talking with him escalates the matter and damages the relationship. Silently withholding ideas avoids the issue and hurts both her development and the organization.

126. Answer: C — Share the exit data and discuss scheduling changes that address the main cause

HR should base its advice on evidence, and the exit data point to scheduling, not team cohesion, as the main cause of turnover. Sharing the data and discussing scheduling fixes addresses the real problem while keeping the manager involved. Running the retreat, even with a scheduling session, spends money on a remedy that does not fit the cause.

127. Answer: A — Within 24 hours for the hospitalization and within 8 hours for the fatality

Employers must report a work-related fatality within 8 hours of learning of it, and an in-patient hospitalization, amputation or loss of an eye within 24 hours. The reversed version is the most common mistake. Seven calendar days is the deadline for entering a recordable case on the OSHA 300 log, not for reporting to OSHA.

128. Answer: D — Creating shared value

Creating shared value, developed by Michael Porter and Mark Kramer, describes business strategies that generate economic value for the company by addressing social needs, so the social benefit is part of how the company competes. Corporate philanthropy gives resources without a direct business return, and cause-related marketing ties product sales to donations for a cause. Stakeholder salience describes how managers prioritize stakeholders.

129. Answer: A — Decline to share individual salaries and offer market data or pay ranges suited to his benchmarking need.

Individual pay data is confidential and should go only to people with a business need, which the finance director lacks for another department. HR can meet his real goal with market survey data or internal ranges for comparable roles. Removing names from a small department's list often still identifies people, and passing the decision to the marketing director shifts HR's confidentiality role to someone else.

130. Answer: A — Specific deficiencies tied to measurable expectations and a timeline

A PIP must state the specific performance gaps, the measurable standards the employee must meet, the support provided, the timeline and the consequences of not improving. Guaranteeing future employment can undermine at-will status, and the employee's signature should acknowledge receipt, not admit fault.

131. Answer: C — A hiring manager satisfaction survey on each new hire, given at set points after the start date

A hiring manager satisfaction survey directly captures the manager's view of how well a new hire fits and performs. Retention is a useful quality-of-hire measure, but it reflects whether people stay, not how managers rate their fit. Time to fill measures speed, not quality, and the new hire's engagement score reflects the employee's view rather than the manager's.

132. Answer: C — What is monitored, why and how data is used, with employee acknowledgment.

Clear disclosure of what will be monitored, the business purpose, how data will be stored and used, and an acknowledgment from each employee reduces privacy claims and supports trust; some states also require advance notice. Limiting monitoring to suspects conflicts with routine monitoring, and a promise never to use the data limits legitimate uses. Secret monitoring raises the very privacy and legal risks the policy should prevent.

133. Answer: C — A dashboard monitors current operations; a scorecard tracks progress on strategic goals.

Dashboards display near-real-time operational data so managers can monitor performance and react quickly. Scorecards link measures to strategic objectives and targets and are reviewed periodically to judge progress. The balanced scorecard specifically spans financial, customer, internal process and learning perspectives, so neither tool is limited to one type of metric.

134. Answer: D — Reply politely, offer to discuss her experience privately, and pass the feedback to the TA team.

A brief, respectful public reply that moves the conversation offline shows other job seekers the company listens, and passing the feedback along lets the team improve the candidate experience. Requesting removal of honest criticism usually backfires and is unlikely to succeed. A public explanation of the selection decision discloses private information, and waiting lets the narrative form without the company's voice.

135. Answer: D — Recommend annualizing the rate and comparing it with past trends and industry benchmarks

A metric needs context to support a decision. Annualized, 8% a quarter is roughly 32% a year, and trend and benchmark comparisons show whether that is unusual for the business and industry. Presenting the raw figure may mislead in either direction. Switching to a smaller-looking number to change perception is not sound analysis, and waiting until year-end could delay action on a real problem.

136. Answer: A — 25%

Percent change = (old - new) / old = (24 - 18) / 24 = 6 / 24 = 0.25, or a 25% reduction. The figure of 6% is the change in percentage points, not the percent change. Dividing by the new rate (6 / 18) gives about 33%, and 75% is the new rate as a share of the old (18 / 24).

137. Answer: B — A proprietary process that is hard for rivals to copy and that customers value

A core competency is a combination of skills, knowledge or technology that delivers customer value, is hard for competitors to imitate and can be used across products or markets. A standard system shared with competitors provides no distinct advantage. Cash reserves and office locations are resources, not hard-to-copy capabilities.

138. Answer: B — Show managers how to send leave requests to shared services, then check early cases

Redirecting managers to the right channel while helping them use it, and checking that early cases go well, sets the boundary and preserves trust. Handling the paperwork personally reinforces the habit it is meant to break. Bluntly refusing or relying on a memo from another team sets the boundary but risks the relationships the HRBP needs.

139. Answer: A — Compare trained reps' results with those of similar reps who have not yet been trained.

A control group of similar untrained reps faces the same booming market, so the difference between the groups isolates the training's effect. A year-over-year comparison cannot separate the training from the industry upswing. Participant estimates are sometimes used when no control group is possible, but they are less reliable than a comparison group.

140. Answer: A — Allowing extra restroom breaks as needed

The EEOC's PWFA rule identifies four modifications that will, in virtually all cases, be reasonable and not an undue hardship: carrying or keeping water nearby and drinking as needed, extra restroom breaks, sitting or standing as needed, and breaks to eat and drink. Reassignment, part-time schedules and suspending an essential function can all be reasonable but require case-by-case analysis.

141. Answer: D — Preparedness

Preparedness covers planning, training and drills so people know what to do before an emergency happens. Mitigation reduces the hazard or its effects (for example, building a storm shelter), response is action during the event, and recovery restores operations afterward.

142. Answer: A — Work with supervisors and respected crew leads to model and reinforce glasses use on the floor

Without line authority, the specialist's influence comes through the people workers listen to: supervisors who set expectations and informal leaders who model behavior every shift. Issuing discipline is outside the specialist's role. Training and a memo have their place, but neither changes the daily norms that lead workers to skip glasses on quick jobs.

143. Answer: B — Dangerous stakeholder

Dangerous stakeholders have power and urgency but lack legitimacy, and they may use coercive tactics such as a walkout. Definitive stakeholders have all three attributes, dependent stakeholders have legitimacy and urgency but rely on others for power, and demanding stakeholders have urgency alone without the power to enforce it.

144. Answer: A — Exclude protected leave from the scores and review each case for accommodation before any discipline.

FMLA-protected absences cannot be counted against an employee under an attendance system, and the ADA may require leave or schedule changes as a reasonable accommodation, so scores must exclude protected leave and cases need individual review. Applying one threshold to everyone looks consistent but would penalize protected absences. Switching to total days absent still counts protected leave.

145. Answer: B — A thin pipeline of leaders with broad general management perspective

Because managers advance inside one silo, a functional structure tends to produce specialists who have little exposure to the business as a whole, which makes it hard to develop general managers. Duplication of staff and diluted technical depth are drawbacks of divisional designs, and dual reporting is a feature of the matrix structure.

146. Answer: C — When exporting the same technology to the employee's home country would require a license

Under the deemed export rule, releasing controlled technology to a foreign person in the United States is treated as an export to that person's country of citizenship or permanent residence. A license is needed if exporting the technology to that country would require one. Lawful permanent residents are not foreign persons under this rule, and no physical shipment is required for a deemed export.

147. Answer: C — Jointly lobbying state lawmakers to raise the minimum wage for workers in their industry

Mutual aid or protection extends beyond the current employer to efforts to improve employees' working conditions through other channels, including legislative and political advocacy tied to their interests as employees. Lobbying for higher minimum wages fits that standard. Political activity about school funding, environmental boycotts or property taxes lacks a sufficient link to employment terms.

148. Answer: D — Guidance on local norms, unwritten rules and practical daily issues

A host-country mentor helps the expatriate understand local culture, workplace norms and unwritten rules, and assists with practical matters, which speeds adjustment. Performance ratings and expense approval belong to the manager or HR, and the expatriate is usually chosen partly for existing technical skill.

149. Answer: D — Idea B

Because 1 means most important, the lowest total wins. Totals are A = 1 + 1 + 3 + 1 + 4 = 10, B = 2 + 2 + 1 + 3 + 1 = 9, C = 3 + 4 + 2 + 2 + 2 = 13 and D = 4 + 3 + 4 + 4 + 3 = 18, so Idea B ranks first. Idea A has the most first-place rankings, but its single last-place ranking raises its total above B's, and Idea D has the highest total, which here means the lowest priority.

150. Answer: D — Have learners practice in a training environment that mirrors the live screens, data and steps.

The theory of identical elements holds that transfer is greatest when the training setting matches the job setting in tasks, materials and conditions, which is what near transfer of a fixed procedure requires. A practice environment that mirrors the live system lets clerks rehearse exactly what they will do. Teaching general principles supports far transfer to new situations, which is not the goal for a fixed daily process.

151. Answer: A — Whether the Spanish wording of that item has the same meaning as the English wording.

When one item differs sharply while others match, a translation problem is the most likely explanation, so HR should first confirm that the item is equivalent in meaning, for example through back-translation or review by bilingual employees. Concluding that Spanish speakers are less satisfied may be true, but acting on it before checking the item risks a wrong conclusion. Dropping or combining the item skips the diagnosis.

152. Answer: B — Check in to ask whether the conduct has stopped and whether she has faced any retaliation.

Follow-up shows the complaint was taken seriously and lets HR catch repeat behavior or retaliation early, which supports the employer's duty to make the corrective action effective. Waiting passively may miss problems the complainant hesitates to raise. A joint meeting with the harasser can be intimidating, and asking for a satisfaction statement can feel like pressure.

153. Answer: A — The impact ratio is 0.75, which suggests possible adverse impact against women

Selection rates are 60 ÷ 100 = 60% for men and 18 ÷ 40 = 45% for women, and the impact ratio is 45% ÷ 60% = 0.75. Because 0.75 is below 0.80, the rule of thumb flags possible adverse impact that warrants further review. 0.30 compares the raw counts (18 ÷ 60), and treating 0.75 as acceptable misapplies the threshold.

154. Answer: D — Present the proposal to the union and bargain over it rather than asking employees directly

When employees are represented, the employer must deal with the union over mandatory subjects such as work schedules. Going to employees individually to gauge or win their support bypasses the union and is unlawful direct dealing. Union membership status does not matter, because the union represents everyone in the bargaining unit.

155. Answer: B — Hold all critiques until the end and encourage building on others' ideas.

Brainstorming aims for quantity, so the key rules are to defer judgment and build on others' ideas. Screening ideas as they come and limiting the list to proven approaches both shut down creative output. Letting senior staff speak first tends to anchor the group on their views and reduce the range of ideas.

156. Answer: C — Frequent updates and short-term goals that give people a sense of direction

The stage between letting go and fully embracing the new reality is the neutral zone, where uncertainty and anxiety run high. People need frequent, honest updates, temporary structures and short-term goals that give direction and early wins. Marking endings belongs to the ending stage, and celebrating the new identity fits the new beginning.

157. Answer: A — Understand cannot be observed or measured, so it does not show what learners must be able to do

Good objectives state an observable, measurable behavior, such as 'apply a lock and tag to the correct energy source following the written procedure.' Understand describes an internal state that cannot be observed directly, and the objective also lacks a condition and a standard. It does describe learners, not the trainer, and naming the specific policy is appropriate.

158. Answer: C — Notify the union by January 30, 2027, and notify FMCS by March 1, 2027.

Section 8(d) requires written notice to the other party at least 60 days before expiration, and notice to FMCS within 30 days after that notice if no agreement has been reached. Counting back 60 days from March 31, 2027, gives January 30, 2027, and adding 30 days gives March 1, 2027. The December 31 and January 30 pair applies the 90-day and 60-day periods used for health care institutions, and waiting until expiration to notify FMCS misses the 30-day deadline.

159. Answer: A — Have supervisors cover them at shift huddles, backed by posters and text alerts

Shift workers without email are best reached through face-to-face supervisor communication at shift start, reinforced through several channels. The intranet assumes access many workers do not have, and a single noon meeting misses the night shifts. A mailed letter is one-way and gives no chance to ask questions.

160. Answer: B — Passing a background check and drug test and showing proof of work authorization

Conditional offers are usually contingent on pre-employment steps such as a background check, a drug test where lawful, reference or license checks, and proof of authorization to work (documented on Form I-9, with Section 1 done by the first day and Section 2 within three business days of starting). A probationary period and first review happen after hire and are not conditions of the offer itself. Benefits enrollment and resignation notice are administrative steps, not conditions the employer verifies before employment begins.

161. Answer: C — Have each share the impact on them and agree how to work together

A restorative approach focuses on how the incident affected each person and the team and on repairing the working relationship through agreed commitments. Determining fault was the purpose of the earlier counseling, and restating discipline does not repair the relationship. Forced apologies tend to be hollow and leave the underlying tension in place.

162. Answer: A — Schedule training shortly before go-live and add job aids and floor support

Skills taught long before people can use them fade quickly, so just-in-time training close to go-live, reinforced with job aids and on-the-floor support, improves retention and transfer. Training even earlier would worsen the gap. A longer test or a recorded video does not solve the core problem of the delay between learning and use.

163. Answer: D — It isolates sales growth at existing stores from growth that comes from opening new stores

Comparable-store sales compare sales only at stores open for a set period, usually at least a year, so growth from new openings does not inflate the result. With 40 new stores, total sales growth can hide flat or declining sales at existing locations. The metric is a sales measure, not a profit, competitor or inflation-adjusted measure.

164. Answer: A — The power imbalance means employees may feel they cannot refuse without risking their jobs.

In an employment relationship, workers depend on the employer for their livelihood, so a required click-through that gates system access is not a real choice. That is why privacy frameworks such as the GDPR treat employee consent with skepticism and favor transparent notice plus a legitimate, proportionate basis. Electronic signatures are generally valid, and incentives do not make consent voluntary.

165. Answer: B — Coordinate one integrated plan that sequences messages and shows how the changes connect

When changes overlap, an integrated communication plan reduces fatigue by spacing and sequencing messages, explaining how the initiatives fit together and telling employees what they need to do and when. Separate project-by-project messaging creates noise and conflicting demands, and holding everything back leaves people uninformed about changes that affect them now.

166. Answer: C — Field review method

In a field review, an HR professional or other trained reviewer interviews supervisors about their employees and prepares the evaluations, which improves consistency across raters. The critical incident and essay methods are completed by the supervisor directly, and 360-degree feedback collects input from multiple rater groups.

167. Answer: B — Authority

Citing a recognized expert draws on the authority principle: people tend to follow the guidance of credible, knowledgeable sources. Social proof would point to what many other people or companies are doing rather than to one expert's credentials. Liking depends on affinity with the requester, and scarcity on limited availability.

168. Answer: D — A mediator helps the parties reach their own agreement, while an interest arbitrator sets new contract terms that bind them.

Mediation is facilitative: the mediator has no power to impose a settlement and helps the parties find their own agreement. Interest arbitration decides the terms of a new or renewed contract and is binding, while grievance (rights) arbitration interprets and applies an existing contract, including discipline disputes. The distractor that swaps grievance and interest arbitration reverses these definitions.

169. Answer: D — Address the safety issue directly at the start so the warning is not lost in the praise

The feedback sandwich tends to dilute corrective messages: the employee may remember the compliments and miss how serious the warning is, and over time praise starts to sound like a setup. For a safety-related warning, clarity is essential, so the issue should be stated directly and specifically. Genuine praise can still be given, but separately and not as padding; withholding all positive feedback until the annual review is a different error.

170. Answer: A — Procedures to account for all employees after an evacuation is complete

OSHA's emergency action plan standard (29 CFR 1910.38) requires, at a minimum, procedures for reporting emergencies, evacuation procedures and exit route assignments, procedures for employees who stay to run critical operations, procedures to account for employees after evacuation, procedures for employees performing rescue or medical duties, and names or job titles of people to contact. It also requires an employee alarm system. Quarterly drills, media spokespeople and annual signed acknowledgments are not required elements.

171. Answer: B — Time managers spend interviewing and assessing candidates for the open role

Replacement costs are those incurred to fill the vacancy, such as advertising, screening, interviewing, testing and pre-employment administration. Exit interviews, severance and unemployment tax effects are separation costs tied to the person leaving. Orientation and on-the-job coaching are training costs, because they arise only after the replacement has been hired.

172. Answer: D — Return the wine with a gracious note, since the policy covers gifts tied to her job duties.

The policy covers gifts from anyone in connection with job duties, and the gift is clearly tied to the recruiter's role in the hire. Returning it graciously follows policy and keeps the relationship positive. That the offer is already final does not create an exception, and the gift could still create an appearance of favoritism during onboarding.

173. Answer: C — HR, security, legal counsel and a mental health expert

A threat assessment team is multidisciplinary, usually combining HR, security, legal counsel and a mental health or EAP professional, with operations leaders and law enforcement consulted as needed. Coworkers and union representatives are not decision-makers on the team, and an executives-only group lacks the security, legal and behavioral expertise needed to assess threats.

174. Answer: A — Pair new hires with buddies who model the values and have partners show open debate in onboarding.

New hires learn culture mainly by watching what respected people actually do, so onboarding that puts them with role models and lets them see leaders practicing open debate transmits the intended culture. A module on the written values adds information but cannot outweigh the behavior new hires observe. Telling them to ignore unwritten rules puts the burden on the newest and least powerful employees instead of changing what they experience.

175. Answer: C — Treat it as a privacy violation: document it, apply corrective action, and review her access.

Viewing records without a business need is a breach of confidentiality even if nothing was shared, so it should be documented and handled through the normal corrective-action process, with her access reviewed. Her honesty is a mitigating factor in setting the level of discipline, not a reason to skip the process. Automatic termination ignores proportionality and consistency, and a password reset does nothing to address the misconduct.

176. Answer: B — Explain that the mediator helps them reach their own solution, and redirect them to their underlying interests.

In facilitative mediation the mediator does not evaluate the merits; the parties own the outcome, and redirecting them to interests keeps the process on track. Offering an opinion shifts the session toward evaluative mediation and can destroy the mediator's perceived neutrality. Siding with authority or switching to a binding decision turns mediation into adjudication.

177. Answer: C — When the disability or the need for the accommodation is not known or obvious

An employer may request reasonable documentation when the disability or the need for accommodation is not known or obvious, limited to what is needed to establish the disability and the need. Requiring paperwork for obvious conditions is unnecessary, and inquiries of current employees are allowed when job-related and consistent with business necessity, as an accommodation request is.

178. Answer: A — As sex discrimination, since it set one hiring rule for women and another for men

Phillips recognized "sex-plus" discrimination: treating women with young children differently from men with young children is discrimination because of sex, even though not all women are excluded. Hiring many other women does not cure it. Parental status is not a protected class under Title VII; the violation arises because the extra criterion is applied to only one sex.

179. Answer: A — No; his store must be run on his own time with his own equipment, not during work hours.

Outside employment policies typically permit side businesses but prohibit using paid work time or company equipment and systems for them. Meeting targets does not make company time his own, and using a personal phone during paid hours still diverts work time. A total ban on owning outside businesses is broader than most policies and is not the reason this request fails.

180. Answer: B — Activity-based budgeting

Activity-based budgeting builds costs from the activities that drive them, such as hires processed or training sessions delivered, multiplied by cost per activity. Zero-based budgeting is close because it also builds from the ground up, but it focuses on justifying each expense from zero rather than on cost drivers. Incremental budgeting starts from prior figures, and performance-based budgeting ties funding to results achieved rather than to the volume of work.

181. Answer: B — $300

Cost per employee = total cost / average headcount = $210,000 / 700 = $300. Average headcount is the right divisor for a cost incurred over the whole year; using year-end headcount gives $350 and overstates the cost. The other figures come from misplacing the decimal.

182. Answer: D — She keeps paying her usual 20% share under the plan's normal terms

During FMLA leave, the employer must maintain group health coverage on the same terms as if the employee had continued working, so she continues to pay her normal share and the employer pays its share. The employer and employee can agree on a payment method, such as paying at the same time as payroll deductions would have occurred. FMLA leave is not a COBRA qualifying event, so the full premium and 2% fee do not apply.

183. Answer: C — Set a retention period that meets recordkeeping rules and delete recordings on schedule absent a legal hold.

Indefinite retention increases privacy and breach risk, so recordings should follow a defined schedule that meets federal rules requiring hiring records to be kept for at least one year, with legal holds pausing deletion when claims are anticipated. Deleting as soon as a job is filled can violate those recordkeeping rules. Moving data to a vendor does not shift the company's responsibility for it.

184. Answer: A — Fundamental attribution error

The fundamental attribution error is the tendency to explain other people's outcomes by their personal traits while underweighting situational factors such as vendor delays and approval bottlenecks. Self-serving bias concerns how people explain their own successes and failures, not someone else's. HR should help the manager examine the process delays before treating this as a performance issue.

185. Answer: C — Neutral decor, storage for items, and open use for prayer or quiet reflection

A multi-faith room works best when it is neutral, with movable items and storage so people of any faith, or none, can use it for prayer, meditation or quiet reflection. Fixed symbols from the most common faiths make others feel excluded. Assigning days to faith groups or limiting use to approved accommodations restricts access needlessly.

186. Answer: C — To build credibility and momentum that support the longer-term changes

An early, visible success shows the client that the effort can deliver results, which builds trust and support for the harder, longer-term work. A quick win supplements the full solution; it does not replace diagnosis or the broader redesign. Treating quick wins as the whole solution leaves root causes unresolved.

187. Answer: C — Set a schedule with training and competency sign-off

A structured schedule with training and documented competency checks gives technicians variety while protecting accuracy and leaving an audit trail. Unstructured or very rapid rotation risks errors, and limiting it to top performers leaves out most of the bored technicians who asked for it.

188. Answer: C — $260,000

The raise plus roll-up costs $1.00 x 1.30 = $1.30 per hour. Multiplying by 100 employees x 2,000 hours gives $1.30 x 200,000 = $260,000. Ignoring the roll-up gives $200,000, counting only the roll-up gives $60,000, and dividing by 0.70 instead of multiplying by 1.30 gives about $285,714.

189. Answer: B — Fix the content source, notify affected employees, and add regular content reviews

The root cause is outdated content, so HR should replace the source document, identify and notify the employees who received the wrong answer so they can plan their time off, and set up a regular review of chatbot content whenever policies change. Shutting the tool down overreacts to a fixable content error. A disclaimer leaves misled employees uninformed, and leaving the wrong answer live for a year spreads the problem.

190. Answer: D — Who the audience is and what they need to know

Audience analysis is the starting point of message design, because what employees already know, care about and need to do shapes the content, tone and channel. Choosing a channel before knowing the audience can mean picking the wrong one. Legal review and benchmarking may matter later, but they do not define what the message must accomplish.

191. Answer: D — A Tier 2 supplier

Tier 1 suppliers sell directly to the company, such as the chair factory. A Tier 2 supplier sells to a Tier 1 supplier, so the textile mill providing the factory's fabric is Tier 2. A Tier 3 supplier would be one level further back, such as the farm or plant supplying the mill's fiber.

192. Answer: B — The full week counts against her entitlement, including the holidays

When an employee takes a full week of FMLA leave, a holiday that falls in that week does not reduce the amount charged: the entire week counts as one week of FMLA leave. Holidays are excluded only when the employee takes less than a full week of leave, in which case the holiday counts unless she was scheduled to work. If the business closes for one or more full weeks, those weeks do not count.

193. Answer: D — Enrolling learners, tracking completions and reporting on compliance training

An LMS administers learning: it handles registration and enrollment, delivers and tracks courses, records completions and certifications, and produces reports such as compliance status. Building interactive content is the job of authoring tools, payroll and benefits are HRIS or payroll functions, and applicant screening belongs to an applicant tracking system.

194. Answer: D — This is separation; confirm the strategy still requires common practices, then address the gap.

Separation occurs when the acquired unit keeps its own culture and practices apart from the acquirer's. Separation can work when the strategy calls for a relatively autonomous unit, so HR should first confirm the intended strategy; since the plan called for common practices, the gap needs to be addressed with the unit's leaders. Deculturation would mean the unit had rejected its own culture too, which is not the case here.

195. Answer: B — Hire seasonal or temporary staff for the peak and train them before it begins

A predictable, short-term peak is best handled with seasonal or temporary workers, which adds capacity only when it is needed. Permanent hires sized for the peak leave the store overstaffed for most of the year. Relying only on overtime raises costs and fatigue during the busiest weeks, and cutting hours gives up sales the peak would bring.

196. Answer: C — Meet with the employee to learn the reason, since a medical or other protected need may require review

Before discipline, the manager should find out why the employee is not complying. A disability, pregnancy-related limitation or religious need could trigger an accommodation process, and the conversation also clarifies expectations and consequences. Jumping to a final warning or treating continued remote work as abandonment skips that step, while quietly exempting the employee would lead to inconsistent enforcement.

197. Answer: A — Stay calm, speak slowly and acknowledge his frustration

De-escalation begins with a calm tone and acknowledging the person's feelings, which helps lower emotional intensity so the problem can be addressed. Demanding that he calm down often escalates anger. Technical explanations are not heard while someone is upset, and sending him away leaves a legitimate pay concern unresolved. If his behavior turns threatening, HR should follow safety procedures.

198. Answer: D — It shows how the model performs on new cases rather than how well it fits the data it learned from.

A holdout sample is set aside and never used in training, so the model's performance on it estimates how well it will work on future applicants. Testing on training data rewards memorization and overstates accuracy. Repeatedly tuning the model to the holdout results would defeat the purpose, because the holdout would then effectively become training data.

199. Answer: A — Speak calmly, acknowledge his frustration, and move the talk somewhere private

De-escalation starts with a calm tone, acknowledging the person's emotion and moving the conversation to a private setting, which protects his dignity and the work area. Problem solving with the pay records works only after he has calmed down enough to listen. Setting conditions sounds dismissive, and calling security is an overreaction when there is no threat.

200. Answer: B — Compare current results for those measures against the baseline figures recorded before launch

A post-implementation review tests the project against the goals and baseline metrics set in the business case, so measuring payroll errors, onboarding cycle time and administrative hours before and after launch shows whether the promised value was delivered. Satisfaction surveys and login counts are useful adoption indicators but do not show whether the stated targets were met. Vendor benchmarks describe other organizations, not this one.

201. Answer: D — Force field analysis

Kurt Lewin's force field analysis lists the driving forces that support a change and the restraining forces that resist it, so planners can strengthen the drivers and reduce the restraints. A fishbone diagram organizes causes of a problem, an affinity diagram groups ideas into themes, and a stakeholder analysis identifies parties by influence and interest.

202. Answer: C — Moving demographic questions to the end of the test instead of the beginning

This effect is stereotype threat. Asking demographic questions at the start can make group identity and the related stereotype salient, so moving them to the end is a recognized way to reduce it. Describing a test as diagnostic of group differences is a classic trigger for stereotype threat, and tighter time limits add pressure.

203. Answer: D — Calling in

Calling in is a private, curious and relationship-centered conversation that invites someone to reflect on the effect of what they said. Calling out is a direct, often public challenge to the behavior in the moment, which can be appropriate but is not what is described. Tone policing dismisses a concern because of how it is expressed, and progressive discipline is a formal management process.

204. Answer: C — Record his exact words, ask what he meant, and escalate to the threat assessment team or security.

A possible threat requires prompt escalation under the workplace violence policy so trained people can assess the risk and set interim protections. Documenting the exact words and asking for clarification gives the assessors accurate information. Simply filing the remark ignores the risk, firing on the spot skips the assessment, and moving the complainant out of the office burdens her rather than addressing his conduct.

205. Answer: D — Empowering action by removing obstacles

Kotter's fifth step focuses on removing barriers, including structures, systems and supervisors that undercut the vision, so that employees can act on it. The supervisor's extra approvals are exactly this kind of obstacle. Consolidating gains comes later, once early wins exist, and uses that credibility to change larger systems.

206. Answer: A — Hold the separation, gather information, and assess his rights under the FMLA, the ADA and policy.

The FMLA requires notice as soon as practicable under the circumstances, and a sudden hospitalization is a classic unusual circumstance that excuses a missed call-in; the condition may also involve ADA rights. HR should hold the separation, get the facts and provide FMLA notices if he is eligible. Processing the abandonment as written risks FMLA interference, and imposing a 24-hour deadline ignores his medical condition.

207. Answer: C — 0.60; it falls below 0.80 and suggests possible adverse impact against women

Selection rates are men 48/120 = 40% and women 18/75 = 24%. The impact ratio is the lower rate divided by the higher rate: 24% / 40% = 0.60, which is below 0.80 and suggests possible adverse impact worth further review. Dividing women hired by men hired (18/48 = 0.38) compares counts rather than rates, and dividing the higher rate by the lower (1.67) inverts the ratio.

208. Answer: B — Train supervisors to hold regular one-on-one talks about what keeps agents and act on the input.

Stay interviews are individual conversations, usually led by the direct supervisor, that ask what keeps employees engaged and what might cause them to leave, followed by visible action. An anonymous questionnaire is a survey, not an interview, and cannot address individual concerns. Talking only after notice is an exit interview, and group sessions discourage candor.

209. Answer: D — Compare the costs, quality and safety effects of both options before deciding

Overtime may or may not cost more than temporary labor once agency markups, training time, productivity and safety risks are considered. Comparing the options with data lets the manager make an informed decision. Each of the other answers assumes a conclusion before the analysis is done.

210. Answer: C — Yes, its conduct standards apply while they work on site, and the company coordinates with the agency on any violations.

Companies commonly extend their conduct standards to contingent workers through their staffing contracts, because these workers interact with employees, customers and company data. Since the agency remains the employer, the client typically ends an assignment or asks the agency to act rather than applying its own discipline policy. Saying the code does not apply creates gaps in workplace standards.

211. Answer: A — The tax the employee would have paid on base pay had he stayed home

The hypothetical tax approximates the home-country income tax the employee would have paid had he not gone abroad, so his tax burden stays the same. The company then pays the actual home and host taxes. Actual host-country tax is often higher and is covered by the company, and the hypothetical tax is not a reserve for penalties.

212. Answer: C — Norming

In the norming stage, a team settles conflict, agrees on roles and ways of working, and develops cohesion and trust. The early disagreements are behind them, which marks the end of storming, but the team is not yet the high-functioning, largely self-directed group that characterizes performing. Forming is the initial orientation stage, before conflict emerges.

213. Answer: A — Have a trained coach review the report with him and help him build a development plan

A skilled facilitator can help the supervisor work through his reaction, look for themes and turn the feedback into specific development actions, which is the purpose of a developmental 360. Leaving him alone with upsetting results wastes the feedback, and routing it into his rating breaks the developmental promise made to raters.

214. Answer: C — Remind the group to record every idea without judging it, then evaluate the list later against the interests both sides named.

Interest-based bargaining separates generating options from evaluating them, so brainstorming should be free of criticism to encourage creative solutions. Options are then assessed against the shared interests and agreed criteria. Voting on ideas as they come or returning to fixed positions brings back the positional dynamics the process is designed to avoid.

215. Answer: D — Diversifying plan investments to minimize the risk of large losses

ERISA fiduciaries must act solely in the interest of participants (loyalty), with the care of a prudent expert, diversify investments to minimize the risk of large losses, and follow the plan documents as long as they comply with ERISA. Picking funds to benefit the company's banking relationship breaches loyalty. ERISA judges the prudence of the process, not results, so fiduciaries do not guarantee returns.

216. Answer: C — Apply published allocation criteria through the ERG council and explore a jointly hosted event.

Consistent, transparent criteria applied through a governance body such as an ERG council make the decision defensible and fair to every group, and a joint event may serve both goals while making better use of limited funds. First-come or size-based decisions reward timing or headcount rather than value, and an even split ignores differences in goals and impact.

217. Answer: D — A sex BFOQ is likely valid if the duties can't be rearranged to protect privacy

Courts have recognized sex as a BFOQ where a job requires observing or entering spaces where people are unclothed, because legitimate bodily privacy interests differ from simple customer preference. The employer should show it cannot reasonably restructure duties, for example by scheduling cleaning when the area is empty. The BFOQ would not extend to club jobs that don't involve those privacy concerns.

218. Answer: A — Reinforce that debating ideas is expected and add structured steps for critiquing proposals.

The team values cohesion so much that it now avoids productive conflict about ideas. Making task-focused debate an explicit norm and adding structure, such as a critique step or assigned challenger, restores rigor without harming relationships. A retreat focused on relationships does nothing for the missing debate, leader approval of everything undercuts the team's autonomy, and replacing members is a drastic step that skips easier fixes.

219. Answer: D — Revealing the maximum early tells the candidate the company's walk-away point and limits room to negotiate.

Disclosing the top of the range reveals the company's reservation point, so the candidate can anchor at the ceiling and remove any room to bargain. There is no general federal pay transparency mandate; some state and local laws require ranges, but those are separate from revealing the absolute walk-away point. Retracting the figure damages trust and credibility.

220. Answer: D — Give the likely figure for the budget and show the range, its drivers and the trigger points.

Finance needs a planning number, and leaders also need to understand the uncertainty, so HR should give the likely case and show the best and worst cases, what drives them and what event would trigger a change. Presenting only 220 hides a real risk that the plan will be wrong. Budgeting for 260 builds in costs that may never be needed, and refusing to give a number does not help the business plan.

221. Answer: A — Shared values, style, staff and skills

The 7-S model's hard elements are strategy, structure and systems, which leaders can define and change fairly directly. The soft elements are shared values, style, staff and skills, which are tied to culture and people. Each distractor mixes in at least one hard element, such as structure or systems.

222. Answer: C — Set a different cadence and content for each audience, such as weekly sponsor updates and monthly employee news.

A stakeholder communication plan sets frequency, content and channel by each audience's needs and influence. The sponsor needs frequent status and risk information to make decisions, while employees need periodic, relevant updates about impacts. Sending everyone weekly detail creates noise, a single monthly cadence underserves the sponsor, and waiting until go-live breeds rumor and resistance.

223. Answer: C — 30.0%

Representation rate = women managers / total managers = 84 / 280 = 30.0%. Dividing by the 196 male managers gives 42.9%, a ratio of women to men rather than a share. Dividing by the total workforce gives 7.0%, which is the share of all employees who are women managers, and 70.0% is the share of managers who are men.

224. Answer: C — Validation rules applied at the point of data entry

Validation rules check entries against logical limits and formats as data is entered, so impossible values are blocked before they are saved. Audits are a detective control that catches errors after the fact, access permissions control who can edit data rather than what values are allowed, and backups protect against data loss.

225. Answer: B — Offer on-site kiosks and mobile access, plus assisted enrollment sessions with HR

Combining access points, such as kiosks in break rooms and mobile enrollment, with live help sessions lets workers make informed elections themselves while removing the barriers of no computer and low comfort. Relying on home computers and email excludes many workers. Default enrollment removes employee choice, and paper forms bring back manual entry and its errors.

226. Answer: B — Large samples make small gaps significant, so HR should also judge whether the gap matters in practice.

Statistical significance shows that a difference is unlikely to be due to chance, but with very large samples even tiny gaps become significant. HR should pair it with practical-significance measures, such as the impact ratio and the number of people affected, before deciding on action. Significance does not by itself prove discrimination, predict growth, or justify dismissing a gap based on a fixed cutoff.

227. Answer: D — Block the termination, since firing her soon after she testified would likely violate Section 8(a)(4)

Section 8(a)(4) makes it unlawful to discharge or discriminate against an employee for filing charges or giving testimony under the NLRA. The close timing, vague reason and lack of prior documentation would strongly suggest retaliation. Writing a memo now or waiting for the election to end does not remove the unlawful motive.

228. Answer: A — It will defer to the arbitrator if the award draws its essence from the agreement

The Steelworkers Trilogy (1960) established strong judicial deference to labor arbitration: courts enforce an award as long as it draws its essence from the collective bargaining agreement, even if the court would have read the contract differently. Courts do not review the merits anew or reweigh the evidence.

229. Answer: A — Review the assumptions with frontline supervisors and revise the numbers

Frontline supervisors know operational changes, such as a new production line, that historical data and sales forecasts miss, so their input makes the plan more accurate and builds their commitment to it. Getting the plant manager's approval may secure compliance but leaves the flawed assumptions in place, and an across-the-board buffer guesses rather than fixes the problem.

230. Answer: D — Keep the plan as written and address formatting separately, with its own expectations and timeline

Changing a PIP's goals midway looks like moving the goalposts and weakens the plan as evidence of a fair process. New concerns should be raised separately with clear expectations and a reasonable time to improve. Ending the plan early is premature, because meeting targets halfway does not show sustained improvement over the full period.

231. Answer: D — Set the program's goals and success metrics, then collect data against them

Without stated goals and metrics, the program cannot be evaluated, so HR should define what the program is meant to achieve, such as participation, health measures, absence or claims trends, and then gather data against those goals. Satisfaction surveys measure reactions, not outcomes. Ending or expanding the program before any evaluation are both decisions made without evidence.

232. Answer: D — An immediate, unplanned award for a specific contribution soon after it occurs

Spot awards are given on the spot, soon after a notable contribution, and are not planned in advance. That timing strengthens the link between the behavior and the recognition. Annual awards, goal-based team bonuses and service awards are all scheduled or criteria-driven in advance, which is what distinguishes them from spot awards.

233. Answer: D — Compare the new ad's wording and posting channels with the old ad's to see why it draws weaker applicants.

A sharp drop in a stage yield right after a change upstream points to the change as the likely cause, so the first step is to diagnose whether the new ad is attracting less-qualified applicants. Adding recruiters treats the symptom and spends money screening more poor-fit candidates. Loosening the screen lowers quality to hit a number rather than fixing the source of the problem.

234. Answer: D — Activity counts measure busyness rather than results, so they would poorly reflect real performance.

Validity asks whether a measure captures what it claims to measure. Keystrokes and mouse movement reflect activity, not the quality or outcomes of work, so they leave out much of performance and can be inflated by busywork. Using the same software for everyone improves consistency (reliability), but a consistent measure of the wrong thing is still invalid.

235. Answer: A — The gap is unlikely to be due to chance alone, which supports a finding of adverse impact to investigate

A gap of more than two standard deviations means there is roughly a 5% or lower chance that it happened randomly, so it is statistically significant and points to adverse impact that should be investigated. It does not prove intent, since disparate impact concerns effects, not motive. The standard deviation test is separate from the 80% rule of thumb, and the two can give different results.

236. Answer: B — Federal Mediation and Conciliation Service

The Federal Mediation and Conciliation Service, created by the Taft-Hartley Act, provides mediators to help employers and unions resolve collective bargaining disputes. The NLRB enforces the NLRA and handles unfair labor practice charges and representation elections. The EEOC enforces antidiscrimination laws, and the Wage and Hour Division enforces wage laws such as the FLSA.

237. Answer: C — A healthcare survey with data from similar-sized hospitals in the same local labor market

The best survey matches the employer on industry, geography and organization size and has an adequate sample for the job. For nurses recruited locally, that means healthcare data from comparable hospitals in the same metro area. A larger national or all-industry sample is less relevant, and nonprofit status matters less than industry for clinical jobs.

238. Answer: B — Affected participants become fully vested, because a turnover rate this high is presumed to be a partial plan termination.

When employer-initiated turnover exceeds 20% of plan participants in a plan year, the IRS presumes a partial plan termination, and all affected participants must become 100% vested in their account balances. A 30% layoff exceeds that threshold, so his unvested match vests. Full termination of the plan is not required, and the rule does not depend on a minimum length of service.

239. Answer: A — Cross-train front-desk staff on suitable billing tasks to cover the billing work during slow afternoons

Cross-training lets the clinic use labor it is already paying for, cutting overtime without adding headcount, and adds coverage flexibility. Hiring adds cost while idle time remains, and cutting front-desk hours may leave the front desk short when patients arrive. Delaying claims slows cash flow, which can cost more than the overtime it saves.

240. Answer: C — An assessment of risks and how they would be mitigated

A complete business case includes a risk assessment that identifies what could go wrong, such as low adoption or integration delays, and how it would be managed. The draft already includes costs and projected benefits, and it also covers options considered and an implementation timeline, so those elements are not missing.

241. Answer: C — Adopt one documented rule for assigning costs and hires to periods, and apply it every year

Cost-per-hire is useful only if it is calculated the same way every period. One documented rule, applied every year, makes timing differences at year-end roughly even out and keeps results comparable over time. Dropping real costs understates the metric, and counting the same hires twice inflates the hire count. Waiting indefinitely for start dates makes the report too late to be useful.

242. Answer: B — $140,000; the cap limits only the emotional distress amount

Back pay is equitable relief and is excluded from Title VII's damages caps, while emotional distress damages are capped at $50,000 for an employer with 15 to 100 employees. Recovery is $90,000 + $50,000 = $140,000. Applying the cap to the whole award ignores the back pay exclusion, and emotional distress damages have been available for intentional discrimination since 1991.

243. Answer: C — It requires one party to cover the other's losses from claims caused by its actions

Indemnification shifts the financial risk of certain third-party claims, such as a lawsuit over a vendor's reporting error, to the party responsible. A cap on damages is a limitation-of-liability clause, which is often negotiated alongside indemnification and is easy to confuse with it. Excused performance is force majeure, and a recruiting ban is a nonsolicitation clause.

244. Answer: B — Strengthen the modules with proven methods, such as practice, feedback, and spaced review

Matching courses to learning styles is not supported by research, so tagging or building style-specific versions spends effort without improving learning. Proven methods such as practice with feedback, retrieval and spacing improve learning for everyone. Adding an inventory or phasing the tagging still relies on the same weak premise.

245. Answer: A — Good cop/bad cop

Good cop/bad cop pairs a harsh negotiator with a seemingly reasonable one so that the second offer looks attractive by contrast. Nibbling means asking for small extra concessions after a deal is nearly closed. Highball/lowball refers to an extreme opening offer, and Boulwarism is a take-it-or-leave-it final offer approach.

246. Answer: D — Acknowledge the person's points, then invite others by name or use a round-robin for each question.

A skilled facilitator manages participation without embarrassing anyone. Briefly acknowledging the dominant participant's input and then drawing in others by name, or using a round-robin, balances the discussion. Removing the person is too harsh as a first step, letting them dominate distorts the data, and ending the session gives up the benefit of discussion.

247. Answer: B — $16,000; it depends only on the two most extreme salaries

Range = highest - lowest = $58,000 - $42,000 = $16,000. Because it uses only the two endpoints, a single unusually high or low salary can change it sharply while saying nothing about how the other salaries are spread. $50,000 is the midpoint of the two values, not the range, and the range does not require a normal distribution.

248. Answer: A — Talk with the analyst to understand the cause, then involve the finance director if needed

In a matrix team, the project manager lacks direct authority, so the first step is to talk with the analyst to learn whether competing priorities, unclear tasks or skill gaps are the cause. If the issue is workload from the home department, the project manager then works with the finance director. Asking for a replacement, escalating for discipline or reassigning work skips diagnosis.

249. Answer: C — Set up structured ways for her to share it, such as briefings and strategy roles.

Capturing repatriate knowledge requires deliberate mechanisms, such as debriefs with leaders, roles on regional strategy teams, mentoring future expatriates and presentations, which also signal that her experience is valued. A filed report is passive and rarely used, a bonus does not address her concern, and waiting for openings leaves the knowledge unused.

250. Answer: C — Ensure she gets medical care and support, then document the incident

The first priority after an assault is the worker's health and safety, so HR should make sure she receives medical attention and EAP support and then document the incident for workers' compensation, OSHA recordkeeping and follow-up. The agency should then reassess the visit's risk, such as requiring two-person visits or pausing service, before sending anyone else into the home. Questioning her provocation first can feel like blaming the victim, and the employer is responsible for hazards from third parties at its work sites.

251. Answer: B — Express support, refer her to the EAP, and explain her eligibility for FMLA and other leave

Caring for a parent with a serious health condition is an FMLA-qualifying reason, and this employee appears to meet the eligibility tests, so once the employer learns of a potentially qualifying need it should provide FMLA notice and information. Pairing that with EAP support and a discussion of other options is both compassionate and compliant. Pressing on with the performance discussion ignores the disclosed need, and ad hoc fixes like dropping goals or granting time off skip the formal leave process.

252. Answer: A — Send a mass text and voice alert by a set time with clear instructions, and update the employee hotline.

Urgent, time-sensitive instructions should go out through fast, direct channels employees can receive anywhere, such as text and voice alerts, backed by a hotline they know to check. An intranet post depends on employees thinking to look, one supervisor calling 80 people is too slow, and letting the shift arrive wastes their time and may create pay obligations.

253. Answer: A — Verify that he wrote it, then review the policy, any state off-duty conduct law and past cases

HR should first confirm the post is authentic and his, then check the conduct policy, any state law protecting lawful off-duty conduct or political activity, and how similar cases were handled so the decision is consistent and defensible. Racist comments are rarely protected concerted activity, so discipline may well be justified. Firing before verifying risks error, and treating off-duty posts as beyond reach ignores real harm to the business.

254. Answer: D — Explain what is known, say what still needs confirming, and commit to a follow-up date.

Honest, partial answers with a firm commitment to follow up preserve credibility, while guessing in either direction risks being wrong in front of the whole company. Denying that messages are read is inaccurate, since company email is scanned. Overstating the tool's reach to encourage caution is misleading, and refusing to answer fuels suspicion about surveillance.

255. Answer: C — Scores are highly consistent over time, so the test measures with little random error.

A test-retest coefficient reflects how consistently people's relative scores hold over time, and 0.85 indicates high consistency. Reliability is necessary for validity but does not establish it, so the coefficient says nothing about how well the test predicts performance or whether it measures the intended construct. It also does not mean 85% of people scored identically.

256. Answer: A — Intergroup mirroring

Intergroup mirroring has each group build images of itself and the other group, then share and discuss them to correct misperceptions and plan improvements. Third-party peacemaking addresses conflict between two individuals, role analysis clarifies individual roles, and a confrontation meeting has a management group identify and prioritize organization-wide problems.

257. Answer: B — An informal, confidential resource who helps employees explore options without advocating for either side

An organizational ombudsperson is an independent, neutral, confidential and informal resource. The ombudsperson listens, explains policies and options, and may help resolve issues informally, but does not advocate for either side, conduct formal investigations or decide outcomes. Under International Ombudsman Association standards, the ombudsperson is not an agent of notice for the organization, so speaking with the ombudsperson generally does not put the company on notice.

258. Answer: D — Network (virtual) organization

A network or virtual organization keeps a small core of distinctive capabilities and relies on a web of outside partners to perform other functions. A matrix and a divisional design keep those functions inside the company, and a horizontal structure reorganizes internal work around processes rather than outsourcing it.

259. Answer: C — Build on the clerks' experience, with hands-on practice in a safe setting and ongoing support

Adults learn best when new material builds on their experience and when they can practice in a low-risk setting with support, which also reduces anxiety. Separating staff by age is a stereotype and could raise age discrimination concerns. A trainer cannot promise job security, and solo tutorials leave anxious learners without help when they need it.

260. Answer: D — The candidate was not given a reasonable time to respond before the decision was final

The purpose of the pre-adverse action notice is to let the applicant review the report and dispute errors before the decision is final. The FCRA does not set an exact waiting period, but sending the final decision the same day defeats that purpose, and about five business days is commonly treated as reasonable. Email delivery is not the issue. Asking the vendor to confirm accuracy does not replace the applicant's chance to respond.

261. Answer: D — Its content is stable and well known, so it can be matched in salary surveys

Benchmark jobs have stable, widely understood content, usually many incumbents and close matches in salary surveys. That makes their market data reliable anchors for pricing other jobs. Unique or rapidly changing jobs are the hardest to match, which is why they are usually slotted against benchmarks instead.

262. Answer: C — Tier 3 subject-matter experts or the center of excellence

Tier 3 is reserved for complex, ambiguous or high-risk matters that need subject-matter experts or the COE that owns the policy. The case has already moved through Tier 1 and Tier 2, so sending it back to Tier 2 only delays a decision. Self-service and closing the case at Tier 1 do not address the policy conflict.

263. Answer: D — Treat it as an unlawful threat and work with counsel on prompt corrective steps

Threatening plant closure if employees choose a union is a classic unlawful threat of reprisal under Section 8(a)(1), and it is not protected by Section 8(c). The narrow rule that an owner may close an entire business permanently does not make campaign threats of closure lawful. HR should involve counsel to address the statement, which could also lead to a rerun election.

264. Answer: C — A shared measure, such as quality of hire within an agreed time-to-fill range

When two groups' goals pull against each other, a jointly owned measure that balances speed and quality aligns their incentives and makes them partners. Dropping time-to-fill ignores a real business cost of open roles, and forcing the director to accept minimally qualified finalists sacrifices quality. Escalating to rank one goal over the other keeps the conflict alive instead of resolving it.

265. Answer: C — Hear both sides and decide on stated criteria applied to both

Perceived fairness depends on a fair process: listening to both parties and deciding on consistent, transparent criteria. Siding with the stronger performer reinforces the perception of favoritism. Leaving it to the analysts abdicates the decision, and giving it to someone else avoids the conflict without resolving it.

266. Answer: A — Prompt notice lets employees act to protect themselves, such as freezing credit or watching accounts.

Transparency respects employees' interests and gives them time to reduce harm, for example by freezing credit, changing passwords or monitoring accounts; it also preserves trust. Notice does not transfer the employer's responsibility or replace a root-cause investigation. Breach notice duties and ethics extend well beyond medical records.

267. Answer: D — Name a product manager to lead a dedicated cross-functional team

A product manager with a small cross-functional team gives one new line focus and coordination while leaving the functional structure in place. A divisional or full matrix redesign is far more disruptive than one product line justifies, and folding it into sales provides no dedicated cross-functional ownership.

268. Answer: A — "I passed her over because the crew won't take orders from a woman."

Direct evidence proves discriminatory motive without inference: the decision-maker ties the decision itself to the protected trait. The other statements could support a circumstantial case, but each requires an inference, such as reading "commanding presence" as a gender stereotype or treating a general remark about past leadership as the reason for this decision.

269. Answer: A — A BARS; specific behaviors give raters a shared standard for each rating.

A behaviorally anchored rating scale ties each point on the scale to concrete examples of job behavior, so raters interpret levels the same way and rely less on vague trait judgments. A graphic rating scale uses general labels such as "poor" to "excellent" without behavioral anchors. Forced distribution controls how many people receive each rating, and a checklist records yes-or-no behaviors without rating levels.

270. Answer: B — Job hazard analysis

A job hazard analysis (also called a job safety analysis) examines a task step by step, identifies the hazards in each step and sets controls to eliminate or reduce them before an incident occurs. Root cause analysis looks back at why an incident or problem already happened. Failure mode and effects analysis focuses on how a product or process component can fail, and job evaluation determines a job's relative worth for pay purposes.

271. Answer: C — A list of employee ID numbers paired with job titles and hire dates

PII is information that identifies a person or can be linked to a specific person. Employee IDs combined with titles and hire dates can be traced to individuals, so the list is PII even without names. Aggregate statistics such as averages, rates, and totals for large groups generally do not identify any one person.

272. Answer: C — Check retention rules and legal holds, then delete or restrict the chats and tell her the outcome.

HR should honor the request where it can, but first confirm whether retention schedules, a leave request or a legal hold require keeping the records; if they must be kept, access should be restricted and any medical information stored separately and confidentially. No general federal law gives U.S. employees a right to erasure. Refusing outright ignores privacy concerns, and medical information should not go into the general personnel file.

273. Answer: A — ERISA requires no employer to offer these plans; it sets standards for the plans employers choose to offer.

ERISA does not require any private employer to establish a retirement or welfare benefit plan. It sets minimum standards for plans that employers voluntarily set up, such as reporting and disclosure, fiduciary duties, vesting and claims procedures. Other laws, such as some state retirement-savings mandates, may create separate obligations, but ERISA itself does not.

274. Answer: A — As a real criticism that is probably more serious than the softened wording suggests

In Meyer's evaluating scale, indirect-feedback cultures soften criticism with downgraders such as "a little," "maybe" or "slightly." A listener from a direct culture tends to take the words literally and underestimate the problem. The project lead should treat the comment as a meaningful concern and ask clarifying questions rather than dismiss it as minor.

275. Answer: B — Disclose to the candidate in writing that the report may be made, no later than 3 days after requesting it

A report based on personal interviews about character, general reputation or mode of living is an investigative consumer report. The employer must disclose to the applicant in writing that such a report may be made, mailed or delivered no later than 3 days after it is requested, and must tell the applicant of the right to request more information about the nature and scope of the investigation. People who are interviewed do not have to give authorization. No 30-day advance notice rule applies.

276. Answer: C — A recent drop in engagement scores after being passed over for promotion

A drop in engagement combined with a recent career setback, such as losing out on a promotion, is a well-recognized predictor of voluntary turnover because it signals both disengagement and a reason to look elsewhere. A single heavy month after a raise is a short-term strain offset by recent recognition, and steady engagement with long tenure suggests stability rather than risk.

277. Answer: B — Stay calm, don't debate, and use the security plan if he still won't leave.

The representatives should keep their voices calm, avoid arguing the merits and repeat the next steps. If he still refuses to leave, they should follow the escort plan, which may involve security. Re-arguing the reasons usually escalates the conflict, and offering to reconsider suggests the decision is open. Calling police immediately is a step reserved for threats or violence, which have not occurred here.

278. Answer: A — Present data on retention and promotion of participants versus nonparticipants and turnover costs avoided

Finance is weighing a cost, so HR's case should show the program's return in measurable terms, such as higher retention and internal promotion among participants and the replacement costs those outcomes save. Testimonials and competitor practice may support the case but do not show financial value. Offering to halve the program concedes the point without any evidence about whether it pays for itself.

279. Answer: B — Job enlargement

Job enlargement adds more tasks at the same level of skill and responsibility, expanding the job horizontally. Job enrichment would add planning, decision-making or control over the work. Job rotation moves a worker among different jobs over time, rather than adding tasks to one job.

280. Answer: D — He may not solicit during working time, but he may do so on his own breaks to the extent the policy allows.

A neutral solicitation rule limited to working time can be applied to political petitions as it is to other causes, as long as it is enforced consistently. The First Amendment restricts government, not private employers, and petitioning for a candidate is generally not NLRA-protected concerted activity about working conditions. A blanket ban on political talk is broader than the existing policy and could sweep in protected discussions about pay or working conditions.

281. Answer: B — Offer blended options that all learners can choose based on their preferences

A blended design with self-paced modules, hands-on practice and live support lets each person choose based on individual preference and skill, not age. Sorting learners by age relies on stereotypes and could be seen as treating older workers differently. Using a single delivery method ignores the range of learning preferences found in every age group.

282. Answer: B — Document the inconclusive finding, remind both of the policy and anti-retaliation rules, and follow up with the employee.

An inconclusive finding does not justify discipline, but the employer should still take reasonable steps: document the outcome, reinforce expectations and retaliation protections with both people, and check in with the complainant. Disciplining the manager without evidence is unfair. Moving the complainant against her wishes can look like retaliation, and simply closing the file misses chances to prevent future problems.

283. Answer: D — When the employee groups being compared are too small for a reliable statistical model

Cohort analysis compares small groups of similarly situated employees, such as people in the same job and level, side by side, which works when groups are too small for regression to produce reliable results. Regression is the better tool for controlling many factors across large populations and for estimating how much of a gap each factor explains. A companywide unadjusted gap is a simple median or mean comparison, not a cohort analysis.

284. Answer: C — Evaluate her like other candidates, weighing her proven record and reasons for leaving.

Boomerang hires often ramp up quickly and bring outside experience, but they should go through the same job-related process as other candidates. Exploring why she left and what has changed addresses the manager's retention concern. Skipping the process would be inconsistent, and an automatic rejection discards a proven performer.

285. Answer: C — A qualified person reviews the AI's output and makes the final decision, with authority to override it.

Human in the loop means a person with the knowledge and authority to question the AI's recommendation reviews it and owns the final decision. This helps catch errors and bias and keeps accountability with the organization. Technical monitoring and manual data entry are not oversight of decisions, and periodic sign-off on rankings leaves individual decisions to the tool.

286. Answer: C — Promissory estoppel, based on her reasonable reliance on the offer

Promissory estoppel applies when someone reasonably relies on a promise to her detriment, such as quitting a job and relocating, and the promisor should have expected that reliance. Courts have allowed such claims even when the promised job would have been at will, often limiting damages to the reliance losses. A public policy claim requires a firing for a protected reason, and constructive discharge requires conditions so intolerable that a reasonable person would quit.

287. Answer: C — Collaborating

Collaborating fits when the objective is to learn and to integrate insights from people with different perspectives into a solution that addresses each group's concerns. Compromising is tempting, but trading concessions would produce a partial solution rather than integrating the experts' knowledge.

288. Answer: B — Conditions a reasonable person would quit over; defense lost only with an official act

Suders held that constructive discharge requires working conditions so intolerable that a reasonable person would feel compelled to resign; the employee's subjective view and the employer's intent are not the test. If no official act, such as a demotion or pay cut, precipitated the resignation, the employer may still raise the Faragher/Ellerth affirmative defense. An official act that precipitates the resignation removes the defense.

289. Answer: B — Contact each affected employee directly, own the error, and explain the correct rule and options.

Prompt, direct correction that takes ownership preserves credibility and gives affected employees time to use their PTO before year-end. A general intranet posting may never reach the people who were misinformed and avoids accountability. Routing the correction through managers distances HR from its own error, and waiting risks employees losing time they planned to keep.

290. Answer: A — Could a less intrusive method achieve the same security goal with comparable effectiveness?

Proportionality asks whether the intrusion is necessary and no greater than needed to achieve a legitimate aim, so the key test is whether a less intrusive alternative would work as well. Written notice is important for transparency, but notice does not make an excessive intrusion proportionate. Vendor certifications and cost-benefit math address security and business value, not the balance between purpose and intrusion.

291. Answer: B — Acknowledge it briefly, return to the job-related questions, and keep the pregnancy out of the notes.

Under Title VII as amended by the Pregnancy Discrimination Act, pregnancy cannot factor into the decision, so the interviewer should not pursue it and should not record it where decision-makers will see it. Asking about leave timing, even to plan coverage, creates evidence that pregnancy was considered. Rescheduling with a new interviewer is unnecessary and draws more attention to the disclosure.

292. Answer: C — Review the promotions for policy compliance, conflicts of interest and any effect on a protected group.

Favoritism toward friends is not by itself unlawful discrimination, but it can violate promotion and conflict-of-interest policies, hurt engagement, and create disparate treatment or impact if the favored group is defined by sex or another protected trait. HR should look at the criteria, records and outcomes before deciding on any corrective action. Reversing promotions before reviewing the facts is premature, and relying only on the manager's account is not an independent review.

293. Answer: C — A core package plus flexible credits employees can apply to options

A core-plus-flexible design keeps essential coverage for everyone and lets employees direct credits to what fits their life stage, such as student loan help, childcare or retirement savings. Assigning packages by generation is based on stereotypes and could raise age discrimination concerns. A single package built for the average employee misses many needs, and favoring younger workers risks unequal treatment.

294. Answer: A — Work with the vendor to fix the navigation and retest with pilot users before the full launch

Pilots exist to catch problems before full rollout, and showing pilot users that their feedback led to fixes builds trust and adoption. Navigation problems with core payroll tasks would generate errors and help desk calls company-wide, so they should be fixed and retested first. A job aid works around the flaw, and restarting vendor selection overreacts to a fixable issue.

295. Answer: D — The full balance, including employer contributions, belongs to him and stays available after he leaves.

An HSA is a trust or custodial account owned by the employee, and all contributions, including the employer's, are immediately and fully vested. He keeps the entire balance and can use it for qualified medical expenses at any time, even if he is no longer HSA-eligible; HDHP coverage matters only for making new contributions. Forfeiture at year-end describes an FSA, and employer reclaiming funds describes an HRA.

296. Answer: D — Halo effect

The halo effect occurs when an employee's strength in one area, here sales results, inflates ratings on unrelated dimensions such as compliance. Leniency would show up as inflated ratings for the whole team, but the manager rates the other representatives accurately, so the inflation is tied to one standout trait.

297. Answer: D — Accrue a $400,000 expense and liability and disclose the matter

Under U.S. GAAP, a loss contingency that is both probable and reasonably estimable must be accrued as an expense and a liability, with disclosure in the notes. Note disclosure alone is the treatment when a loss is only reasonably possible or cannot be estimated, so it is not enough here.

298. Answer: A — Provide summary or de-identified claims data instead of the individual records.

Under HIPAA, a plan may give the plan sponsor summary health information for purposes such as obtaining premium bids or changing the plan, and de-identified data is not protected health information at all. Individually identifiable claims data may go to the sponsor only for plan administration under plan document safeguards, never for general business decisions. Budgeting does not require names or diagnoses, and a confidentiality agreement does not cure an impermissible disclosure.

299. Answer: B — Compare total cost of each option, including manual data entry and error risk

Purchase price is only part of a system's cost. Double entry adds staff time and raises the risk of payroll errors, so HR should compare the total cost of ownership of each option, including those workarounds. Price alone does not show whether a system integrates, and waiting for a product that may not arrive leaves the current problem unsolved.

300. Answer: D — No, because she keeps directing operations while on the register, so her primary duty stays management.

DOL rules recognize concurrent duties: an executive can perform nonexempt work such as serving customers while at the same time directing the work of others and handling problems, and remain exempt. The question is whether management is still her primary duty. The current regulations set no 20% cap on nonexempt work for executives, and salary alone never establishes exemption.

301. Answer: B — Share key findings now, with planned actions and a timeline, and keep employees updated.

When employees see no response to their feedback, trust and future participation fall. Promptly sharing the main themes, what leaders will act on and when, and then giving progress updates shows the input mattered. Waiting longer makes the silence worse, and another survey before acting on the first one deepens the perception that feedback goes nowhere.

302. Answer: B — 3.55

The overall average must be weighted by the number of hires from each source: (10 x 4.1 + 10 x 3.6 + 40 x 3.4) / 60 = (41 + 36 + 136) / 60 = 213 / 60 = 3.55. A simple average of the three source averages gives 3.70, which overweights the two small sources. The 3.85 figure averages only referrals and agency hires, and 3.40 is the job board average alone.

303. Answer: C — Define specific customer-first store behaviors and build them into training and feedback

A vision guides daily work only when it is translated into concrete, observable behaviors that employees practice and get feedback on. Posters and a CEO video build awareness but leave associates without the 'what to do' they are missing. Rating employees on an undefined standard at year-end holds them accountable before they know what is expected.

304. Answer: B — A generalist model in which both staff handle a broad range of HR duties

In small organizations, HR staff are usually generalists who cover recruiting, benefits, employee relations and compliance. The three-pillar and tiered shared services models need scale to justify specialized roles. Embedding an HR lead in each department is not possible with two people.

305. Answer: C — Coercive power

Coercive power rests on the ability to punish or impose undesirable outcomes, such as unpleasant assignments. Legitimate power comes from the formal position itself, reward power from the ability to give desired outcomes, and referent power from others' admiration of or identification with the person.

306. Answer: B — Participants receive detailed feedback on each dimension and use it to build a development plan

A developmental assessment center uses the same simulation methods as a selection center, but its output is rich, dimension-level feedback that participants turn into a development plan. Ranking participants for promotion is the selection use the scenario specifically rules out, and developmental centers focus on behavioral competencies precisely because they can be developed.

307. Answer: C — Hardening

Glasl's first stage, hardening, involves firmer positions and tension, but the parties still believe the conflict can be solved through discussion, so a facilitated conversation is usually effective. In images and coalitions, the parties form stereotypes and recruit supporters; loss of face and threat strategies come later and generally require stronger intervention such as formal mediation or a power-based decision.

308. Answer: D — Have each clerk handle whole claims from intake through closing

Task identity is the degree to which a job involves completing a whole, identifiable piece of work, so giving clerks complete claims raises it directly. Rotation mainly adds skill variety, payment data adds feedback or significance, and choosing the work order adds autonomy.

309. Answer: B — "It sounds like you're uneasy about your future here. What concerns you most about it?"

Active listening reflects the speaker's feeling and invites them to say more, which acknowledges the concern without offering assurances HR cannot guarantee. Saying no one will lose a job makes a promise that has not been made. Citing general research dismisses the personal worry, and telling the employee to make herself irreplaceable implies the threat is real and shifts the burden onto her.

310. Answer: C — To make the bonus fully earned only if the employee stays through the agreed date

A clawback (repayment) provision ties the bonus to the retention period: if the employee leaves early, the money must be returned, which discourages departure before the date the company cares about. It is a retention condition, not a performance penalty. It also does not change the tax treatment of the payment, which is generally treated as wages when paid.

311. Answer: B — 80%

Offer acceptance rate = offers accepted / offers extended x 100 = 8 / 10 x 100 = 80%. Dividing by all 200 applicants (4%) or by the 40 interviewees (20%) measures different stages of the funnel. 25% is the share of interviewees who received offers.

312. Answer: C — Compare the full costs and quality of hire for both recruiting sources.

Cost-per-hire figures are comparable only when they include the same costs, such as the internal staff time spent managing the agency, and cheaper hires add little value if they perform poorly or leave early. Comparing full costs with quality measures like retention and performance gives a sound basis for the decision. Acting on the agency's figure or on an assumption about fit skips that analysis.

313. Answer: B — 0.4 of a week

Reduced-schedule FMLA leave is counted in proportion to the employee's normal workweek. She takes 50 - 30 = 20 hours of leave a week, and 20 / 50 = 0.4, so she uses 0.4 of a week each week. The 0.6 figure is her hours worked (30 / 50), not her leave, and 0.5 comes from assuming a 40-hour week (20 / 40).

314. Answer: D — Learning from on-the-job experiences such as stretch assignments

The 70-20-10 model holds that most development comes from challenging on-the-job experiences (70%), followed by learning from others such as mentors and coaches (20%), and then formal training (10%). The model is a guideline about where learning tends to happen rather than an exact formula.

315. Answer: B — Treat the lifting as a marginal duty and revise the posting and job description

Essential functions are the fundamental duties of the job, judged by actual time spent, consequences of not performing them and incumbents' experience, not just the written description. Lifting that happens rarely and can easily be reassigned is marginal, and listing it as essential can unlawfully screen out applicants with disabilities. Physical requirements that are truly essential to a job should stay, so wiping them all is overbroad.

316. Answer: A — Apply the CBA's seniority rule for bargaining-unit employees and correct the overtime assignment process.

For bargaining-unit employees, the negotiated CBA terms control over a conflicting handbook policy, and overtime assignment is a mandatory subject of bargaining that the employer cannot change unilaterally. The handbook can still govern nonunion employees and fill gaps the CBA does not address. Waiting for a grievance or applying the handbook anyway risks a contract violation and an unfair labor practice charge.

317. Answer: B — Have the technician disclose the interest and keep him out of any role in evaluating or awarding the bid.

A spouse's ownership is a household financial interest and a conflict of interest, so the technician must disclose it and be screened from the evaluation and award. The bid itself can still be judged on its merits; automatic disqualification is not needed once the conflict is managed. A promise of objectivity does not cure the conflict when he keeps influence over the decision.

318. Answer: B — Stop the quiz and explain that any screening test must be job related, then help build one from a job analysis.

A selection test must measure job-related knowledge, skills or abilities, and trivia about sports and capitals has no clear link to serving tables. Giving it consistently does not make it valid, and if it causes adverse impact the employer would have no job-related defense. Moving it later or running a trial still uses an unvalidated tool to make decisions about real applicants.

319. Answer: C — Ask all attendees during registration what they need to take part, and confirm the venue can meet it.

Asking everyone at registration avoids singling people out, reaches people whose disabilities are not known, and leaves time to arrange interpreters, materials or seating. Building compliance alone does not cover needs such as captioning, dietary needs or session formats, and waiting to fix problems on site means some people will be left out.

320. Answer: A — Meet regional HR leaders one-on-one to learn their concerns and invite them to help adapt the template

In many East Asian business cultures, disagreement is rarely voiced openly in group settings, so polite silence may hide real concerns about fit with local practices. Private conversations surface those concerns, and inviting regional leaders to adapt the template builds ownership. Asking for objections on a group call is unlikely to work, and deadlines or top-down instructions may secure surface compliance without real adoption.

321. Answer: A — Posted ranges are often broad and may not match actual pay or the content of the company's jobs.

Pay ranges in postings can span wide bands, reflect asking rather than actual pay, and use job titles that do not match the company's job content, so they are a rough input rather than a substitute for matched salary survey data. Antitrust concerns involve competitors directly sharing pay data, not reviewing publicly posted ranges. Scraped data is usually more current than surveys, not less.

322. Answer: A — 15

Ratio analysis applies a stable staffing ratio to projected volume: 180 new workers / 12 workers per supervisor = 15 supervisors. Dividing by 13 (counting the supervisor in the group) gives about 14, and using a span of 10 gives 18. The figure 12 is simply the ratio itself, not the number of supervisors needed.

323. Answer: C — Yes, because her 1,255 hours worked meet the 1,250-hour test

The 1,250-hour test counts all hours actually worked under FLSA principles, including overtime hours, but excludes paid leave not worked. Here, 1,160 + 95 = 1,255 hours, which meets the 1,250-hour threshold. Counting only regular hours or discounting overtime would understate her hours worked, and the test applies to all employees, not only part-timers.

324. Answer: A — $645,900

The raise is $20,000,000 x 3% = $600,000, and employer FICA on the raise is $600,000 x 7.65% = $45,900, so the total increase is $645,900. Leaving out payroll taxes gives $600,000, which understates the cost. Adding 7.65% of the whole $20 million payroll gives $2,130,000, which wrongly counts taxes that were already being paid. Subtracting the tax instead of adding it gives $554,100.

325. Answer: D — Ask the developer what is driving the request and explore non-pay options that meet those interests.

Interest-based negotiation starts by learning why the person is asking; the real driver may be recognition, career growth, flexibility or workload, which the manager can address without a raise. Simply deferring to next year ignores her interests and invites a resignation. Pulling money from another team's budget creates equity and precedent problems, and a pay study may be useful later but does not address what she actually needs now.

326. Answer: B — So that supervisors apply the policy consistently and employees know the standard.

Clear definitions, such as "more than 5 minutes after shift start is tardy" and "more than 2 hours is a partial absence," let supervisors apply the policy the same way and let employees know what is expected. Consistent application also reduces claims of disparate treatment. The FLSA does not require a tardiness definition, and nonexempt employees must be paid for all time worked.

327. Answer: A — Assigning a member to argue against the leading option before a decision is made

The pattern described is groupthink, and appointing a devil's advocate builds structured dissent into the process, making it legitimate to raise objections. A senior leader stating a preference first increases conformity pressure, and requiring unanimity can push members to suppress doubts even further.

328. Answer: B — Step-rate structure

A step-rate structure has predetermined pay steps within each grade, and employees advance mainly based on time in the job. It is common in government and unionized workplaces. A merit-based range structure moves pay based on performance, and broadbands use a few wide ranges with flexible movement.

329. Answer: B — To visibly champion the change, secure resources and keep leaders aligned behind it

The executive sponsor authorizes and legitimizes the change, provides funding and people, communicates why it matters and keeps fellow leaders aligned. Managing the schedule is the project manager's job, and designing training belongs to the change or training team. Representing frontline concerns is closer to the role of a change champion or advocate.

330. Answer: B — As outside the charge's scope, because the charge would not reasonably prompt an inquiry into it

A Title VII suit is generally limited to claims in the charge and those reasonably expected to grow out of an EEOC investigation of it. A charge about sex-based promotion denial would not normally lead to an inquiry into race-based pay, so that claim likely fails for failure to exhaust. Courts do allow closely related facts or claims, so the 'never add facts' rule is too strict.

331. Answer: C — The older group's rate is 60% of the younger group's, which signals possible adverse impact.

Selection rates are 50 / 200 = 25% for younger applicants and 18 / 120 = 15% for older applicants. Dividing the lower rate by the higher gives 15% / 25% = 0.60, or 60%, which is below the 80% rule of thumb and warrants a closer look at the tool. The 36% figure comes from dividing pass counts (18 / 50) instead of rates, and a 10-point gap is not the test; the comparison is a ratio of rates.

332. Answer: B — Pause the payout and review how the allocations were made and what employee data was shared with the tool.

Two problems need attention before money goes out: confidential employee data may have been exposed, and the allocations may not rest on a sound, job-related basis. Pausing and reviewing preserves the ability to correct both. Letting the payout proceed locks in a possibly flawed decision. Requesting deletion addresses only the data issue, and recalculating without speaking to him skips fact-finding.

333. Answer: A — An arrest does not prove the person engaged in the conduct, so excluding on it alone is not shown to be job related.

An arrest does not establish that the person engaged in criminal conduct, and because arrest rates differ by race and national origin, excluding people based on arrests alone can cause disparate impact under Title VII without a job-related justification, as the court found in Gregory v. Litton Systems. An employer may consider the conduct underlying an arrest if that conduct makes the person unfit for the job. No federal law requires removing arrests from reports, and arrests are not medical information.

334. Answer: C — 76%

Cohort survival rate = cohort members still employed / original cohort size = 38 / 50 = 76%. The 24% figure is the cohort's loss rate (12 / 50), 61.3% wrongly adds the 12 replacements to the cohort (38 / 62), and 31.6% divides leavers by those who stayed (12 / 38). Replacements belong to a later cohort.

335. Answer: A — Only when they share an overwhelming community of interest with the unit and have little separate identity

Accretion adds employees to an existing unit without giving them a vote, so the Board applies it narrowly: the new group must have little or no separate identity and share an overwhelming community of interest with the existing unit, with factors such as interchange and common supervision weighing heavily. Sharing a building is not enough, and a 30% showing only supports a petition for an election.

336. Answer: B — Investigation notes are often not privileged and may be obtained by the opposing party in later litigation.

Notes made by HR investigators usually are not privileged, and even investigations directed by counsel can lose protection if the employer relies on them as a defense. Notes may therefore be produced in discovery, where speculation or editorial comments can undermine the investigation's credibility. No federal rule requires destroying notes, and destroying them could be spoliation if a claim is anticipated.

337. Answer: A — A change to the scope of the certified bargaining unit

The scope or definition of the bargaining unit is a permissive subject: the parties may agree to change it, but insisting on a change to impasse is an unfair labor practice. Seniority, grievance procedures and overtime pay all affect terms and conditions of employment and are mandatory subjects, which either side may press to impasse.

338. Answer: A — Low tolerance for change

Low tolerance for change describes people who fear they cannot develop the new skills or behaviors required, even when they understand and agree with the change. Her doubt about her own ability is the source of resistance. She does not disagree about the merits, so different assessments does not apply, and nothing suggests she misunderstands the change.

339. Answer: C — Sunk-cost effect

The sunk-cost effect is the tendency to keep investing in something because of effort or resources already spent, even when a better option exists. The supervisors' argument rests entirely on past investment, not on the spreadsheet's current value. Confirmation bias involves favoring information that supports an existing belief, and anchoring involves relying too heavily on an initial reference point; neither describes justifying a choice by what has already been spent.

340. Answer: C — Misunderstanding and lack of trust

Resistance arises from misunderstanding and lack of trust when people misread what a change means for them, which is especially likely when they distrust management because of past experience. Employees here have the facts wrong because of broken promises. Different assessments would mean they understand the plan accurately but judge its costs and benefits differently.

341. Answer: A — 60%

The gap is 30 - 12 = 18 employees, and 18 / 30 = 60% of the required capability. The 40% figure (12 / 30) is the share already in place. Dividing the gap by current staff gives 150%, and dividing the requirement by current staff gives 250%.

342. Answer: D — Contrast effect

The contrast effect occurs when a candidate is judged against the people seen just before rather than against a fixed standard, so an average candidate looks strong after weak ones. Leniency would inflate ratings for all candidates, not just the one who followed weak performers. Scoring each answer against anchored criteria right after each interview reduces this error.

343. Answer: B — Show how cross-training would cut downtime and overtime when absences hit, using the plant's own data.

Skeptical audiences are more open when a proposal addresses their concerns in terms of the measures they already track. Linking cross-training to downtime and overtime caused by absences turns HR's idea into a solution to an operations problem. Engagement benefits and outside studies matter less to this audience, and pointing to the CEO's support creates compliance without buy-in.

344. Answer: C — Fully remote work is her position; the need for schedule flexibility around child care is her interest.

A position is the specific solution a party demands, while an interest is the underlying need or concern that drives it. Here the remote demand is one way to meet the real need of being available for child care. Recognizing the interest opens other options, such as an early shift or a hybrid schedule, that could satisfy her without full remote work.

345. Answer: D — Have the recruiter stop, and report the disclosure to the privacy or IT team so it can assess the exposure.

Entering candidate personal data into a public AI tool may let the vendor retain or use it, so the practice must stop and the privacy or IT team should assess what was shared and whether any obligations apply. The recruiter can then use the approved tool without personal data. Deleting chat history may not remove data the vendor has kept, and removing only some identifiers leaves much personal data exposed.

346. Answer: C — It must include evacuation procedures and may be communicated orally if the employer has 10 or fewer employees.

OSHA's emergency action plan rule (29 CFR 1910.38) requires elements such as reporting procedures, evacuation procedures and route assignments, accounting for employees, rescue duties and contacts. The plan must be written, kept in the workplace and available to employees, but an employer with 10 or fewer employees may communicate it orally. Plans are not filed with OSHA.

347. Answer: C — Untracked host-country tax and work-authorization obligations

Extended business travelers often fall outside mobility programs, so no one tracks days in country, which can trigger host-country income tax and social tax withholding, immigration violations and even corporate tax exposure. FLSA travel-time rules depend on the employee's status and the travel, plan eligibility is not lost through travel, and premiums are a policy choice rather than a legal obligation.

348. Answer: A — Several months, with many programs running through the first year

Research on onboarding, including Bauer's work for SHRM, finds that effective programs extend well beyond the first weeks, at least about 90 days and often up to a full year, because role clarity, cultural adjustment and relationships take time to form. A week or a month covers orientation but not integration. Tying onboarding to a probation period confuses an evaluation milestone with the socialization process.

349. Answer: D — Explain that these controls point toward employee status and review whether he should be reclassified

Setting hours, giving a company title and requiring employee training are signs of behavioral control and integration, which point toward employee status, especially in a long relationship. A signed agreement does not override how the relationship works in practice. Approving some controls still adds to the risk, so HR should assess the overall relationship and consider whether employment is the right model.

350. Answer: A — Reclassify it as a threat, because it is an external condition the company faces

In a SWOT, strengths and weaknesses are internal, while opportunities and threats come from the external environment. A new regulation is an external factor, and because it raises costs it is a threat. The HR team's ability to respond, such as having or lacking compliance expertise, would be the related internal strength or weakness. Leaving it out ignores a real external factor.

351. Answer: B — Share your facts

STATE stands for Share your facts, Tell your story, Ask for others' paths, Talk tentatively and Encourage testing. Starting with facts, the least controversial and most persuasive element, lays the groundwork before sharing the conclusion you have drawn, which is telling your story.

352. Answer: D — The President convenes a board of inquiry and then may have the Attorney General seek an 80-day injunction

Taft-Hartley lets the President appoint a board of inquiry when a strike or lockout imperils national health or safety. After receiving its report, the President may direct the Attorney General to seek an injunction in federal court that can halt the strike for up to 80 days. FMCS mediation continues during that period, but it cannot order a cooling-off period, and the law does not impose binding arbitration.

353. Answer: B — Have the transfer request evaluated under the same criteria applied to any other internal applicant and document the decision.

Denying or delaying a transfer because of a pending charge is a classic retaliatory act, and the manager's comment shows that motive. The safest course is to apply the normal, job-related criteria and document the result. Granting the move without review departs from consistent treatment, and holding it until the charge resolves is itself an adverse action tied to the charge.

354. Answer: A — Yes; sex can be a BFOQ where needed for authenticity, such as acting roles

EEOC regulations recognize that sex can be a BFOQ where necessary for authenticity or genuineness, and they cite actors and actresses as the example. Casting a specific male character is the classic case, so the theater may limit auditions to men. Customer preference generally cannot support a BFOQ, but authenticity is a separate, recognized basis.

355. Answer: A — Reduce time-to-fill for product engineering roles from 70 days to 45 days by Q3

A supporting key result should be measurable and directly affect the objective; open engineering roles slow product development, so shortening their time-to-fill speeds time-to-market. Engagement, compliance training and a new HRIS may be worthwhile, but none has a direct, clear link to getting products to market faster.

356. Answer: B — Screen readers rely on tagged headings to navigate, so formatted text looks like body text.

Built-in heading styles create structure that assistive technology can detect, letting users jump between sections and understand the document's outline. Visual formatting alone conveys no structure, so a screen reader announces those headings as ordinary text. A logical reading order matters for the same reason.

357. Answer: A — Decline, because docking exempt salary for a partial-day absence is not allowed.

Under the salary basis rules, deductions for absences are allowed only in full-day increments, with narrow exceptions such as unpaid FMLA leave. Docking four hours for a partial-day personal absence is improper even when the employee has no leave left. Recasting it as a half-day suspension does not help, because disciplinary suspensions must also be in full days and only for serious conduct-rule violations.

358. Answer: B — Internal team, at $3,000 per hire versus $4,000

Internal cost per hire = $150,000 / 50 = $3,000, which is $1,000 less than the $4,000 agency fee. Over 50 hires, the agency would cost $200,000, or $50,000 more. Comparing one agency fee with the internal team's annual total mixes a per-hire cost with a total cost.

359. Answer: D — Meet privately with the sponsor, show the effect of the cut, and agree on scope or funding

A direct, private conversation lets the sponsor explain the cut and lets the two agree on a realistic scope or funding level, preserving the relationship and the sponsor's credibility. Raising it in public or going over the sponsor's head damages trust before the sponsor has had a chance to respond. Silently cutting scope leaves stakeholders expecting results the program can no longer deliver.

360. Answer: A — Employees gain a voice, concerns surface early, and leaders can adjust or clarify.

Two-way channels give employees a voice and surface concerns and misunderstandings while leaders can still respond, which builds ownership and trust. Repetition helps people remember a message but does not by itself create acceptance. Tracking who read an announcement is still one-way, and accountability for the change stays with leaders.

361. Answer: A — Notify the EPLI carrier promptly, following the policy's notice terms

EPLI policies usually define a claim to include a written demand, and late notice can jeopardize coverage, so HR should notify the carrier promptly as the policy requires. Most policies also require the carrier's consent before settling, so negotiating alone can void coverage. Responding directly on the merits before involving the carrier and counsel can harm the defense.

362. Answer: B — 21%

Growth compounds: 1.10 x 1.10 = 1.21, a 21% total increase. For example, 1,000 employees become 1,100 after year one and 1,210 after year two. Simply adding the two rates gives 20%, which ignores that the second year's 10% applies to a larger base.

363. Answer: B — Reject the move and separate them in ways that don't burden the complainant

Interim measures should not penalize the person who complained. Under Burlington Northern v. White, a shift change that could dissuade a reasonable worker from complaining can be materially adverse and support a retaliation claim even with the same pay and title. HR can instead adjust the accused's schedule or reporting line, or limit contact. Unpaid suspension of the complainant would also be retaliatory.

364. Answer: A — $7,500

Salary for three months = $60,000 / 4 = $15,000, and lost productivity = $15,000 x 50% = $7,500. The $15,000 figure counts the whole quarter's salary as lost, even though she is half productive. The $30,000 figure applies 50% to the full annual salary, and $2,500 applies it to only one month.

365. Answer: A — Cross-train a backup now and document the payroll procedures step by step

A single point of failure in a critical process is a continuity risk, so HR should cross-train at least one backup, document procedures and confirm system access well before the leave begins. Asking her to delay approved FMLA leave or to keep working during it risks an FMLA interference claim. Waiting until the leave starts leaves no time to train a temporary worker before the first payroll run.

366. Answer: D — Affiliative

Goleman's affiliative style puts people first and is most useful for healing rifts in a team and restoring trust after stressful events. Pacesetting and coercive styles tend to damage climate further, and the authoritative (visionary) style is best when a team needs a new direction rather than repaired relationships.

367. Answer: D — Engage an outside investigator who reports to a senior leader other than the vice president.

An HR manager who reports to the accused has a built-in conflict, however careful the documentation. An outside investigator, such as an employment attorney or professional investigator, provides independence, and the investigator should report to someone outside the accused's chain, such as the CEO or board. A peer executive may lack training and have working ties to the vice president, and letting the accused influence the selection undermines credibility.

368. Answer: D — When it averaged at least 50 full-time employees, including full-time equivalents, in the prior year

An employer is an ALE if it averaged at least 50 full-time employees, counting full-time equivalents, during the preceding calendar year. A full-time employee for this purpose works at least 30 hours per week or 130 hours per month, not 40 hours. Part-time hours are included through the FTE calculation, and 100 is not the threshold.

369. Answer: B — Give the union notice and bargain over the change, because schedules are a mandatory subject of bargaining.

Work hours and schedules are mandatory subjects of bargaining, and changing them unilaterally while negotiations are under way is generally an unfair labor practice. Calling the change a trial does not make it lawful. Polling employees directly about the change bypasses their exclusive bargaining representative, which is also unlawful direct dealing.

370. Answer: A — A SIMPLE IRA plan

A SIMPLE IRA is built for employers with 100 or fewer employees: employees make salary deferrals, the employer must make a set match or nonelective contribution, and there is no nondiscrimination testing. A SEP is also simple to run, but it is funded only by employer contributions, so employees cannot defer their own pay. A traditional 401(k) requires testing, and a cash balance plan is a defined benefit plan with much heavier administration.

371. Answer: C — Point out the narrow spread and review the ratings against the outcome data with her

Ratings bunched at the top of the scale, with little variance, while objective results are average are a classic sign of leniency error. HR should share the evidence and calibrate with the director before ratings drive pay decisions. Low spread does not prove accurate rating, and imposing a forced distribution on one team without discussion skips the calibration step and could misrate genuinely strong performers.

372. Answer: D — It focuses on measurable results but can overlook how goals were achieved

MBO-based appraisal ties ratings to concrete, agreed results, which makes it objective and motivating, but it can ignore behaviors and methods (how results were achieved) and makes comparing employees with different goals difficult. It does not rank employees, it is not trait based, and it relies on employee participation rather than excluding it.

373. Answer: D — Limit credit checks to jobs with real financial duties, and follow FCRA rules wherever they are used.

Credit history can cause disparate impact and has a weak link to performance in jobs without financial responsibility, so checks should be limited to roles where they are job related, such as those handling money or sensitive financial data. Using a check the same way for everyone does not cure disparate impact. Using it as a tiebreaker still lets an unrelated factor decide, and asking about debts in interviews raises the same concerns without FCRA safeguards.

374. Answer: B — 12.0%

Annual turnover rate = separations / average headcount x 100 = 24 / 200 x 100 = 12.0%. Dividing by 224 (adding separations to headcount) gives 10.7%, and dividing by 176 (subtracting them) gives 13.6%. A rate of 24% reflects treating the count of separations as a percentage.

375. Answer: D — Meet with the executive director to clarify the mission and organizational goals

An HR plan must support organizational goals, so when no strategy exists the first step is to clarify the mission and goals with the leader who sets direction. An HR audit is useful for finding compliance gaps, but it cannot show where the organization is headed, and borrowed plans or staff surveys may address needs that do not fit this nonprofit's direction.

376. Answer: A — To show employees their input led to action, which builds trust and participation

Employees often do not connect changes to their feedback unless the link is made explicit. Showing that their input led to action builds trust in the process and raises future response rates and candor. There is no compliance requirement for this communication, and publishing team rankings can breed defensiveness rather than trust.

377. Answer: D — Start the interactive process and work with IT and the vendor on a solution

Under the ADA, the employer should promptly engage in the interactive process to find an effective accommodation, which here involves IT and the vendor on fixes, settings or workarounds. Removing his duties without exploring options may be unnecessary and could limit his job. Medical documentation is not needed when the disability and the need are obvious, and halting the entire rollout is not required to accommodate one employee.

378. Answer: D — Units produced, defect rates, overtime hours and processing costs

Hard data are objective, easily measured and readily converted to money, typically grouped as output, quality, time and cost. Units produced, defect rates, overtime hours and processing costs all fit those categories. Engagement scores, turnover intent and confidence ratings are soft data based on attitudes or perceptions, so any set that includes them is mixed.

379. Answer: B — As a valid charge that requires a timely response and a hold on relevant records

Title VII allows a charge to be filed by or on behalf of an aggrieved person, so a union, advocacy group or EEOC commissioner may file one. The EEOC can investigate and act on it like any other charge. HR should respond on time and preserve relevant records. A third-party charge does not need individual signatures or union certification to be valid.

380. Answer: C — Decisions take longer to reach, but implementation is quick once agreed.

In consensual cultures, decisions are made by building agreement across the group, which takes time, but because everyone is aligned, implementation is fast and the decision is rarely reopened. Quick decisions by the leader that stay flexible and open to change describe top-down cultures. Delegating to a junior expert does not describe either end of the scale.

381. Answer: A — They uncover the meanings and assumptions behind people's views

Qualitative methods let facilitators probe for stories and reasons, which surfaces the deeper meanings and assumptions that surveys miss. Comparability across sites, easy quantification and broad, low-cost reach are strengths of surveys, not of interviews and focus groups.

382. Answer: C — Review how candidates were nominated and assessed to see whether qualified women were overlooked

A large gap between the feeder pool and the successor slate is a signal to examine the nomination criteria, assessment methods and who did the nominating, since informal or biased processes often screen out qualified candidates. Adding names by sex without assessment, or setting sex-based targets, raises its own legal and credibility issues. Accepting the slate without review ignores the data, and a training course does not fix a flawed selection process.

383. Answer: D — It shows the full value of pay and benefits that employees often underestimate

Employees tend to focus on base pay and underestimate the value of benefits, retirement contributions and other rewards. A total rewards statement makes that value visible, so employees compare the full package when weighing outside offers. It is not a federal disclosure requirement, does not replace market pricing, and shows the individual's own rewards rather than coworkers' pay.

384. Answer: D — Engage the works council to negotiate a works agreement before rollout

Under the German Works Constitution Act, the works council has a co-determination right over technical devices suited to monitor employees' behavior or performance, so the tool cannot lawfully be introduced without its agreement or a conciliation board ruling. Individual notice or consent does not replace that right, and consent is a weak basis under the GDPR because of the imbalance in the employment relationship. Even a pilot is an introduction of the system and needs works council agreement first.

385. Answer: C — It requires hours worked each workday and workweek but no set timekeeping method

For nonexempt employees, the FLSA requires accurate records of hours worked each workday and total hours each workweek, along with pay information. It does not prescribe a timekeeping method: employers may use time clocks, written sheets, apps or other systems, as long as the records are complete and accurate. Hours must be recorded every week, not only overtime weeks, and employee signatures are not required.

386. Answer: D — Do not deduct it, because the deduction would drop her pay below minimum wage

Under the FLSA, deductions for cash shortages, like deductions for uniforms or tools, are not allowed to the extent they reduce an employee's pay below the minimum wage or cut into overtime pay. Because she earns exactly the minimum wage, any deduction would violate the law, regardless of a signed agreement or proof of fault. Spreading the deduction over several pay periods still reduces each check below minimum wage.

387. Answer: D — The gap is not a skill deficiency, so look at consequences or obstacles.

If the person could perform when it truly mattered, they have the skill, so training is not the answer. Mager and Pipe then direct the analyst to look at consequences, such as whether doing the task well is punished or ignored, and at obstacles in the work environment. Practice and feedback are remedies for a skill that has faded, which this answer rules out.

388. Answer: D — Information overload; cut routine volume and flag time-critical items

When people receive more messages than they can process, they skim or ignore them, so critical items get lost. Reducing low-priority volume, consolidating routine updates into a digest, and clearly marking deadline-driven messages restores attention. Moving everything to meetings would be impractical and would add its own burden, and nothing suggests the wording itself was unclear or that information was being withheld.

389. Answer: D — Section 8(a)(4)

Section 8(a)(4) prohibits employers from discharging or otherwise discriminating against employees because they filed charges or gave testimony under the Act. Section 8(a)(2) bars employer domination of a labor organization, Section 8(a)(5) covers refusal to bargain, and Section 8(b)(1) addresses union restraint or coercion of employees.

390. Answer: D — The details are fresh, so the employee can connect the feedback to specific actions

Feedback is most useful while both people remember the specifics, so the employee can link it to what they did and adjust right away. Documentation can be a side benefit, but it is not why timing improves the feedback itself. Giving recent behavior more weight in ratings is recency bias, an error rather than a goal.

391. Answer: B — Level 4, results

Level 4 measures the organizational outcomes the training was meant to affect, such as fewer injuries, lower costs or higher quality. Level 3 would be observing whether operators actually follow the safe practices on the job, which is a tempting choice because it leads to the results. Levels 1 and 2 measure satisfaction and knowledge gained.

392. Answer: A — Teams can return to earlier stages, such as when new members join or goals change.

The stages are a general pattern, not a strict one-way sequence. Changes such as new members, new leaders or a shift in goals often send a team back to forming or storming. Teams rarely skip the conflict of storming entirely, and no fixed timeline determines when a team will reach performing.

393. Answer: C — Candidate satisfaction ratings and the share of questions resolved without follow-up

Candidate experience is best measured from the candidate's point of view: were they satisfied, and did they get the answer they needed? Conversation volume and length do not show whether candidates were helped, and recruiter hours saved measure efficiency for the company rather than the candidate's experience.

394. Answer: B — Vendor B, with a weighted score of 4.05 compared with 3.85

Vendor A: (5 x 0.25) + (4 x 0.25) + (2 x 0.30) + (5 x 0.20) = 1.25 + 1.00 + 0.60 + 1.00 = 3.85. Vendor B: (3 x 0.25) + (4 x 0.25) + (5 x 0.30) + (4 x 0.20) = 0.75 + 1.00 + 1.50 + 0.80 = 4.05. The raw totals tie at 16, but the weighting gives Vendor B's strong integration score more influence, so Vendor B ranks higher.

395. Answer: D — Highlight its mission, flexible schedules and job stability when recruiting

A lag strategy works when the employer offsets lower cash pay with nonfinancial rewards that its target candidates value, such as mission, flexibility and job security. Sign-on bonuses that close the gap for everyone would undo the cost logic of the lag strategy, and raising ranges ignores the stated budget limit.

396. Answer: B — Higher engagement tends to go with fewer absences, a fairly strong link.

The negative sign means the variables move in opposite directions, and a magnitude of 0.65 indicates a fairly strong relationship. The sign shows direction, not weakness, and r is not a percentage effect size. Correlation also does not prove causation, because other factors, such as the quality of supervision, could drive both measures.

397. Answer: B — She can extend to 29 months if she notifies the plan within 60 days of the SSA decision.

If SSA determines that a qualified beneficiary was disabled at any time during the first 60 days of COBRA coverage, and the plan is notified within 60 days of the determination (and before the 18 months end), coverage can be extended to 29 months. During months 19 through 29, the plan may charge up to 150% of the cost, not 102%. Disability is an extension, not a secondary event leading to 36 months.

398. Answer: C — Charting key moments across the lifecycle from the employee's view

An employee journey map lays out stages from recruiting through exit and highlights the moments that matter most from the employee's point of view, so HR can design better experiences. An organization chart shows reporting lines, career pathing plots advancement, and job analysis lists tasks and requirements.

399. Answer: C — When HR wants participants to react to and build on one another's ideas

Focus groups are useful when group discussion itself adds value, because participants spark ideas and show where views agree or differ. Sensitive topics are better handled in private interviews or anonymous surveys, since people may hold back in a group. Focus groups are small and not randomly chosen, so they do not give statistically representative data.

400. Answer: B — The arbitrator's decision is final, with very limited grounds for court review

In binding arbitration, a neutral arbitrator hears the case and issues a decision that is final and enforceable; courts review awards only on narrow grounds such as fraud, arbitrator misconduct or exceeding authority. An advisory decision describes nonbinding arbitration, and parties crafting their own agreement describes mediation.