SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 6

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 6 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: D — Accept the summary health information, which the plan may share to get premium bids without a plan amendment.

HIPAA lets a group health plan disclose summary health information to the plan sponsor to obtain premium bids or to modify, amend or terminate the plan, without the plan document amendment required for full PHI. Summary health information summarizes claims history with most identifiers removed. Requesting named, claim-level data goes beyond what is needed and would require the plan amendment and certification.

2. Answer: D — Audience, message, sender, channel, timing and feedback

A complete communication plan specifies who needs to hear it, what they need to hear, who should deliver it, through which channels, when, and how feedback and questions will be gathered. Scope, cost baseline, risks and milestones describe a project plan. The other sets leave out the audience or the feedback loop, which are essential for two-way change communication.

3. Answer: C — Set up stand-alone benefit plans and payroll tax accounts timed to the plan year

When a company leaves a PEO, employees lose coverage under the PEO's plans, and the company must again report and pay employment taxes under its own accounts. HR needs new benefit plans, payroll and tax accounts in place before the cutover, timed to the plan year, and should secure data extraction terms in advance. Waiting to tell employees or to get data invites disruption, and the PEO's plans generally end with the contract.

4. Answer: A — Meet with team members and internal clients to learn the causes of the problems and build trust

A new leader should first diagnose the situation by listening to the team and its clients, which builds credibility and shows what is actually causing the backlog. Installing systems, removing people or imposing targets before understanding the root causes risks solving the wrong problem and losing the team's trust.

5. Answer: A — Directive behavior that clarifies expectations, methods and schedules

Path-goal theory says directive leadership helps most when tasks are ambiguous and the employee is inexperienced, because it removes uncertainty about what to do and how. Supportive behavior fits stressful or tedious work, participative behavior fits experienced staff, and achievement-oriented behavior assumes the employee already knows the path.

6. Answer: D — Raters record how often the employee was observed showing each specific behavior

A BOS lists specific job behaviors and asks raters to indicate how frequently each was observed, for example on a scale from almost never to almost always. Choosing a level anchored by one behavioral example describes a BARS, and the hidden-weight checklist and incident log are the weighted checklist and critical incident methods.

7. Answer: D — Knowledge

In ADKAR, Knowledge is information about how to change, such as the new steps and skills. Awareness and Desire are already present because employees understand and support the change, Ability comes after Knowledge when people practice and apply what they learned, and Reinforcement sustains the change afterward.

8. Answer: B — Assuming strong results in the current job show capacity to succeed in a larger role

Performance measures how well someone does the current job, while potential concerns the ability and motivation to handle broader, more complex roles. Treating a top individual contributor as a ready successor without assessing leadership capability, learning agility and aspiration is a classic error. Recency bias would involve weighting recent events, but the nomination is based on three full years of results.

9. Answer: D — Thank her, acknowledge the experience she describes, and follow up with the hiring manager about interview conduct

Repairing a candidate relationship starts with listening and acknowledging the experience without being defensive, and the complaint is useful information about how the manager interviews. Defending the decision misses her point, which is about how she was treated. Offering a new interview reopens a filled role and implies the decision was flawed, and demanding a formal statement adds a burden before showing any concern.

10. Answer: B — $280,000

The merit budget is eligible payroll times the merit percentage: $8,000,000 x 0.035 = $280,000. The $28,000 and $2,800,000 figures come from misplacing the decimal point. The $8,280,000 figure is the new total payroll after increases, not the merit budget itself.

11. Answer: C — Clear, prominent wording near the front, repeated in the signed acknowledgment.

Courts look for disclaimers that are conspicuous and easy to understand. Placing one prominently near the start and repeating it in the signed acknowledgment, often with a statement that only a named executive can change at-will status in a signed writing, gives the best protection. Footnotes and buried legal terms may be found ineffective, and listing the only causes for discharge creates the kind of promise the disclaimer is meant to avoid.

12. Answer: A — An impact ratio of about 89%, so the rule of thumb does not indicate adverse impact

Retention rates are 80/100 = 80% for workers 40 and over and 90/100 = 90% for those under 40. The impact ratio is 80% / 90% = 88.9%, which is above 80%, so the rule of thumb alone does not flag adverse impact. Dividing the layoff rates (10% / 20% = 50%) gives a different answer, which is why the outcome being compared must be stated, and HR should still review statistical significance and the reasons for the gap.

13. Answer: B — Meet with the vendor to review the data and require a corrective action plan under the SLA.

The SLA spells out how missed targets are handled, so HR should use it: share the data, find the cause and hold the vendor to a dated corrective plan, applying credits as the contract allows. Ending the contract or seeking a replacement goes too far before the contractual remedies have been tried. Waiting lets employees keep getting poor service.

14. Answer: B — $100,000

Cost of vacancy (lost gross margin) = daily margin × days open = $2,500 × 40 = $100,000. Adding the recruiter fee ($118,000) mixes cost per hire into a vacancy measure the stem excluded, and subtracting it ($82,000) has no basis. $140,000 multiplies by calendar days (56) instead of workdays.

15. Answer: A — When skills are still being built, a focus on finding strategies beats a fixed outcome target

Goal-setting research shows that on complex tasks where the person lacks the needed knowledge, a specific learning goal (discovering and mastering strategies) produces better performance than a difficult outcome goal, which can push the person toward rushed, ineffective tactics. The outcome target is perfectly SMART, so that is not the problem, and outcome targets remain appropriate once the analyst has the skills.

16. Answer: A — Employees must cooperate fully and truthfully in investigations, and refusal may result in discipline

Constitutional protections like those recognized in Garrity apply to public employers, so a private employer can require cooperation and discipline refusal, and a clear duty-to-cooperate provision supports that. The Fifth Amendment does not limit a private employer's own discipline. A rule requiring waiver of Weingarten rights would violate the NLRA in a union setting, and referral to police does nothing to support internal discipline.

17. Answer: A — Fund roles where differences in performance have the biggest effect on strategic results.

Development dollars have the most strategic impact when they go to roles where better performance moves results the most (pivotal roles). An even split ignores strategy, and the quality of requests measures managers' effort, not impact. Pay level often reflects scarcity or seniority rather than how much performance improvement would change outcomes.

18. Answer: B — The current base salaries of individual employees

A compensation philosophy states the principles that guide pay: the market position the organization targets, the comparator labor markets, the mix of base and incentive pay and similar policy choices. Individual salaries are confidential pay data, not philosophy. Market position, pay mix and comparators are all core parts of the statement.

19. Answer: C — Long open cases raise legal and morale risk, and the data shows process delays

Time to resolution shows whether HR handles concerns promptly. Slow cases can let harmful conduct continue, weaken employees' trust in reporting and increase legal exposure, and the trend points to staffing or process bottlenecks. No federal law requires reporting it, and a faster close time says nothing about how many concerns exist.

20. Answer: A — Is the program well designed, is it adequately resourced and empowered to work, and does it work in practice?

The DOJ's Evaluation of Corporate Compliance Programs asks whether the program is well designed, whether it is adequately resourced and empowered to function effectively, and whether it works in practice. The other sets list paper elements or outcomes that miss the point of the guidance. The DOJ recognizes that no program prevents all misconduct and looks for evidence that the program is real and effective.

21. Answer: D — Needs follow life stage, such as raising children or nearing retirement

Benefit needs often depend on life-stage events such as starting a career, raising children, caring for parents or nearing retirement, which people in any cohort pass through at different times. That is why designing benefits around generational labels can miss real needs. The idea that generations share fixed values for life is the stereotype research does not support.

22. Answer: D — When hours are cut by more than 50% in each month of any six-month period

The WARN Act defines employment loss to include a termination other than for cause, a layoff exceeding six months, or a reduction in hours of more than 50% during each month of any six-month period. A one-month cut, or a smaller reduction, does not qualify. The 33% figure belongs to the mass layoff definition, not the hours rule.

23. Answer: A — Personal liability of board members and executives for alleged wrongful acts in managing the company

D&O insurance protects directors and officers, and often the company, against claims that they committed wrongful acts such as mismanagement or breach of duty in their roles. Employee theft is covered by fidelity or crime coverage, discrimination claims by EPLI, and lost income after a property loss by business interruption insurance.

24. Answer: D — Work with the vendor to get corrected payments to the affected employees right away

Employees rely on accurate pay, and underpayments can create wage-law exposure, so the first priority is making affected employees whole quickly. Root-cause analysis matters, but it should follow correction, not delay it. Waiting until the next cycle leaves employees short, and enforcing contract penalties is a later step that does not help employees today.

25. Answer: A — Work with immigration counsel to find other visa routes and share the options with the employee

HR should explore other legal routes, such as the partner's own work, study or long-stay visa, and give the employee the information to decide. Suggesting marriage intrudes on a personal decision, and canceling the assignment because of a family situation is unfair and may be discriminatory. Repeated tourist entries to live in the country can violate immigration law.

26. Answer: C — Goals and overall progress are shared with the sponsor, while session content stays private

In a three-way contract, the coach, coachee and sponsor agree on goals together, and the sponsor typically receives updates on progress toward those goals, while what is said in sessions remains confidential. Sharing session notes would destroy trust, and keeping even the goals secret removes the sponsor's ability to support and observe change, which is part of the sponsor's role.

27. Answer: B — It lets employees post, comment, and collaborate with one another across teams.

An enterprise social network is built for many-to-many, two-way interaction, letting employees share ideas, comment and collaborate across the organization. Storing official policies and forms is the classic role of an intranet, which is mostly one-way publishing. Enterprise social networks are internal tools, and they are not designed to document formal policy acknowledgments.

28. Answer: D — The first is anonymous; the second is confidential.

An anonymous survey means no one, including HR, can connect a response to an individual. A confidential survey means responses can be linked to individuals, which allows demographic or trend analysis, but the organization commits to protecting identities and reporting only aggregate results. Calling the second design anonymous would misrepresent the protection employees are actually receiving.

29. Answer: A — The wage increase plus its effect on overtime, payroll taxes and wage-based benefits over the contract term

Costing a wage proposal requires the roll-up: a wage increase also raises overtime pay, payroll taxes and benefits linked to pay (such as pension or 401(k) contributions and paid leave), and its cost compounds over each year of the contract. Straight-time first-year cost understates the true expense. Industry settlements help judge whether a proposal is reasonable but do not measure its cost.

30. Answer: B — Yes, because drug testing of current employees is a mandatory subject of bargaining.

In Johnson-Bateman, the NLRB held that drug and alcohol testing of current employees is a mandatory subject because it affects terms and conditions of employment, including discipline. Absent a clear and unmistakable waiver, the company must bargain before implementing it. Testing of job applicants, by contrast, has been held to be a nonmandatory subject.

31. Answer: D — Employees and customers are primary stakeholders, and the advocacy group is secondary.

Primary stakeholders have a direct, ongoing economic relationship with the company that it needs to survive, such as employees, customers, suppliers and investors. Secondary stakeholders, such as advocacy groups, the media and community organizations, can influence or be affected by the company but are not engaged in its core transactions. An advocacy group can still be influential, but its influence does not make it a primary stakeholder.

32. Answer: C — As a privacy concern case, writing "privacy case" in place of the nurse's name

OSHA lists needlestick and sharps injuries contaminated with another person's blood or other potentially infectious material as privacy concern cases. For these, the employer writes "privacy case" in the name column of the 300 log and keeps a separate, confidential list matching case numbers to names. The case still goes on the 300 log; only the name is withheld.

33. Answer: A — What happened, what data was exposed, steps taken, free credit monitoring, and a contact for questions.

An effective breach notice tells affected people plainly what happened, what information was involved, what the organization is doing, how to protect themselves (such as complimentary credit monitoring and credit freezes), and whom to contact. Withholding details leaves employees unable to protect themselves and erodes trust. Pointing to the vendor's statement shifts responsibility away from the employer, which owns the relationship with its employees.

34. Answer: C — Total cost of each option plus service reliability, control over the work and worker classification risk

A sound comparison weighs full costs (platform fees versus wages, benefits, payroll taxes and hiring costs) along with risks: whether gig workers will show up reliably, how much the company can direct their work, and the legal risk if workers treated as independent contractors are found to be employees. Comparing hourly rates or recruiting costs alone leaves out those risks, and other companies' experience is useful only as one input.

35. Answer: D — A cash balance plan

A cash balance plan is a hybrid: it is a defined benefit plan, funded and invested by the employer and insured by the PBGC, but it shows benefits as hypothetical individual accounts credited with pay and interest credits. Money purchase, profit-sharing and target benefit plans are defined contribution plans with actual individual accounts whose value depends on contributions and investment returns.

36. Answer: D — The director used a benefit-cost ratio, while the CFO used ROI based on net benefits.

A benefit-cost ratio divides total benefits by costs (3:1 here), while ROI divides net benefits (benefits minus costs) by costs, so a 3:1 BCR equals a 200% ROI. The two figures are consistent once you know which formula each person used. Reversing the labels is the trap: a BCR on gross benefits would be 300%, not 200%.

37. Answer: D — Explain she is ineligible and review whether she is properly classified

Plan documents control eligibility, so a non-employee cannot be enrolled, and the request is also a good prompt to confirm that a long-term relationship is still properly classified. Enrolling her or adding benefit-like payments treats her as an employee without a proper review, and converting her should follow from that review, not from a benefits request.

38. Answer: A — To match support costs to each assignment's purpose and value

Tiered mobility policies align the level of support with the business purpose of each assignment, giving full support to critical strategic moves and leaner packages to developmental or project moves, which controls cost while staying competitive. No law requires separate tiers, and tiering is the opposite of one package for all.

39. Answer: C — 10%

Market position = (company pay - market rate) / market rate = ($66,000 - $60,000) / $60,000 = 10%. Dividing the $6,000 gap by the company's own pay gives 9.1%, which uses the wrong base. The 110% figure is the ratio of company pay to market, not the amount by which pay leads.

40. Answer: C — Accountable

In a RACI chart, the accountable person has final authority to approve and answers for the result, and there should be only one per task. The sponsor usually holds that role for scope approval. The responsible people do the work, consulted people give input, and informed people are kept up to date.

41. Answer: C — Acknowledge her concern, ask what led to that view, and explain how her input is weighed

Responding without defensiveness, exploring the concern and being transparent about the process helps rebuild trust and keeps the conversation productive. Promising to be on her side overstates HR's role, since HR must weigh all parties and the organization's interests. Handing off the case right away treats a manageable concern as a conflict of interest, and steering straight back to policy dismisses her and confirms her perception.

42. Answer: A — A bona fide red-circle rate is a factor other than sex if applied consistently regardless of sex.

EPA regulations recognize red-circle rates, meaning a higher rate kept for an employee moved to a lower-paid job for legitimate reasons such as health, as a factor other than sex when applied in good faith regardless of sex. The ADA does not override the EPA, and a seniority defense requires a seniority system, not just past service in a different job.

43. Answer: A — Discuss what each of them needs from the project and agree on shared roles and visible credit

Peer influence works best through collaborative problem solving: exploring the underlying interests (visibility, career goals) and agreeing on roles that give both partners fair recognition. Simply accepting the demand sets an unhealthy precedent, and escalating to the manager right away or withdrawing avoids the conversation the two peers need to have to work together.

44. Answer: A — Tell employees which survey themes led to each change, in a "you said, we did" format, with next steps.

Employees lose faith in surveys when they can't see a link between their input and action. Clearly tying each change to the feedback that prompted it, and describing what is still to come, shows that the survey mattered and encourages future participation. A new survey before closing the loop worsens survey fatigue, and posting raw comments can expose individuals.

45. Answer: D — Train supervisors to resolve conflict and say when to escalate

The pattern indicates a skill and role gap among supervisors, so targeted training plus clear escalation criteria addresses the root cause. Adding HR staff or an easier reporting channel increases HR's role in minor disputes rather than building supervisor capability. A pledge does not teach resolution skills.

46. Answer: D — 3 years

ADEA regulations require employers to keep payroll records containing each employee's name, address, date of birth, occupation, rate of pay and weekly compensation for three years. One year applies to ADEA hiring and promotion records, and two years applies to Equal Pay Act records explaining wage differentials.

47. Answer: C — Coach the interviewer to record only job-related evidence and review the evaluation.

Interview notes should document job-related evidence that supports a fair decision and a legal defense. Comments about accent and age suggest bias based on national origin and age, so HR should coach the interviewer and check that the candidate's rating rested on job-related criteria. Destroying the notes could be spoliation of records, and dropping note-taking removes the documentation the company needs.

48. Answer: D — Have operators help streamline the steps without cutting required controls, then train and enforce.

Involving the people who do the work builds ownership and often finds practical ways to make required steps efficient, while the required energy-control steps themselves stay in place and are enforced. Discipline and spot checks alone may raise compliance when supervisors are watching but do not address why operators resist, so skipping tends to continue. Letting operators choose which steps to follow, or pausing them, is not an option for a mandatory safety procedure.

49. Answer: B — $600,000

Cost per leaver is 40% x $50,000 = $20,000, and 30 leavers x $20,000 = $600,000. The figure of $20,000 is only the cost of one leaver. Using 60% of salary gives $900,000, and using the full salary for each leaver gives $1,500,000; neither reflects the 40% estimate.

50. Answer: C — Having its supervisors discipline agency workers and enroll them in its benefits

Co-employment risk grows when the client company acts like the employer by controlling discipline and treating agency workers like its own staff, including offering its benefits. Site safety training is expected of host employers, and reporting performance concerns to the agency keeps the agency in the employer role. Agency control of pay and payroll lowers the risk.

51. Answer: B — A day off for an eligible employee's FMLA-qualifying flare-up of asthma

FMLA regulations bar employers from counting FMLA-protected leave under no-fault attendance policies, and an asthma flare-up for an eligible employee can qualify as intermittent leave for a chronic serious health condition. Car trouble, oversleeping and a minor cold that falls under no leave law or paid sick leave policy can generally be counted under a no-fault system applied consistently.

52. Answer: C — Coach the manager on the philosophy and give him approved wording on pay

Pay messaging should match the written philosophy, or candidates form expectations that lead to declined offers, early turnover and distrust. The fix is to coach the manager and give him consistent talking points. Changing the philosophy to match an error is backward, and removing him from interviews is out of proportion for a first coaching issue.

53. Answer: A — The HRIS skills inventory of current employees

Internal scan data describes the organization itself, such as its skills inventory, engagement results or turnover. Government projections, competitor reports and regional labor surveys describe conditions outside the organization, so they are external data sources.

54. Answer: A — Review the metric definition and the underlying records to see whether transfers were coded as terminations

When a metric is disputed, HR should first verify how it is defined and check data integrity, since internal transfers wrongly coded as terminations are a common cause of inflated turnover. Defending the figure without checking ignores a plausible data error. Recalculating from the manager's own list skips validation of the source data, and a vendor audit is premature before HR has checked its own coding.

55. Answer: A — It asks about two separate issues, so one rating cannot be interpreted

This is a double-barreled item: an employee who has clear goals but feels underpaid has no accurate way to answer, and HR cannot tell which part drove the score. The fix is to split it into two items. The wording does not suggest a preferred answer, and referring to "my manager" does not identify the respondent.

56. Answer: A — Ask that the post be removed, investigate how the information was obtained, and apply policy to the findings.

Publicly disclosing a coworker's mental health hospitalization can violate harassment, conduct and confidentiality policies even off duty, and HR should act to limit harm, investigate and respond in proportion to the findings. HIPAA governs covered entities such as health plans and providers, not individual coworkers, so a HIPAA-based report or termination misapplies the law. Off-duty posting is not automatically protected when it targets a coworker's private medical information.

57. Answer: D — Contingency firms are paid only on placement; retained firms are paid in installments regardless.

A contingency firm earns its fee only if the employer hires a candidate it presents. A retained firm is paid in installments, often in thirds, whether or not a hire results, and is typically used for senior or hard-to-fill searches. Swapping the two fee structures is the common mix-up.

58. Answer: D — Disclose the conversation to her manager or compliance and step back from the negotiations.

A potential job with the vendor gives the HR director a personal interest that conflicts with her duty to get the best terms for her employer. Even an informal approach should be disclosed, and she should step away from the decision. Postponing the job discussion does not remove the conflict, because the prospect may still affect her judgment.

59. Answer: D — As the host employer, the plant must provide site-specific hazard training to agency workers.

OSHA treats the host employer and the staffing agency as jointly responsible for temporary workers' safety. The host employer, which controls the worksite and directs the work, must provide site-specific hazard training just as it does for its own employees, and it generally records the injury on its own OSHA 300 log when it supervises the worker day to day. A staffing contract can divide tasks, but it cannot remove the host's legal duty to protect workers at its site.

60. Answer: C — Yes, if the supervisor intended to cause the firing and his biased act was a proximate cause of it.

In Staub (2011), the Supreme Court adopted cat's paw liability: an employer can be liable when a biased supervisor performs an act intended to cause an adverse action and that act proximately causes it, even if a neutral official makes the final call. The case arose under USERRA, and courts have applied the reasoning to other statutes. An independent investigation that does not rely on the biased input can break the chain.

61. Answer: C — The tentative agreement is not binding, so the parties should return to bargaining and learn what drove the rejection.

When the parties agreed that ratification was a condition, a rejected tentative agreement does not become a contract, and the duty to bargain continues. The practical next step is to resume talks and understand the members' objections so a revised agreement can be reached. A single rejection vote does not by itself create impasse, and it is not evidence of bad faith by the union.

62. Answer: C — The second pillar, which addresses business enterprises

The Guiding Principles follow the Protect, Respect and Remedy framework: Pillar I is the state duty to protect, Pillar II is the corporate responsibility to respect, and Pillar III is access to remedy. Companies have roles under the remedy pillar, such as operational-level grievance mechanisms, but the responsibility to respect, including due diligence, is defined in the second pillar.

63. Answer: B — Show how growth works within bands through skill paths, role changes and movement toward market reference points

Under broadbanding, progression comes from building skills, taking on broader roles and moving pay within the band, and employees need clear career paths and examples to see this. Reverting the structure overreacts to a communication gap, bigger raises are a costly fix that doesn't explain progression, and telling employees promotions no longer exist confirms the complaint.

64. Answer: D — Facilitate a session in which the team agrees on decision rights and a fair, rotating meeting schedule.

The team is storming over power and fairness. Helping members agree on how decisions are made and on a meeting rotation that shares the burden addresses both the conflict and the authority question. Imposing headquarters hours deepens the sense of unfairness, and dropping live meetings or handling the issue only in private avoids the conflict without resolving it.

65. Answer: D — Using active voice, short sentences and common words

Plain-language guidance favors active voice, short sentences and familiar words because they make it clear who must do what and reduce the reader's effort. Passive voice often hides who is responsible, and long sentences full of conditions are hard to follow. Legal terms are precise to lawyers but often obscure meaning for general readers.

66. Answer: C — Check whether the plants are counting team leads as supervisors and set one definition for the metric

Similar teams producing very different spans suggests the plants are measuring differently, most likely because one counts team leads as supervisors. Team leads who lack hiring, discipline and evaluation authority are usually not counted as supervisors in span calculations. The analyst needs one consistent definition before comparing sites, and acting on the raw figures, or averaging them, builds decisions on data that do not match.

67. Answer: B — What would make you more likely to stay here another year?

An open question invites a free-form answer and usually begins with what, how or why. Questions that can be answered yes or no are closed, and a forced choice between two options is also closed because it limits the response to the options offered.

68. Answer: C — A safe and healthy working environment

In June 2022 the ILO added a safe and healthy working environment to the four original categories, making the Occupational Safety and Health Convention and the Promotional Framework for OSH Convention fundamental conventions. Freedom of association has been a fundamental principle since the 1998 Declaration, and equal pay is part of the existing nondiscrimination category. A living wage is not one of the five categories.

69. Answer: C — Raters tend to be more candid, and a debrief helps the leader act on results

When 360 ratings carry pay or promotion consequences, raters tend to inflate, deflate or game their scores, so developmental use encourages more honest input. A trained coach helps the leader make sense of the data, manage defensiveness and build an action plan. Rater anonymity remains essential for candor in developmental use, so revealing who gave which score would undermine the process.

70. Answer: B — Review how the bonus was set against the plan criteria and peer awards, and correct it if the gap is not supported.

The OSH Act prohibits retaliation against employees who report safety concerns, and reducing pay, including discretionary bonuses, can be adverse action. HR should test the decision against the plan's criteria and comparable peers and fix any unsupported gap. Discretion does not shield a retaliatory decision, and overpaying him departs from consistent, criteria-based treatment.

71. Answer: B — The whole claim is timely if at least one act in it occurred within the filing period.

Morgan held that a hostile environment is a single unlawful practice made up of many acts, so the entire period of the environment may be considered if any contributing act falls within the filing period. Discrete acts like terminations or denied promotions are different and must each be filed on time. Internal complaints do not start or pause the charge-filing clock.

72. Answer: A — Access to self-service through a mobile app that runs on employees' phones

Deskless employees rarely use a computer at work, so mobile access lets them check schedules, pay stubs and benefits wherever they are. A portal reached from headquarters does not reach store staff, a guide does not solve the access problem, and having managers enter changes defeats the purpose of self-service.

73. Answer: B — Meet with both employees to review which parts of the agreement are breaking down and revise the commitments

Relapse after mediation is common, and the best first step is a follow-up session that finds which commitments are failing and why, then adjusts them. Jumping to discipline treats a relationship problem as misconduct before understanding what broke down. Restarting with a new mediator or removing all interdependence may be options later, but neither builds on the agreement the parties already made.

74. Answer: C — Hierarchy culture

The hierarchy culture combines an internal focus with an emphasis on stability and control, valuing rules, efficiency and predictability. A market culture also emphasizes control but faces outward, toward competitors and results. Clan culture is internal but flexible and people-focused, and adhocracy is external and flexible, valuing innovation.

75. Answer: B — 1.5 to 1

Benefit-cost ratio = benefits / costs = $120,000 / $80,000 = 1.5 to 1, so each dollar spent returns $1.50 in benefits. Dividing costs by benefits gives 0.67 to 1, and dividing net benefit by cost ($40,000 / $80,000 = 0.5) gives the ROI of 50%, not the benefit-cost ratio. Adding benefits and costs before dividing gives 2.5 to 1.

76. Answer: B — Advise spending only on real training needs and explaining the unspent funds

Spending money without a need just to protect a budget wastes company resources and weakens HR's credibility as a steward of funds. HR should advise spending only where there is a real business need and help the manager explain the unspent balance to finance. Prepaying or moving the funds to other purchases are other ways of spending without a need and may also break accounting rules.

77. Answer: A — Compare the delivery with the statement of work and ask the consultant to finish before final payment.

The statement of work sets out what was purchased, so HR should document the gap, raise it with the consultant and hold the remaining payment until the agreed work is delivered. Paying in full gives up HR's leverage and pays for work that was never done. Refusing all payment ignores the part that was delivered and moves straight to a dispute.

78. Answer: C — Advise dropping the degree unless it is shown to be job-related and a business necessity.

Under Griggs v. Duke Power and Title VII's disparate impact standard, a neutral requirement that disproportionately excludes a protected group is unlawful unless it is job-related and consistent with business necessity. Strong performance by current leads without degrees undercuts that defense. Facial neutrality and an EEO statement do not cure disparate impact.

79. Answer: D — Apply the policy's adjustment on its effective date with advance notice

When a written geographic pay policy covers relocations, HR should apply it consistently and give the employee advance notice of the change and its timing. Making an exception for one person, or leaving it to manager discretion, invites inconsistent treatment. The policy moves pay to the new tier's range, not automatically to its minimum.

80. Answer: A — Names are not unique and change over time, so records can be mismatched or fail to match

Reliable joins require a unique, stable identifier. Two employees can share a name, and names change with marriage, nicknames or spelling differences, which causes false matches and missed matches. Adding the employee ID to the LMS, or a mapping table, gives a dependable key for joining the data.

81. Answer: B — Acknowledge his frustration, then review the data patterns with him and what may drive them

Defensiveness is common, and acknowledging it before guiding the manager through the data helps him see patterns, such as how broad the low scores are, rather than isolated complaints. Threatening his rating or escalating first increases defensiveness without building understanding. Editing out comments compromises the integrity of the results.

82. Answer: C — Decline the subscription, since it is a personal benefit from a vendor she oversees.

A free personal benefit from a vendor she manages creates a conflict of interest and the appearance of influence, regardless of whether the product relates to the HRIS. Recusal after accepting would undercut her ability to do her job and still leaves the benefit in place. The appropriate step is to decline politely.

83. Answer: D — A 15-minute rest break taken in the break room

Short rest breaks of about 5 to 20 minutes are considered part of the workday and must be paid. Bona fide meal periods, usually 30 minutes or more, are not hours worked if the employee is fully relieved of duty, whether the employee eats on site or leaves. A meal period becomes compensable only if the employee must keep working or stay on duty during it.

84. Answer: C — Help the manager compare the total value of both offers, including benefits and retirement.

A side-by-side total rewards comparison, using employer premium share, retirement match, incentives and paid time off, may show the current package is worth as much as or more than the higher base salary. That gives the manager facts for the conversation and for any counteroffer decision. Matching base pay right away ignores this information and may create internal equity problems.

85. Answer: B — Have everyone write ideas silently first, then share them one at a time in round-robin order.

Silent brainwriting followed by round-robin sharing gives every participant time to form ideas and a guaranteed turn, which balances voice without singling anyone out. Asking the outspoken employees to hold back suppresses useful ideas and does not create a structure for others to contribute. Cold-calling quieter people can increase anxiety, and separate sessions divide the team rather than fixing the group process.

86. Answer: D — Overtime costs $7,000 less per year than hiring a new employee.

On direct cost, $52,000 - $45,000 = $7,000, so continuing overtime is cheaper by $7,000 a year, about 13% of the cost of a hire. The $45,000 already includes the overtime premium, so it should not be added again. HR may still recommend hiring for reasons such as fatigue, safety or growth, but the cost data alone favors overtime.

87. Answer: A — An annual bonus based on the company's fiscal-year results

Short-term incentives reward performance over a period of one year or less, such as an annual bonus. Restricted stock units, performance shares and options with multiyear vesting or measurement periods are long-term incentives meant to tie rewards to sustained results and retention.

88. Answer: C — Choose a clinic that is fairly typical of the group and has a supportive manager and stable conditions.

A good pilot site is representative enough that results will generalize, has a supportive leader, and is stable enough that problems can be traced to the new process rather than to other turmoil. The short-staffed clinic undergoing a leadership change would confound the results and risk a failed pilot. The largest clinic may not be typical, and volunteering alone ignores whether the site is representative.

89. Answer: A — Transformational, because it redefines the business and its culture

Transformational change is a fundamental shift in strategy, business model, structure and culture, where the future state requires new mindsets and behaviors, which fits a full business-model shift. Incremental and developmental change improve what already exists. Transitional change replaces one known state with another, such as a new system or channel, but stops short of redefining the business and its culture.

90. Answer: D — $360,000

Total cost = departures x salary x cost factor = 25 x $48,000 x 0.30 = $360,000. $1,200,000 is the total salary of those who left, before the 30% factor. $14,400 is the cost of a single departure, and $3,600,000 results from misplacing the decimal.

91. Answer: D — The employee or his former spouse, within 60 days after the divorce

For divorce, legal separation or a child's loss of dependent status, the employer usually has no way of knowing about the event, so COBRA puts the notice duty on the covered employee or qualified beneficiary, who must notify the plan within 60 days. The 30-day employer notice applies to events the employer controls, such as termination or reduction in hours. Missing the 60-day deadline can cost the former spouse her COBRA rights.

92. Answer: B — Explain that the team selection biases the result and propose a pilot with comparable groups

Choosing the best team creates selection bias: a strong team may respond better to any change, so the gain may not appear elsewhere. A fair test uses comparable or randomly chosen pilot and comparison groups. Cutting the gain by a guessed amount does not correct the bias, and extending the same pilot repeats the flawed design.

93. Answer: A — State that contractors are excluded and show the metric both ways.

Disclosing how contingent workers are treated, and showing the result with and without them, lets leaders compare fairly with peers whose staffing models may differ. Reporting the figure without disclosure presents an inflated picture. Dropping the comparison discards useful information, and reporting only one recalculated figure still hides the definitional choice from readers.

94. Answer: B — 50%

Ad A's apply rate is 30 / 1,000 = 3.0%, and Ad B's is 45 / 1,000 = 4.5%. Relative lift = (4.5% - 3.0%) / 3.0% = 50%. The 1.5% figure is the absolute difference in percentage points, 33% divides the difference by Ad B's rate, and 150% is the ratio of Ad B's rate to Ad A's rate.

95. Answer: B — Analyze the pattern for disparate impact and test whether the factors driving it are job related.

A neutral factor such as part-time status can still produce unlawful sex-based disparate impact under Title VII if it is not job related and consistent with business necessity, so the analyst should quantify the effect and test the rationale before raises are finalized. Approving without analysis assumes the factor is legitimate. Removing gender does not help when part-time status itself acts as a proxy.

96. Answer: A — When leaders need to understand the experiences and causes behind the low scores

Focus groups and listening sessions explain why scores are what they are by surfacing specific experiences, practices and suggestions that a numeric score cannot show. Testing significance, tracking trends and benchmarking all rely on consistent quantitative data, which is the strength of the survey itself.

97. Answer: B — Job analysis describes a job's content and requirements; job evaluation sets its relative worth.

Job analysis studies what a job involves and what it requires, producing job descriptions and specifications. Job evaluation uses that information to determine a job's relative worth within the organization, as the basis for a pay structure. Neither process rates an individual's performance.

98. Answer: A — The service-profit chain

The service-profit chain links internal service quality and employee satisfaction to employee retention and productivity, then to customer value and loyalty, and finally to revenue and profit. The balanced scorecard is a performance measurement framework with four perspectives, and the value chain describes the primary and support activities that create value. The employee life cycle describes the stages of employment from attraction to separation.

99. Answer: C — Add job-like items or explain how the test links to teller work, since low face validity is costing applicants.

The test predicts performance but lacks face validity, meaning it does not look job related to applicants, which can drive withdrawals and complaints. Making the test feel more job-like or explaining its link to the work addresses that while keeping its predictive value. Ignoring the problem keeps losing candidates, and dropping a valid test or lowering its cutoff gives up prediction without fixing applicant perceptions.

100. Answer: D — 110

Hires needed = growth + replacements. Growth is 450 - 400 = 50, and replacements are 400 x 0.15 = 60, so 50 + 60 = 110. Counting only growth (50) or only replacements (60) understates the need. Applying turnover to the 450 target (67.5 + 50 = about 118) does not follow the stated assumption.

101. Answer: D — Knowledge is in place, but Ability has not yet been reached

In ADKAR, Knowledge means knowing how to change, which her quiz results show, while Ability means demonstrating the new skills and behaviors on the job at the required level. Her errors show a gap in Ability, which is typically closed with practice, coaching and time. Reversing the two elements is the common mistake.

102. Answer: A — Coach the owner to state the expectation personally and hold relatives to the same standard as others.

In a small owner-led business, the owner's visible sponsorship is the strongest lever for change, and consistent treatment matters because other employees are watching for favoritism. An outside consultant lacks the authority and relationships to make the expectation stick, so having the consultant enforce it is a weak substitute for the owner's own commitment. A separate process for relatives would confirm the perception of unequal standards and undermine the rollout.

103. Answer: C — $14,000; it covers only the middle 50%, so extremes drop out

IQR = Q3 - Q1 = $62,000 - $48,000 = $14,000. Because it covers only the middle 50% of the data, the lowest and highest quarters, where outliers sit, do not affect it. $55,000 is the midpoint between the quartiles, and the IQR deliberately ignores the outer 25% at each end rather than using every value or trimming 10%.

104. Answer: D — Have her document processes while a successor shadows her

Combining documentation of explicit steps with shadowing and hands-on practice captures both explicit and tacit knowledge and gives the successor time to build skill. A last-minute manual misses tacit know-how, and rehiring her or outsourcing leaves the company dependent on an outside source rather than building internal capability.

105. Answer: D — Work with safety and operations to analyze the injuries and adjust the AI's rate targets.

The injury spike after the new rates suggests the pace itself is a hazard, and employers must address recognized hazards under OSHA's general duty clause. HR should partner with safety and operations to review injury data, perform an ergonomic assessment and adjust the targets. Training alone treats workers as the problem while leaving the hazard in place, and waiting for year-end data allows more injuries.

106. Answer: B — An operational plan

Operational plans translate strategy into short-term, usually annual, department-level actions with assigned owners and budgets. A strategic plan usually spans three to five years and sets organization-wide direction and objectives rather than detailed departmental actions and budgets.

107. Answer: D — Replace the ban with a job-related review of convictions, recency and the role

A neutral rule that disproportionately excludes a racial group must be job-related and consistent with business necessity. Courts, beginning with Green v. Missouri Pacific Railroad, have looked at the nature of the offense, the time elapsed and the nature of the job, which a blanket arrest ban ignores. Limiting the ban to some jobs still relies on arrests, and dropping all screening goes further than the law requires.

108. Answer: A — 41 days

Time to fill runs from requisition approval to offer acceptance, so the average is (28 + 35 + 40 + 61) / 4 = 164 / 4 = 41 days. Adding the 14-day gap to start gives 55 days, which is time to start, not time to fill. 37.5 days is the median, and 33 days is the range between the shortest and longest openings.

109. Answer: A — That it would have discharged her for a legitimate reason even without the union activity

Under Wright Line, once the General Counsel shows union activity was a motivating factor, the burden shifts to the employer to prove it would have taken the same action anyway for legitimate reasons. Showing that union activity was not the sole reason is not enough. A lack of knowledge argument goes to the General Counsel's initial case, and it fails if knowledge can be shown or imputed.

110. Answer: C — Consult legal counsel about the applicable state recording laws and labor-law limits before deciding on any response.

Whether the recording was lawful depends on state law, since some states require all parties' consent, and limits on recording rules can also raise NLRA issues. With no written policy, discipline or a forced deletion could create legal risk, and destroying the recording may also matter if litigation is expected. Federal law is a one-party-consent standard, but it does not override stricter state laws, so taking no action without analysis is also premature.

111. Answer: D — Check in with the manager on what she tried and what has resulted

Following up with the manager reinforces the coaching, shows support and lets HR help adjust the approach if needed. Interviewing her team bypasses the manager and can undermine her. Waiting passively may let the conflict worsen, and sending an article is not a substitute for a conversation about what happened.

112. Answer: B — Tell the manager to include her again, because exclusion could deter a reasonable employee from complaining.

Retaliation covers any action that might dissuade a reasonable worker from making a complaint, not just pay or job losses. Cutting her out of meetings where work is assigned can harm her opportunities, and the manager's good intent is not a defense. The burden of separation should not fall on the complainant, so restoring her access is the right step.

113. Answer: D — Pull current warehouse pay data and compare it with local market rates so the reply rests on verified facts

Before any public response, HR should confirm what warehouse workers are actually paid and how that compares with the local market, because the reply must be accurate and credible. Saying pay meets the legal minimum does not answer a claim about underpayment and may confirm the criticism. A defamation demand or silence may escalate or prolong the issue, and neither is wise until the facts are known.

114. Answer: A — State each allegation separately: the comment was substantiated and the touching was not substantiated.

Each allegation should get its own finding so that decision-makers know exactly what was established. "Not substantiated" means the evidence was insufficient, which is different from finding that the touching did not happen. Lumping the allegations together overstates or understates the result, and declaring that the touching did not occur claims more than the evidence shows.

115. Answer: A — Yes, because he still supervises others, so the report suggests a possible ongoing risk.

An internal investigation is not limited by the EEOC charge-filing deadline. The employer now has notice of possible harassment by someone who still supervises others, and ignoring it risks future liability and harm. A delay may affect the available evidence, but it is not a reason to refuse to look into the report, and corroborating documents are not a precondition.

116. Answer: A — Less direct control over service quality and employee experience

When a vendor performs the work, the employer gives up direct control over how it is done, so service quality and employee experience depend on contract terms and vendor management. Higher fixed costs and the need to build internal expertise are drawbacks of keeping work in-house. Access to specialized technology is a common benefit of outsourcing, not a risk.

117. Answer: C — Refuse to describe the job as permanent and propose filling it as a temporary or term position instead.

Telling candidates a job is permanent when leaders plan to eliminate it is deceptive and can lead to misrepresentation claims from people who leave other jobs to accept. Filling the need as a term role is honest without disclosing confidential plans. Revealing the restructuring would breach confidentiality, and promising permanence only when asked is still a misrepresentation.

118. Answer: B — A social factor

Social factors include demographics, values, attitudes and lifestyle trends, such as generational change and expectations for flexible work. Remote technology enables flexibility, but the expectation itself is a social shift rather than a technological one. Economic and legal factors cover market conditions and laws.

119. Answer: D — That the investigation is complete, the policy was found to be violated and corrective action was taken.

The complainant should know the process is finished, that the complaint was taken seriously and that appropriate action was taken, and should be invited to report any further problems or retaliation. Specific disciplinary details usually remain confidential to protect the disciplined employee's privacy. Saying nothing about the outcome leaves the complainant unsure whether the company acted, which discourages future reporting.

120. Answer: A — $36.82

Straight-time earnings are (30 x $20) + (14 x $15) = $600 + $210 = $810. The regular rate is $810 / 44 = about $18.41, and the premium is 0.5 x $18.41 x 4 overtime hours = $36.82. Using only the $20 rate gives $40, using only the $15 rate gives $30, and applying 1.5 times the regular rate double-counts straight time already paid, giving $110.45.

121. Answer: D — Yes, the employer may require paid leave to run concurrently with FMLA

The FMLA allows an employer to require, or an employee to elect, the substitution of accrued paid leave for unpaid FMLA leave, so the two run concurrently. The employee must meet the terms of the paid leave policy, and the leave remains FMLA-protected whether paid or unpaid. There is no extra tenure requirement for substitution beyond FMLA eligibility.

122. Answer: C — Develop other pipelines, such as partnerships with other schools and internships

Losing a primary talent source calls for diversifying the pipeline, for example through new school partnerships, internships and other sourcing channels. Over-hiring from the final classes is a short-term fix that creates excess headcount and still leaves no future pipeline, and lobbying the university depends on a decision outside the firm's control.

123. Answer: B — Use overtime and temporary workers to cover the extra volume

A short-term shortage is best met with flexible, easily reversed options such as overtime and temporary staff. Permanent hires would create a surplus once volume returns to normal, which could lead to layoffs. Promotions and long-term cross-training do not add the capacity needed within a two-month window.

124. Answer: D — Confirm with counsel that the documented conduct meets the high gross misconduct standard.

COBRA does not define gross misconduct, and courts read the exception narrowly, so an employer that wrongly denies coverage faces penalties and liability for the former employee's medical costs. HR should make sure the facts are well documented and have counsel confirm they meet the standard before denying; when in doubt, many employers offer COBRA. Theft may qualify, but the exception is not automatic, and it still exists.

125. Answer: C — Adjourning

Tuckman added adjourning as the fifth stage, when a temporary team completes its task and disbands. Leaders should recognize contributions and help members move on to their next roles. Performing is the stage of high productivity while the work is still under way, and reforming is not one of Tuckman's stages.

126. Answer: D — Schedules are flexible, and relationships and multitasking take priority over strict timing.

Edward Hall described monochronic cultures as treating time as linear and scheduled, with tasks handled one at a time and punctuality highly valued. Polychronic cultures treat time as more fluid, handle several things at once and often put relationships ahead of strict schedules. Understanding this difference helps the manager avoid reading late starts as disrespect.

127. Answer: B — Short refreshers and job aids that field staff can pull up at the moment of need

Mobile learning works best for brief, focused content and performance support, such as quick refreshers, checklists and short videos, that people access on the job when they need it. Extended leadership programs, hands-on equipment certification and complex software training need longer engagement, physical practice or larger screens.

128. Answer: D — Share customer service results and stories from active teams in company channels

Publicizing early wins builds credibility for a change and motivates groups that have not yet engaged, and concrete stories and results are especially persuasive. Mandatory quotas undermine the authenticity of recognition. Redesigning before understanding why some groups lag is premature, and waiting a year to share results lets momentum fade.

129. Answer: C — Address the coworker's conduct under policy before any team event

Bullying is an individual conduct issue, so it calls for an investigation and corrective action under policy, not a group intervention. A respect session or a group confrontation spreads responsibility to the victims and can make things worse, and moving the people who complained can look like retaliation.

130. Answer: B — The plan may end her COBRA early because she gained other group health coverage after she elected.

COBRA can end before the maximum period if premiums are not paid on time, the employer stops offering any group health plan, or the beneficiary becomes covered under another group health plan after electing COBRA. Gaining coverage under a new employer's plan therefore allows the plan to terminate her COBRA. The coverage period is a maximum, not a guarantee.

131. Answer: A — Engage an employer of record that becomes her legal employer in Brazil

An employer of record is a third party with its own local entity that legally employs the worker, runs compliant payroll, tax withholding, social contributions and statutory benefits, while the client company directs her day-to-day work. Labeling a full-time, company-directed role as a contractor creates misclassification risk, and running her through U.S. payroll does not satisfy Brazilian employment, tax and social security rules.

132. Answer: B — Lead the new team in drafting a charter for its shared purpose, roles and ways of working.

A newly merged team needs a shared foundation, and creating a team charter together clarifies its common purpose, roles, decision-making and norms while building ownership. Cross-training is useful later, once roles are defined. Waiting for conflicts lets old silos harden, and a social event alone does not address the different ways of working.

133. Answer: A — Add structured training and competency checks before rotations

The errors point to people starting new roles before they are ready, so adding preparation and verifying competency keeps the development benefits while protecting customers. Ending or greatly lengthening the program gives up its purpose without fixing the readiness gap, and discipline punishes a design flaw.

134. Answer: B — Add objective measures, such as retention and performance data, to the metric alongside manager ratings

Relying on a single subjective measure makes quality of hire vulnerable to rating inflation, as this case shows. Adding objective measures such as retention, productivity and quality data gives a more balanced and reliable metric. Rater training may help, but the metric would still rest on one source. Using retention alone throws away useful manager input and misses hires who stay but perform poorly.

135. Answer: C — Collaborating, building their concerns into a consensus solution

Collaborating is recommended when commitment is essential, because people who see their concerns built into the solution are more likely to support it. Accommodating is tempting, but it gives up HR's own legitimate concerns about the process and may not reconcile the supervisors' differing views.

136. Answer: C — Work with operations to identify skills, staffing levels and timelines the launch needs

HR's first step is to understand the launch's workforce needs with operations: what skills are required, how many people, and by when. That analysis drives decisions on hiring, training and scheduling. Posting jobs or training everyone before the needs are defined risks hiring the wrong people or wasting training time, and handbook changes are a later step.

137. Answer: B — Notify the administrator now so the election notice is sent, and document the late notice.

The employer must notify the plan administrator within 30 days of a termination, and the administrator then has 14 days to send the election notice. That deadline has already been missed, so HR should report the event immediately, make sure the election notice goes out, and document the facts and consult counsel about penalty exposure. The 60-day election period runs from the later of loss of coverage or the election notice, so the employee has not lost the right.

138. Answer: B — Rate her on the work performed while active and apply the policy used for other comparable leaves

The FMLA bars employers from using protected leave as a negative factor in employment decisions, and pay increases must be handled the same way as for employees on equivalent non-FMLA leave. Rating her on the work she actually performed meets both rules, while excluding her, lowering her rating or delaying her review would penalize her for taking protected leave.

139. Answer: C — 60%

Percent favorable counts the top two response options as a share of everyone who answered the item: 120 / 200 = 60%. Adding the neutral responses gives 150 / 200 = 75%, and dividing by only those who chose favorable or unfavorable gives 120 / 170 = 70.6%, about 70%. Subtracting unfavorable from favorable (60% - 25% = 35%) produces a net score, not percent favorable.

140. Answer: A — Small, everyday acts such as acknowledging contributions that signal a person is valued and included.

Microaffirmations are small, often subtle gestures of recognition and inclusion, such as active listening, giving credit, or inviting someone into a discussion, which counter the cumulative effect of exclusion. Brief unintentional slights are the definition of microaggressions, the opposite concept. Compliments based on positive stereotypes are themselves a form of microaggression, and formal awards are not micro-level behaviors.

141. Answer: D — Comply with the law for this role: confirm a current bias audit, post its summary, and notify candidates.

Local Law 144 turns on where the job is located, so an employer outside the city must comply when it uses an automated employment decision tool for a role based in New York City. That means a bias audit within the past year, a published summary of results, and advance notice to candidates who live in the city. The law has no headquarters test, and it requires audits and disclosure rather than city approval of the tool.

142. Answer: C — An RM petition

An RM petition is filed by an employer after one or more individuals or unions claim to be recognized as the bargaining representative. An RC petition is filed by a union or employees seeking certification, an RD petition is filed by employees seeking to decertify an incumbent union, and a UC petition asks the Board to clarify the scope of an existing unit.

143. Answer: D — Collect views from business leaders and employees and review HR and labor-market data

A useful SWOT draws on several perspectives and on data, including how internal clients see HR and what the labor market and other outside conditions look like. An HR-only session or a single author tends to miss blind spots. Reusing last year's analysis with partial updates ignores changes in strengths, weaknesses and threats.

144. Answer: C — $8,800

Point value is 400 x 2,000 = 800,000 points x $0.01 = $8,000. The 10% fee adds $8,000 x 0.10 = $800, for a total of $8,800. Leaving out the fee gives $8,000, subtracting it gives $7,200, and pricing points at $0.10 instead of $0.01 gives $88,000.

145. Answer: B — Spend time on the floor learning managers' challenges and follow through quickly on the issues they raise.

Credibility comes from understanding the business and consistently delivering useful help. Learning managers' problems firsthand and following through shows she adds value, so managers choose to come to her. Forcing redirects or mandating the process may change behavior on paper but does not build trust, and a memo describes value without demonstrating it.

146. Answer: D — Direction, clear goals and role clarity

This is Tuckman's forming stage, when members depend on the leader for direction. Clear goals, roles and structure reduce uncertainty. Helping the team work through conflict fits storming, delegation fits performing, and recognition with closure fits adjourning.

147. Answer: C — 65.0%

Cohort retention compares those still employed with the original cohort size: 39 / 60 = 65.0%. Dividing by the 48 who were present at 12 months (81.3%) measures second-year retention only. The 80.0% figure is the 12-month rate, and 35.0% is the 24-month turnover of the cohort, not its retention.

148. Answer: D — Linking new behaviors to success and building them into hiring and succession

The final step makes the change stick by showing how the new behaviors produced results and by making sure the next generation of leaders, through selection, promotion and succession, embodies them. Using credibility from early wins to tackle bigger changes is the seventh step, consolidating gains, and removing obstacles belongs to the fifth step. Declaring success and disbanding the coalition is the premature victory Kotter warns against.

149. Answer: B — General notice, eligibility and rights notice, then designation notice

The general notice is posted and included in the handbook (or given at hire) before any leave request. Once an employer learns leave may qualify, it gives the eligibility notice and the rights and responsibilities notice. After it has enough information, often from certification, it gives the designation notice stating whether the leave is FMLA-protected. Designating leave before determining eligibility reverses the process.

150. Answer: C — It is allowed if, over time, it averages out so employees are paid for all time worked.

DOL regulations permit rounding to the nearest 5 minutes, tenth or quarter of an hour, as long as the practice averages out over time and does not result in failing to pay employees for time actually worked. A neutral 7-minute rule that rounds both up and down meets that standard. Employee consent is not required and cannot cure a rounding practice that shortchanges workers.

151. Answer: B — Parties lock into stated demands, which tends to produce inefficient outcomes and strain the relationship.

Fisher and Ury argue that arguing over positions locks negotiators into defending them, produces unwise agreements, is inefficient, and endangers the ongoing relationship. Positional bargaining does not require revealing a reservation point. Objective criteria are actually a feature of principled negotiation, and positional bargaining occurs in every type of negotiation.

152. Answer: C — Which inputs most influence the model's scores, but not that those inputs are job-related or bias-free.

Feature importance shows which inputs carry the most weight in the model's outputs, which helps HR understand and question its logic. It does not establish validity, rule out proxies for protected traits, or necessarily explain a specific applicant's score. Validation and adverse impact testing are still needed.

153. Answer: C — The employer's judgment, a description written before advertising, and time spent on it

The ADA and EEOC regulations list evidence of essential functions, including the employer's judgment, a written job description prepared before advertising or interviewing, the amount of time spent performing the function and the consequences of not performing it. Whether the person can perform the function with or without accommodation is the separate question of whether he or she is qualified, and cost compared with resources is the undue hardship analysis.

154. Answer: C — Employees may not post trade secrets, such as proprietary formulas or unreleased product designs

Protecting genuine trade secrets and proprietary information is a legitimate business interest that does not interfere with employees' Section 7 rights. Bans on discussing wages, broad bans on any internal information and limits on sharing schedules or staffing levels restrict talk about terms and conditions of employment, which the NLRA protects. Employers should define confidential information narrowly and tie it to legitimate business needs.

155. Answer: A — Compare the job's actual duties with each level's description and pick the closer one.

Benchmark matching is based on job content, not titles: the generalist should compare the job's duties, responsibilities, required experience and scope with each level description and use the closer match (a common guide is a substantial overlap in content). Matching on current pay or choosing the higher level biases the data and defeats the purpose of market pricing.

156. Answer: D — Debrief a validated emotional intelligence assessment and help him identify his triggers

Because the manager lacks awareness of his own emotional state, the coaching should start with self-awareness: a validated assessment, debriefed with a coach, helps him recognize triggers and early warning signs so he can then practice self-regulation. Sending him to a workshop without connecting it to the feedback misses the root issue. A group confrontation is risky and could damage the team, and staying silent avoids the problem rather than building the skill.

157. Answer: D — A histogram grouping tenure into ranges, such as 0 to 2 years

A histogram groups a continuous numeric variable into adjacent ranges and shows how many employees fall into each, which reveals the shape of the distribution. One bar per employee is unreadable and shows no grouping. A department pie chart and a line chart of averages answer different questions.

158. Answer: B — Meet with IT security to reconcile the two rules, then issue one joint policy to employees.

Conflicting rules confuse employees and make enforcement unfair, so HR should work with IT security to understand its concerns and agree on one policy, escalating to leadership if needed. Claiming precedence by date ignores IT's security reasons, and simply withdrawing HR's policy may discard legitimate approved uses without discussion. Leaving the choice to managers would produce inconsistent rules across the company.

159. Answer: D — "In my view, we can work things out directly, and bargaining could result in more, less or the same."

Section 8(c) protects views, arguments and opinions as long as they contain no threat of reprisal or promise of benefit. An opinion favoring direct dealing, along with an accurate statement that bargaining can lead to various outcomes, is lawful. The other statements carry an implied threat, an implied promise or unlawful interrogation about how an employee will vote.

160. Answer: D — Socialization

In the Nonaka and Takeuchi SECI model, socialization is the transfer of tacit knowledge to tacit knowledge through shared experience, observation and practice. Externalization turns tacit knowledge into explicit form such as a written guide. Internalization occurs when someone absorbs explicit knowledge, such as a manual, until it becomes personal know-how.

161. Answer: D — Advise the CFO that the plan terms require payment and any change can apply only going forward.

When a plan's written terms say the bonus is earned once goals are met and set no employment-on-payout condition, the employees have earned it, and withholding it breaches the plan and may violate wage payment laws. The employer can add a stay-through condition for future plan years. Paying only those who complain treats people inconsistently, and offering less for a release asks employees to give up money already owed.

162. Answer: C — Use a fair, stated method, such as a rotation, to assign days off that keep coverage

Only two people can be off on Fridays while keeping three on the phones, so some requests must be adjusted. A transparent, consistently applied method such as rotation keeps coverage and treats employees fairly. Canceling the program penalizes everyone for a solvable scheduling issue, relying on overtime undercuts the schedule's purpose, and choosing by performance can look like favoritism.

163. Answer: B — $306

The employer pays Social Security tax of 6.2% and Medicare tax of 1.45%, for a total of 7.65%. $4,000 × 6.2% = $248, plus $4,000 × 1.45% = $58, equals $306. Doubling to $612 adds in the employee's matching share, and $248 is only the Social Security part. $153 halves the employer's share.

164. Answer: A — Meet with those managers to hear their concerns and clarify the business reasons and their role

Managers who distance themselves from a change often have unaddressed concerns or don't understand the reasons for it. Meeting them first lets HR surface those issues, explain the rationale and help them see their role as leaders of change. Mandates from senior leaders or treating it as a performance issue may be needed later, and messaging employees around their managers widens the gap.

165. Answer: C — Limit it to job-related groups and tell applicants to omit protected traits

Membership lists can reveal religion, race, national origin, disability, age or other protected traits, so the question should be limited to professional or trade groups relevant to the job, with an instruction to omit any that would reveal protected status. Leaving the field optional still collects the information from those who answer. Asking about hobbies raises the same problem, and moving the question later does not make it job-related.

166. Answer: C — "I'm concerned when reports are late because I miss client deadlines."

An I-statement describes the speaker's own reaction and the effect of a behavior, which reduces defensiveness. The other statements focus on "you" or on others' views, which tends to sound accusatory, and one uses the absolute "never," which invites argument.

167. Answer: D — Fix the payroll errors and confirm that the fix is working

HR earns credibility for strategic work by first delivering reliable basic services. Recurring payroll errors undermine trust, so resolving them is the foundation for a larger role. Presenting strategic plans or adding business partners while payroll is still failing is likely to deepen managers' doubts.

168. Answer: C — Follow the policy and provide only the employee's dates of employment and job title to the caller.

Misrepresenting an employee's performance is dishonest and can expose the employer to negligent misrepresentation claims from the new employer. Following the neutral reference policy is truthful and treats all employees consistently. Sharing her performance problems would avoid misrepresentation but would break the policy and could invite a defamation or retaliation claim.

169. Answer: C — It is misleading, because the model did not identify any of the employees who actually left.

When the event being predicted is rare, a model can reach high accuracy just by predicting the common outcome every time. Here, predicting that everyone stays matches the 95% base rate but catches none of the 5% who left, which is the only group the model exists to find. Measures such as recall (the share of actual leavers flagged) and precision reveal this; overall accuracy hides it.

170. Answer: A — The mean is $54,000, and the median and mode are both $45,000.

The mean is $270,000 / 5 = $54,000. Sorted, the middle (third) value is $45,000, so that is the median, and $45,000 is also the mode because it appears twice. The single $90,000 salary pulls the mean well above the typical salary, which is why the median is usually the better measure of a skewed pay sample.

171. Answer: B — Feedforward

Feedforward, developed by Marshall Goldsmith, focuses on suggestions for the future rather than evaluation of the past, and the recipient listens and thanks the giver without judging the ideas. A 360-degree process gathers ratings of past behavior from multiple sources, an after-action review analyzes what happened and why, and appreciative inquiry builds change around what is already working.

172. Answer: C — Explain the reasons and the company's share of the cost, and give tools to help employees choose plans

Unwelcome news is best delivered openly, with clear reasons and context such as how much the company continues to pay, plus practical help for employees to manage the change. Burying the increase in an enrollment guide or at the end of a message erodes trust when employees notice. Managers can reinforce the message, but they should not be the sole source of complex benefits information.

173. Answer: C — Initiating, planning, executing, and closing, with monitoring and controlling throughout

Projects begin with initiating, which authorizes the project, move to planning, which defines scope, schedule and budget, then to executing, which performs the work, and end with closing. Monitoring and controlling runs alongside the other process groups to track performance and manage changes rather than happening at one point. Initiating must come before planning because the project needs authorization and objectives before detailed plans are built.

174. Answer: C — $30 per unit; 37.5%

Contribution margin per unit = price - variable cost = $80 - $50 = $30. Contribution margin ratio = $30 / $80 = 37.5%, the share of each sales dollar available to cover fixed costs and profit. Dividing by variable cost gives 60%, and 62.5% is the variable cost ratio ($50 / $80).

175. Answer: A — Construct validity

Construct validity addresses whether a test measures the underlying trait it claims to measure, often shown by correlations with established measures of the same trait (convergent evidence) and weak correlations with unrelated traits (discriminant evidence). Criterion-related validity shows whether scores predict job outcomes, and content validity shows whether the test samples the job's actual tasks or knowledge.

176. Answer: B — Avoid discipline, since the post and coworkers' replies are likely protected concerted activity

Social media posts that discuss terms and conditions of employment with coworkers can be protected concerted activity, and tip pooling directly affects pay. The coworkers' agreement and plan to raise the issue together show the concerted element. Being off duty or on a personal account does not remove protection, which is the most common mistaken assumption.

177. Answer: A — Decline to single out organizers, since tracking or questioning them would chill protected activity

Employees discussing and planning a group response to a policy change are engaged in protected concerted activity. Seeking out the ringleaders, questioning employees about it or having someone monitor their meetings could amount to unlawful interrogation or surveillance under Section 8(a)(1). Management may explain the policy to all employees, but it should not single out the organizers.

178. Answer: A — As confidential, because answers can be tied to individuals but won't be reported that way

A survey is anonymous only if no one, including the administrator, can link a response to the person who gave it. Here the vendor can make that link, so the survey is confidential: identities are known but protected and not reported. Calling it anonymous would mislead employees and damage trust if they later learn the truth.

179. Answer: A — Several reporting routes, so employees can bypass a harassing supervisor

A policy supports the reasonable-care element only if employees can actually use it, and courts look for accessible channels that don't force an employee to report to the person harassing her. Writing deadlines and supervisor-first rules deter reporting. Absolute confidentiality cannot be promised, because the employer must investigate and act; it can promise confidentiality only to the extent possible.

180. Answer: A — Redesign it into shorter live sessions with activities and self-paced work in between

Lifting a classroom course directly into full-day video calls leads to fatigue and low engagement, so the content should be redesigned for the medium: shorter live sessions, interactive practice, breakouts and self-paced work between sessions. A recorded lecture removes interaction entirely, and role-plays can be run effectively in virtual breakout rooms.

181. Answer: D — Model the way

Model the way means clarifying values and setting the example by aligning one's own actions with those shared values; following the same expense rules he expects of others is a direct example. Enabling others to act concerns building trust and sharing power, inspiring a shared vision concerns envisioning the future and enlisting others in it, and encouraging the heart concerns recognizing contributions and celebrating values and victories.

182. Answer: D — The following Monday

Section 2 must be completed within 3 business days of the employee's first day of work, not counting the first day itself. Counting Thursday, Friday and Monday gives a deadline of the following Monday. Friday is the result if the first day is counted, and the following Tuesday or Wednesday comes from counting calendar days or adding extra days.

183. Answer: B — Authoritative (visionary)

Goleman's research found the authoritative (visionary) style had the most strongly positive effect on climate. It mobilizes people toward a vision while leaving them freedom in how to get there, which makes it especially useful when change requires a clear new direction. The democratic style builds consensus but can stall when direction is unclear, and pacesetting had a negative effect on climate.

184. Answer: B — Offer the survey on kiosks or paper during paid time on the shift

The barrier is access, so HR should provide a convenient way to respond, such as kiosks, mobile links or paper, during paid shift time. More emails do not reach people who lack computer access, having supervisors collect answers undermines confidentiality, and leaving the group out leaves a gap in the results.

185. Answer: C — The longest chain of dependent tasks, which has no scheduling slack

The critical path is the longest sequence of dependent tasks through the project. Its tasks have zero float, so any delay to one of them delays the whole project, and its length is the shortest possible project duration. Cost and sponsor priority matter for other decisions, but they don't set the minimum timeline.

186. Answer: A — They are most affected, and hearing it from a trusted source lets them ask questions before rumors spread.

People directly affected by a change should hear about it first, from someone they know and can question, so they are not caught off guard and rumors do not fill the gap. There is no general legal requirement for this sequence. Email can be effective for broad audiences; the issue is who hears first. Signed agreements are not the purpose of the conversation.

187. Answer: C — The first could step in today; the second needs more development before taking the role

Readiness codes describe how soon a candidate could successfully take over a role. Ready now means the person could assume the position immediately if it became vacant, while ready in 1-2 years means targeted development is still needed. Readiness is distinct from performance and potential ratings, and a ready-now candidate is the natural emergency backup, not the other way around.

188. Answer: C — The difference remaining after controlling for legitimate factors such as job, level, location and tenure.

An adjusted gap compares similarly situated employees by statistically controlling for legitimate pay factors such as job, level, location and experience, so it shows the difference those factors do not explain. The raw gap reflects overall differences, including those caused by where groups sit in the organization. Inflation restatement, switching to medians and trimming outliers change the calculation but do not control for job-related factors.

189. Answer: B — Let him continue, since off-duty workers generally may use outside nonwork areas absent a valid rule.

Under Tri-County Medical Center, an employer may bar off-duty employees from outside nonworking areas only through a rule that limits access to the interior and working areas, is clearly communicated, and applies to off-duty access for any purpose. Without such a rule, the employee may distribute literature in the parking lot. Nonemployee organizers have far more limited access rights under Lechmere, so the two groups are not treated alike.

190. Answer: B — A 1.5-point reduction in absence

Difference-in-differences subtracts the comparison site's change from the pilot site's change: (4.0 - 6.0) - (5.5 - 6.0) = -2.0 - (-0.5) = -1.5 points. The 2.0-point figure ignores the comparison site, which also improved, and 2.5 adds the two changes instead of subtracting.

191. Answer: D — Share the company's results data and offer to shorten the guide to the questions he finds most useful

The director cares about hiring strong sellers, so data linking structured interviews to sales results speaks to his own goal, and offering to streamline the guide addresses his concern about time. Citing policy or legal risk alone may force compliance but not commitment. Letting him drop the process gives up a validated, more defensible method for a single experiment.

192. Answer: B — Counsel represents the company, and the company holds the privilege and may waive it.

This is the Upjohn warning: counsel represents the company, not the employee, and the attorney-client privilege for the conversation belongs to the company, which may choose to waive it and share what the employee says, including with government authorities. Telling employees their statements are privileged and cannot be shared would mislead them, because the company controls the privilege.

193. Answer: A — Respond to coworker requests within one business day and raise concerns privately

Effective PIP goals describe observable behaviors and measurable standards tied to the actual problems, here response time on requests and how concerns are raised. The other revisions still rely on subjective words like attitude, negative and team player, which the employee cannot act on clearly and the company could not defend.

194. Answer: C — Similar-to-me error

Similar-to-me error occurs when an interviewer favors candidates who share his or her background, interests or experiences. It differs from the halo effect, in which one positive trait colors ratings of unrelated attributes. Shared background is not evidence of job qualifications and can lead to adverse impact.

195. Answer: B — Have the hiring manager tell him privately, with feedback, before the announcement

An internal candidate deserves to hear the news personally, from the hiring manager, before any public announcement, along with specific feedback and development steps that show the company still values him. Learning the result from an email or the announcement itself can feel dismissive and harm engagement and retention. A delayed call from a recruiter is less personal and comes too late.

196. Answer: B — To give each site trained peers who answer routine questions and resolve issues quickly

Super-users are trained early so that every location has local, trusted people who can coach coworkers, solve common problems on the spot and escalate real defects, which speeds adoption and keeps the help desk from being flooded. They supplement formal end-user training rather than replace it. Super-users also do not normally receive configuration rights or authority over vendor changes, which stay with the system administrators and governance group.

197. Answer: D — Meet with him privately to learn the reasons behind his refusal

HR needs to understand the reason first, since the refusal could stem from a personality clash or from harassment, a safety threat or other misconduct that requires a different response. Insisting on compliance or rearranging assignments acts before knowing the facts. A joint meeting could be harmful if there is an underlying harassment or safety concern.

198. Answer: B — Third-country national

A third-country national is a citizen of neither the parent company's home country (the United States) nor the host country where the work is done (Brazil). A parent-country national would be a U.S. citizen, and a host-country national would be a Brazilian citizen. An inpatriate is a foreign employee brought to work at headquarters, which is not the case here.

199. Answer: A — Set up confidential internal reporting channels and follow up on reports within set deadlines

The directive requires private entities with 50 or more workers to establish secure, confidential internal reporting channels, acknowledge reports within seven days and give feedback within three months. It also protects reporters from retaliation and covers people beyond current employees, such as former workers and contractors. It does not require reporting each complaint to the European Commission or paying awards.

200. Answer: A — Assimilation

Assimilation is high belongingness combined with low value for uniqueness: people are accepted as insiders only if they conform. Differentiation is the reverse, where unique traits are valued but the person is not treated as an insider. Exclusion is low on both dimensions, and inclusion is high on both.

201. Answer: C — Meet with remaining staff the same day to explain what happened, why, and what comes next

Survivors need prompt, direct communication from leadership about the reasons, how work will be handled and the outlook, or rumors and anxiety fill the gap. A same-day meeting with time for questions is the strongest first step. A brief email is less personal, and promising no further cuts through a bonus could create a commitment leadership cannot keep.

202. Answer: C — Small groups of peers meet regularly to share challenges and learn from one another.

Peer mentoring circles bring together small groups of people at similar levels, often with a facilitator, to meet regularly, discuss challenges and learn collectively. One-to-one pairing with a senior leader is traditional mentoring, classroom courses are formal training, and advocacy for promotion is sponsorship.

203. Answer: B — State plainly that the position is being eliminated and that the decision is final

Best practice is to deliver the news clearly within the first minute so the employee is not left anxious through a long preamble, and to make clear the decision is final so the meeting does not become a negotiation. Small talk or a long thank-you delays the message and can feel insincere once the news arrives. A detailed business rationale invites debate; a brief reason can follow, along with the severance and transition details.

204. Answer: A — Have her report all relevant outcome metrics, including those that worsened

Selecting only supportive metrics reflects confirmation bias. The corrective step is to evaluate the program against the full set of relevant outcomes and report all results, favorable or not, so the conclusion follows the data. A footnote discloses the conflict but leaves the biased analysis in place, and outsourcing is a heavier step than needed when the fix is a balanced, complete metric set.

205. Answer: B — Have the practice stopped and escalate the matter to legal and compliance to review it under the FCPA.

Gifts of value to government inspectors during inspections can be seen as attempts to influence official action, which raises FCPA bribery risk regardless of local custom. The practice should stop and legal and compliance should investigate and decide on next steps. Labeling the gifts as facilitating payments is inaccurate since that exception is narrow, and training alone ignores possible past violations.

206. Answer: C — Sharing patient-safety data showing why current documentation must change

Unfreezing prepares people for change by creating dissatisfaction with the status quo and a felt need to change, and sharing evidence of a problem does exactly that. Training and piloting the new approach belong to the change, or moving, stage. Building the practice into job descriptions and audits stabilizes it, which is refreezing.

207. Answer: A — The group health plan itself

HIPAA covered entities are health plans, health care providers that transmit health information electronically, and health care clearinghouses. The group health plan is a covered entity, but the employer acting as an employer is not, even when it sponsors the plan. A third-party administrator that handles PHI for the plan is a business associate, not a covered entity.

208. Answer: D — Processing high-volume transactions such as address changes and benefits questions

Shared services centers handle standardized, high-volume transactional HR work efficiently, often through call centers, portals and case management systems. Incentive plan design is centers-of-excellence work, and advising a division leader on workforce plans is the business partner's role. Leading a culture change effort is strategic work outside the shared services remit.

209. Answer: D — Meet with the union steward before the announcement to explain the change and check whether it requires bargaining.

Changes to working conditions in a unionized workplace may be mandatory subjects of bargaining, and implementing them unilaterally can be an unfair labor practice; even when they are not, briefing the steward first protects the working relationship. Briefing the steward after posting still presents the union with a done deal, and waiting for contract expiration is unnecessary when the change can be discussed or bargained now.

210. Answer: A — Talk privately with team members to learn their concerns and what is getting in the way

Agreeing in public while failing to follow through is a classic sign of passive resistance. The first step is to find out privately what is driving it, such as unclear steps, workload or doubts about the process. Discipline before understanding the cause can deepen the resistance, and reminders ignore it. Redesigning the system assumes a cause that has not been confirmed.

211. Answer: D — To spot emerging threats and opportunities early enough to adjust HR plans

Environmental scanning is the ongoing review of external conditions so the organization can anticipate changes and respond before they become crises. Its purpose is early warning and informed planning, not timing the budget. It adds to internal data rather than replacing it, and it should challenge existing plans rather than only confirm them.

212. Answer: A — Promptly investigate the reports and set interim steps, such as changing who oversees the new nurses

Multiple independent reports of public humiliation describe a pattern that requires a prompt, impartial investigation, and interim measures protect the reporting nurses and patient care while facts are gathered. A strong performance record does not exempt anyone from the conduct standards. Informal coaching or general training skips fact-finding and may leave the conduct unchanged, and asking the targets to collect more evidence delays action on reports HR already has.

213. Answer: C — Engage a qualified external mediator so that both vice presidents see the process as neutral.

Mediator neutrality, real and perceived, is essential, and a mediator who reports to one party has an obvious conflict of interest. Disclosing the conflict does not remove it. A CEO decision is adjudication rather than mediation, and a junior generalist lacks the standing to manage a dispute between senior executives, so an external mediator is the best fit.

214. Answer: D — The plan must cover pregnancy-related costs on the same terms as costs for other conditions.

Under the PDA, an employer's health plan must cover pregnancy-related expenses on the same basis as expenses for other medical conditions. Paying 50% for childbirth stays while paying 80% for others is unlawful. The PDA requires equal treatment, not enhanced coverage, and disclosing a discriminatory term in a plan document does not make it lawful.

215. Answer: A — Trained observers audit lockout work with a checklist about 30, 60 and 90 days after training.

Whether procedures are followed on the job is Level 3 behavior, which is best measured by direct observation of real work after enough time has passed for habits to form, repeated to confirm the behavior is maintained. A final-day test shows Level 2 learning, not on-the-job use. Injury rates are a Level 4 result that is influenced by many factors and does not show whether specific lockout steps are being performed.

216. Answer: B — Learn why she is leaving first, and weigh whether more pay solves it and fits internal equity

Counteroffers often fail when they do not address the real reason an employee is leaving, and an off-cycle raise can put her pay out of line with peers in the same role. HR should first understand her reasons and check pay equity before deciding. Matching or beating the offer immediately skips that analysis, while a blanket refusal ignores cases where a counteroffer may be justified.

217. Answer: C — A finding states what more likely than not happened; a conclusion states whether that conduct broke a policy.

Investigators first decide what happened, usually under a preponderance (more likely than not) standard, and then compare those facts to the employer's policy to reach a conclusion about whether a violation occurred. Keeping the two separate makes the reasoning transparent. Workplace investigations do not use the criminal standard of proof, and a finding is neither a restatement of the allegation nor a legal judgment.

218. Answer: A — An employee objects that a raise the contract does not mention went to someone else

Under a narrow definition, a grievance must claim that a specific contract term was misinterpreted or misapplied. Overtime order, just cause for discipline and vacation pay rates are all set by the agreement, so disputes over them fit. A complaint about a discretionary raise the contract does not address points to no contract term, so it most likely is not grievable under this definition.

219. Answer: D — Using her FMLA leave as a factor in the promotion would be unlawful

The FMLA prohibits employers from using an employee's taking of FMLA leave as a negative factor in employment actions such as hiring, promotions or discipline. Relabeling the concern as 'reliability' when it is based on her protected leave does not change the analysis and creates evidence of retaliation. HR should advise the manager to base the decision on job-related qualifications.

220. Answer: D — Check whether the missing records cluster by period, role, or recruiter and try to recover them.

Before analyzing, HR needs to know whether the missing data are random or concentrated, because gaps concentrated in certain roles, periods, or recruiters would bias any source comparison; recovering some records from offer letters or recruiters may also be possible. Running the report on the remaining 70% assumes the gaps are random. Making the field mandatory is a good fix for the future, but it is not the first step for the current request.

221. Answer: D — Organizational silence, driven by a belief that speaking up is futile or risky

Organizational silence is the collective withholding of concerns and information, driven mainly by employees' belief that speaking up will not make a difference or will bring negative consequences. Leaders' reactions to bad news shape that belief. Groupthink also suppresses dissent, but it describes decision-making within a cohesive group rather than broad reluctance to raise problems.

222. Answer: B — Decline the feature, since acting on predicted pregnancy would risk pregnancy discrimination and privacy harm.

Title VII, as amended by the Pregnancy Discrimination Act, bars employment decisions based on pregnancy, and planning staffing around predicted pregnancies invites exactly that. The feature also repurposes sensitive health data in ways employees would not expect. Limiting who sees the flags, offering an opt-out or testing accuracy does not cure the core problem.

223. Answer: C — Deny the grievance as untimely in writing at the first step and keep raising the timeliness objection at each step.

Timeliness is a question of procedural arbitrability, and an employer that handles a grievance on the merits without objecting may be found to have waived the defense. Raising the objection promptly in writing and consistently at every step preserves it for the arbitrator, who decides procedural questions under John Wiley & Sons v. Livingston. Courts decide substantive arbitrability, not timeliness, and arbitrators do enforce clear time limits.

224. Answer: C — Provide the records, since comparator information is relevant to the union's grievance

The duty to bargain includes a duty to furnish information that is relevant and necessary for the union to carry out its representation duties, including grievance handling. Information about unit employees, such as how others were disciplined for similar conduct, is presumptively relevant. The duty continues during the life of the contract, and real confidentiality concerns call for accommodation, such as redaction, not a flat refusal.

225. Answer: B — Risks such as bias, privacy and notice duties cannot be assessed or managed for tools the organization does not know it uses.

Governance starts with knowing what is in use: an inventory shows where AI affects hiring, pay or performance decisions so HR can assess bias, privacy, notice and audit obligations and assign accountability. Being listed does not make a tool compliant, and while cost savings are a side benefit, they are not why the inventory matters ethically.

226. Answer: B — Reinstate the strikers to their jobs, releasing the temporary replacements if needed

Economic strikers who make an unconditional offer to return before they have been permanently replaced are entitled to immediate reinstatement. Temporary replacements do not displace strikers, so the employer must let them go if necessary to open the jobs. A preferential recall list applies only to strikers who were permanently replaced, and reinstatement does not wait for the contract dispute to be settled.

227. Answer: A — Lee, who is paid $83,500 in a range of $58,000 to $82,000

A red-circle rate is pay above the range maximum, and only Lee's $83,500 exceeds the $82,000 maximum. Ana's pay below the minimum is a green-circle rate. Raj is paid exactly at the maximum, which is within the range, and Kim's pay is high in the range but still below the maximum.

228. Answer: D — Revise the measures to emphasize work outcomes and use the tracker's data as just one input.

When people game a metric, the metric is measuring the wrong thing; the durable fix is to measure outcomes that matter and treat tracker data as one input among several. Disciplining employees for responding to the incentive the company created is unfair and does not fix the design. Hiding scores reduces transparency, and raising the threshold rewards even more of the unwanted behavior.

229. Answer: C — Halt the directive and review whether the rule targets race-linked hairstyles

Uneven enforcement of a vague grooming rule against a hairstyle closely associated with Black employees creates disparate treatment risk under Title VII, and many states expressly protect such hairstyles. HR should pause the action, check consistency and revise the standard to neutral, job-related terms. Some federal courts have rejected claims based on locs, but that does not make this uneven enforcement safe, and moving her out of view would be an adverse action.

230. Answer: A — Comparing the same month across years controls for seasonal patterns that recur each year.

Turnover often follows seasonal cycles, such as summer departures of students or post-bonus resignations, so comparing July with the prior July controls for those recurring patterns. A turnover rate already adjusts for headcount by dividing by average employees, and a year-over-year comparison does not remove growth effects. Month-to-month comparisons are allowed; they are simply more likely to reflect seasonal swings.

231. Answer: C — Confirmation bias

Confirmation bias is the tendency to seek and weigh information that supports a belief already formed, which is exactly what the manager does by steering questions toward the gaps. Contrast effect would require comparison with other candidates, and similar-to-me bias involves favoring people who resemble the rater, neither of which the facts describe.

232. Answer: C — To keep individual answers from being identified and protect confidentiality

A minimum reporting group size keeps a manager from working out how a specific person answered, which protects the confidentiality promise and encourages honest responses. Five responses do not make results statistically significant; the threshold is about privacy, not precision. No federal rule sets a reporting minimum for opinion surveys.

233. Answer: B — Share business impact data with the COE and escalate to HR leadership if still unresolved

The COE owns program design, and the HRBP's role is to bring business insight to it and use the escalation path when the two disagree. Telling managers to apply it flexibly or creating an exception oversteps the HRBP's authority and causes inconsistent treatment. Staying silent withholds information the COE needs to get the design right.

234. Answer: D — Captions for deaf viewers, audio description for blind viewers, and transcripts for low-bandwidth users

Captions put spoken content and key sounds on screen for viewers who are deaf or hard of hearing. Audio description narrates important visual content for viewers who are blind or have low vision. A text transcript serves people who cannot stream video, and it also helps deafblind users who rely on braille displays.

235. Answer: D — Effects on productivity and retention, plus new costs such as equipment, stipends and multistate compliance

A complete business case weighs savings against offsetting costs and risks: technology and home office costs, possible effects on performance and collaboration, changes in recruiting and retention, and payroll tax and employment law obligations where remote employees live. Preferences and benchmarks inform but do not change the financial picture, and monitoring is an implementation detail rather than part of the cost-benefit analysis.

236. Answer: D — Picketing must occur only while the electrical sub works at the site, near its work, with signs naming it.

Under the Moore Dry Dock standards, common-situs picketing is presumed primary only if it is limited to times the primary employer is present and engaged in its normal business at the site, takes place reasonably close to the primary's operations, and clearly discloses that the dispute is with the primary employer. Picketing at a shared site is not automatically unlawful, but it may not be aimed at neutral contractors.

237. Answer: C — Gather the data behind the rating and review it with the manager's leader

HR should first gather facts by comparing the rating with documented results and bringing in the manager's leader, typically through calibration, before deciding on any change. Lowering the rating or removing the manager acts before the facts are known, and closing the complaint ignores a credible concern about favoritism.

238. Answer: D — Check the role and skills data driving the recommendations and align content tags with sales competencies.

Irrelevant recommendations usually stem from poor inputs, such as wrong job codes, missing skills profiles or mis-tagged content, so L&D should correct the data the engine relies on. Telling staff to ignore the platform wastes the investment. Removing coding courses would hurt the employees who need them and leave the underlying data problem in place.

239. Answer: D — $6,000

Under the schedule, vesting is 20% after year 2, 40% after year 3 and 60% after year 4. With four years of service, she is 60% vested: $10,000 x 0.60 = $6,000. The $8,000 figure assumes vesting starts at 20% after the first year (4 x 20%), and $4,000 counts only the years past the first two.

240. Answer: C — The shortfall is carried forward and offset against future commissions

A recoverable draw is an advance: if commissions fall short, the deficit is carried forward and recovered from later commissions above the draw. In a nonrecoverable draw, the shortfall is forgiven, which makes it act like a guaranteed minimum.

241. Answer: C — The employee's supervisor, regarding the work restriction and accommodation

The ADA requires medical information to be kept confidential, with narrow exceptions such as informing supervisors and managers about necessary work restrictions and accommodations. Even the supervisor does not need the diagnosis or treatment details. Coworkers have no right to the medical reason, and routinely briefing senior leaders on every accommodation goes beyond need-to-know.

242. Answer: C — Reduce the quarterly customer churn rate from 8% to 5%

An outcome key result measures the result the team wants, here customers actually staying, shown by a lower churn rate. Calls, email series and help articles are activities or outputs; they may help retain customers but can be completed without changing retention. Outcome-based key results keep the team focused on impact rather than effort.

243. Answer: C — Desire

Employees understand the reason for the change, so awareness is in place; what is missing is desire, the personal motivation to support and take part in it. Knowledge, knowing how to use the system, would not help people who do not want to use it. Reinforcement sustains a change after it has been adopted.

244. Answer: A — Show him the risks of avoiding it and help him plan the conversation

Avoiding is inappropriate when the issue is important and continuing harm is occurring; the behavior affects staff morale and retention and exposes the company to risk. HR should help the manager see these costs and prepare to address the conduct himself. Holding the conversation for him is tempting, but it reinforces his avoidance and undermines his authority.

245. Answer: D — Customizations can complicate vendor upgrades and raise long-term costs

Configuration uses the settings the vendor supports, so it carries forward through the vendor's regular releases. Customizations change or add to the standard product and may break or need rework at each upgrade, which increases cost and risk. Configuration does not involve editing source code, and it may require changing processes rather than matching them all.

246. Answer: D — Set clear approval criteria in a policy and train managers to apply them.

The root cause is the lack of standards, so the fix combines a policy with clear criteria and training on how to apply it consistently. Training alone leaves managers without shared criteria, and department-level rules would keep the inconsistency. Moving every decision to HR removes managers who understand the work and creates a bottleneck.

247. Answer: C — No, because Title VII covers employees, and courts weigh the company's right to control her.

Title VII protects employees, not genuine independent contractors, and courts use common-law agency principles that focus on the hiring party's right to control the manner and means of the work. A consultant who controls her schedule, tools and clients is likely a contractor. The IRS test is not the Title VII standard, and contract length alone does not decide coverage. She may still have claims under other laws, such as Section 1981 for race.

248. Answer: B — Only those who need them to manage the claim, such as the claims administrator

Medical information from workers' compensation claims is confidential and should go only to those who need it to administer the claim, such as the claims administrator, insurer and designated HR staff. Supervisors need to know work restrictions, not diagnoses or treatment details. Witnesses describe what they saw and have no need for medical records.

249. Answer: C — Cut the survey to the items most tied to its goals so it can be finished in about 10 minutes.

A long survey causes fatigue, rushed answers and dropouts, especially when people have short breaks and must share kiosks. Prioritizing the items tied to clear objectives keeps the survey short enough to finish thoughtfully in one sitting. Incentives or save-and-return features may raise completion but still leave answer quality falling off late in a long survey.

250. Answer: D — August, within six months of the discharge

Section 10(b) of the NLRA requires a charge to be filed and served within six months of the alleged unfair labor practice. Six months from February 10 is August 10, so August is the last month. The 300-day period is the EEOC deadline in states with a fair employment agency, and 90 days is the window to sue after an EEOC right-to-sue notice, so neither applies to NLRB charges.

251. Answer: A — December 26

In a deferral state, the charge must be filed within 300 days. March 1 is day 60 of a non-leap year, so 60 + 300 = day 360, which is December 26. August 28 applies the 180-day period for non-deferral states, January 1 treats 300 days as ten months, and March 1 of the next year counts a full year.

252. Answer: B — Take prompt action, such as reassigning his table and warning or banning him, and document it.

Employers can be liable for harassment by customers and other nonemployees when they know or should know about it and fail to take prompt, appropriate corrective action. The manager should protect the server right away, address the customer and document the steps, regardless of the customer's value or ties to the owner. Putting the burden on the server or waiting for a witness falls short of that duty.

253. Answer: A — Offer COBRA, since poor performance does not meet the gross misconduct standard that permits denial.

COBRA lets an employer deny continuation coverage only when an employee is terminated for gross misconduct, which courts read narrowly to mean serious, intentional wrongdoing such as theft, fraud or violence. Failing to meet sales targets, even repeatedly, is a performance issue, not gross misconduct, so denying COBRA would expose the plan to penalties and claims. The 150% rate applies only during a disability extension, not to terminations for cause.

254. Answer: B — Seek indemnity for claims caused by the tool's design, knowing the employer stays liable for its own use.

Indemnification shifts the cost of certain claims to the vendor, so HR should seek coverage for claims arising from the tool's design and training, which the vendor controls. The employer remains legally responsible for its selection decisions, so indemnity reduces financial risk but does not remove liability. Federal law does not place liability only on vendors, no contract can eliminate the employer's exposure, and a discount does not address the risk.

255. Answer: D — It engages employees and reveals gaps between their view and the manager's

Self-appraisals make the review a two-way conversation, help employees reflect on their work, and show the manager where perceptions differ so the meeting can address them. The manager still owns the final rating and still needs documentation. A self-assessment does not protect the employer from legal claims.

256. Answer: D — A commitment to keep the error from happening again

An effective apology typically includes an expression of regret, acknowledgment of responsibility, recognition of the impact, an offer of repair, and a commitment to prevent recurrence. The manager says "I'm sorry" (regret), admits "that was our mistake" (responsibility), names the stress (impact), and has reimbursed the cost (repair). What is missing is any statement about what will change so the error does not recur.

257. Answer: B — Meet with night-shift nurses at their hours and adjust the protocol before rollout

People affected by a change should have a voice in shaping it, and meeting night-shift nurses at times they can attend lets HR capture their practical knowledge and fix gaps before rollout. Sending the final protocol or relying on day-shift peers repeats the original exclusion. Waiting for night staff to attend daytime meetings puts the burden on them and delays the change without fixing the engagement problem.

258. Answer: D — $64,000 to $70,000

The ZOPA is the overlap between the parties' reservation points: the candidate's minimum ($64,000) and the company's maximum ($70,000), so any deal from $64,000 to $70,000 works for both. Opening offers do not define the ZOPA, so the $60,000 to $75,000 range is wrong. The other ranges fall outside one party's limit.

259. Answer: D — Act promptly, such as notifying the vendor and seeking a different technician

An employer can be liable for harassment of its employees by nonemployees, such as vendors or customers, if it knew or should have known and failed to take prompt, appropriate corrective action within its control. Contacting the vendor and requesting removal or replacement of the technician is within the company's control. Moving the receptionist puts the burden on her, and referring her to the vendor leaves the company's own duty unmet.

260. Answer: B — Have the manager update the job description so the job can be re-evaluated

A permanent change in duties calls for re-evaluating the job, which starts with documenting the new responsibilities in an updated job description. HR then evaluates it using the organization's standard method and applies the reclassification policy to any grade change. Granting a raise or a new grade before the evaluation skips the process and risks inconsistent treatment.

261. Answer: A — Request $30,000 and confirm wage-deduction rules before using her final pay.

Under monthly proration she owes for the 18 months not worked: $40,000 x 18 / 24 = $30,000. HR should apply the agreement consistently and confirm federal and state wage rules before taking any amount from final pay, since deductions can violate minimum wage or state wage-payment laws. Demanding the full $40,000 ignores the proration clause, and waiving it without reason undermines consistent enforcement.

262. Answer: A — Ambiguous jurisdiction over who owns the accounts

When two groups both claim the same responsibility, the source is ambiguous jurisdiction: unclear boundaries of authority or ownership. Personality differences are tempting, but the dispute stems from a structural problem that would likely persist even with different leaders; clarifying account ownership addresses the cause.

263. Answer: A — Help him plan a private conversation that sets clear expectations

A private, direct conversation that acknowledges the changed relationship and sets clear expectations is the best first step and models respectful leadership. Public correction can escalate the conflict and embarrass the employee. Ignoring the behavior lets it spread, and jumping to discipline skips the conversation that may resolve it.

264. Answer: B — Expected promotions, transfers and turnover among current engineers

Internal supply is the number and type of employees the organization can expect to have available, which changes with promotions, transfers, retirements and turnover. Business expansion, rising orders and productivity changes affect how many employees the organization will need, which makes them demand factors.

265. Answer: C — Have the supervisor stop at once and withdraw the offer, as such help can taint the petition

Supervisors may not solicit, encourage or reward support for a decertification petition. Offering paid time off is unlawful employer assistance that can taint the petition and support an unfair labor practice charge. HR should stop the conduct right away, retract the offer, document what happened and make sure management stays out of the effort. Honoring the offer would make the violation worse.

266. Answer: B — When she is not fully relieved of duty or uses a break that is normally paid

Federal law does not require lactation break time to be paid unless the employee is not completely relieved from duty or uses a break the employer already provides with pay, such as a short paid rest break, in which case she must be compensated the same way as other employees. Time spent on a fully relieved lactation break can be unpaid. The protection lasts one year after birth, and no 50-employee threshold or pre-approval condition governs pay.

267. Answer: A — Use reasonable estimates from internal data and research, and state the assumptions

When exact data is not available, a credible business case uses reasonable estimates drawn from internal records and published research and states the assumptions clearly so leaders can judge them. Leaving out the main benefit weakens the case. Choosing the highest published figure overstates the value, and employee feedback alone does not give leaders a financial basis for the decision.

268. Answer: B — Pause the team and meet with the union to agree on its scope and role

Breaks and shift rotations are mandatory subjects of bargaining, so dealing with represented employees about them without the union risks unlawful direct dealing, and a management-created committee that addresses working conditions can be an unlawfully dominated labor organization under NLRA Section 8(a)(2). Making only recommendations does not cure the problem, so the safe path is to involve the union. A management-only team would not involve employees at all, and a vote still bypasses the union.

269. Answer: A — Resistance often points to real concerns or flaws in the plan that leaders can address

Resistance frequently reflects legitimate issues, such as unclear reasons, practical barriers, fear of loss or design problems that the people doing the work can see. Treating it as feedback lets leaders listen, adjust the plan and build commitment. Assuming it will fade or that it reflects poor performers ignores useful data, and resistance alone does not mean a change should be delayed.

270. Answer: C — Treat it as directional and supplement it with other surveys or closely related job matches

Data from a handful of organizations can be skewed by one employer and may not be representative. HR should treat it as one input and add other sources, such as other surveys or related job matches with scope adjustments. Contacting competitors to confirm their pay creates antitrust risk, and mixing in internal pay makes the data circular.

271. Answer: A — Analyze proposed merit increases for group disparities before they are finalized each cycle.

Reviewing proposed increases before approval catches disparities while they can still be corrected and builds equity checks into the routine process. A study every five years lets gaps accumulate for years before detection. Uniform percentages remove the link between pay and performance and do not address starting pay or promotions, and a one-time training lacks an ongoing check.

272. Answer: B — Money today can be invested to earn a return, and inflation erodes future value

The time value of money holds that a dollar today is worth more than a dollar in the future because it can be invested to earn a return now, and because inflation and uncertainty reduce the value of later payments. This is why future cash flows are discounted to present value when evaluating investments.

273. Answer: C — Only with the union's consent or in unusual circumstances, because negotiations have already begun.

Multi-employer bargaining is consensual, but once negotiations begin, an employer may withdraw only with mutual consent or in unusual circumstances, such as extreme financial hardship. A timely withdrawal requires unequivocal written notice before bargaining begins. The Supreme Court held in Charles D. Bonanno Linen Service v. NLRB that an impasse alone is not an unusual circumstance permitting withdrawal.

274. Answer: B — Recognizing that AI output can be wrong and must be checked before it is relied on

Baseline AI literacy should help every employee use AI tools responsibly, including understanding that outputs can be inaccurate or biased and need verification. Fine-tuning models, comparing neural architectures and building predictive models are specialized technical skills for a small group of staff, not core content for everyone.

275. Answer: C — To create accountability and allow investigation of improper access or changes

An audit trail records user activity so the organization can detect and investigate unauthorized viewing or changes, support compliance reviews and hold users accountable. It does not speed up performance or serve as a backup. Preventing access in the first place is the job of role-based permissions; the audit trail documents what happened after the fact.

276. Answer: A — Recognize her value in her role and discuss ways to grow her expertise and influence

Employees in this box are often trusted professionals who are vital in their current roles, so HR should affirm her contribution and explore deeper expertise, broader responsibilities or mentoring roles that keep her engaged. Promising a future move she may not get is misleading. Urging her to chase management roles conflicts with the assessment and sets her up for disappointment.

277. Answer: D — It reaches many people quickly at low cost and produces data that is easy to summarize

Questionnaires can reach large and dispersed groups quickly and cheaply, and their standardized answers are easy to tabulate. Interviews, by contrast, allow follow-up questions, deeper insight into causes and more personal engagement, but they take more time and cost more. The other choices describe strengths of interviews, not questionnaires.

278. Answer: D — The state's deadline for final pay, which may be the day of termination.

No federal law sets a deadline for final pay; the FLSA only requires that earned wages be paid. State laws vary widely, and some require final pay on the day of an involuntary termination, so the state rule may drive when the meeting is held. Earned wages cannot be held back pending a release, and the next regular payday is a state-law default in some places, not a federal requirement.

279. Answer: A — Work with legal to require her to delete or return the list and to confirm in writing that she has done so.

Employee contact data is confidential, and the immediate priority is to contain it by requiring return or deletion with written certification, with legal support. Going to her new employer first can raise defamation and interference risk before the company has asked her to comply. Credit-freeze advice is not proportionate for contact data that holds no financial or government ID numbers, and waiting for misuse ignores a clear policy breach.

280. Answer: B — Rehearsing

Rehearsing is preparing what you will say next while the other person is still talking, which pulls attention away from the message. Placating is agreeing too quickly to avoid conflict, identifying is relating everything back to your own experience, and mind reading is assuming you know what the speaker really means.

281. Answer: A — 210 days after the end of the plan year in which the change was adopted

ERISA requires an SMM no later than 210 days after the end of the plan year in which a material modification is adopted, so for this calendar-year plan the deadline falls in late July of the following year. The 60-day rule applies only to material reductions in covered services or benefits under group health plans. Many employers communicate sooner, which is good practice.

282. Answer: B — Tenure may be a confounding variable that explains part or all of the promotion gap.

A confounding variable is related to both the grouping (remote status) and the outcome (promotion), which can create a misleading association. Because tenure affects promotion eligibility, HR should control for it before concluding that remote work itself reduces promotions. Nothing in the facts points to reverse causation, sampling error or overfitting.

283. Answer: D — Explain that a gap of 12 minutes a week, though significant, is likely too small to justify an overhaul.

Statistical significance means a difference is unlikely to be due to chance, not that it is large enough to matter. A gap of 0.2 hours (12 minutes) per week is unlikely to justify the cost and disruption of a schedule overhaul. A larger sample would only make it more certain that the tiny difference exists; it would not make the difference bigger.

284. Answer: A — A shared, visible goal tracker that lists team priorities, owners and status for everyone to see

The root problem is that distributed members cannot see shared priorities and who owns what. A shared, visible tracker gives everyone the same reference regardless of time zone. Fixed daily meetings or a single time-zone schedule burden people in distant zones, and requiring approval for every task creates a bottleneck without clarifying priorities.

285. Answer: B — To set clear stakeholder expectations and help prevent later scope creep

Explicit exclusions tell stakeholders what the project will not deliver, which prevents misunderstandings and gives the project manager a reference point when new requests arise. Listing an item as out of scope does not commit the team to a later release. Risks are captured in a risk register, and outsourced work is defined in procurement documents.

286. Answer: B — To check accuracy by having another translator convert it back to compare with the original

Back-translation has an independent translator convert the translated text back into the original language so that the two source-language versions can be compared for differences in meaning. Using a separate translator matters, since the original translator would tend to repeat the same assumptions. Back-translation tests meaning; it does not address legal compliance or add another language.

287. Answer: B — Group X's rate is 6.0% and Group Y's is 3.0%, so X's rate is twice Y's.

Rates must use each group's own headcount: Group X is 9 / 150 = 6.0% and Group Y is 6 / 200 = 3.0%, and 6.0 / 3.0 = 2.0, so Group X is disciplined at twice the rate. Comparing raw counts (9 vs. 6) ignores the different group sizes. The other distractors come from dividing by the wrong group's headcount (6 / 150 = 4.0%, or 9 / 200 = 4.5%).

288. Answer: B — Fewer unqualified applicants advance, but more qualified applicants are screened out.

Raising the cutoff reduces false positives (unqualified applicants who pass) but increases false negatives (qualified applicants who are rejected). Moving the threshold trades one type of error for the other rather than improving the model, so both cannot fall at once. HR should also check whether the new cutoff changes adverse impact.

289. Answer: A — Answer it in writing and share the question and answer with every bidder under the same deadline.

A fair RFP gives every bidder the same information and timeline, so answers that could affect proposals should be shared with all bidders. Answering one bidder privately gives it an advantage. Refusing to answer at all leaves all bidders guessing about a key term, which produces proposals that are hard to compare.

290. Answer: A — Facilitate a session to clarify goals, roles and decision rights, and record them in a team charter.

Teams in the storming stage benefit from facilitated clarification of goals, roles and decision-making, which helps them move toward norming. Assigning roles by seniority ends the debate without matching skills to work or building buy-in, and simply waiting can leave the team stuck because storming does not always resolve on its own.

291. Answer: A — Prioritized must-have and nice-to-have requirements tied to pain points

A needs analysis documents what the organization requires from a system, ranked by priority and linked to the problems it must solve. Those requirements then guide vendor selection and contracting. Vendor shortlists, contracts and implementation timelines come later and depend on the needs analysis.

292. Answer: A — Request a notice of right to sue, which the EEOC must issue after 180 days.

Under Title VII, once 180 days have passed since filing, the EEOC must issue a notice of right to sue on request, even if the investigation is not finished. An earlier notice may be issued if the EEOC certifies it cannot finish within 180 days. Title VII plaintiffs generally need the notice before suing, and a cause finding is not required. The ADEA works differently, allowing suit 60 days after a charge without a notice.

293. Answer: D — A meta-analysis that combines dozens of randomized studies of mentoring and retention

In the hierarchy of evidence, systematic reviews and meta-analyses of randomized studies sit at the top because they pool many controlled comparisons and reduce the effect of any one study's flaws. A single case study and self-reported survey ratings cannot rule out other causes of retention, and expert opinion, however respected, ranks lowest.

294. Answer: C — Reopen the discussion and have each member evaluate every finalist against the criteria first.

A leader stating a preference early, quick unanimity and private doubts are classic groupthink warning signs. Reopening the discussion with structured, independent evaluation against the job criteria brings out concerns and supports a defensible decision. Accepting the result ignores the warning signs, routing the concern only to the CEO keeps the pressure in place, and an extra reference check addresses one concern while leaving the flawed process intact.

295. Answer: C — Alert tax advisers now and review the trips against the treaty day threshold.

Most tax treaties, including the U.S.-Germany treaty, exempt a visiting employee's pay from host-country tax only while time there stays under about 183 days and other conditions are met, so she is near the limit. HR should act before the trips to assess exposure and options. Waiting until after year-end may be too late, a long-term assignment is a large step taken without analysis, and limiting trip length ignores that the threshold counts total days.

296. Answer: A — Time-to-hire

Time-to-hire starts when the candidate applies or is sourced and ends when the candidate accepts, so it reflects how efficiently the process moves a person through. Time-to-fill starts when the requisition is approved or opened, so it also includes the time spent finding candidates. Time-to-start runs to the new hire's first day, and requisition aging tracks how long a job has stayed open.

297. Answer: B — Structural frame

The structural frame focuses on goals, roles, rules, policies and coordination mechanisms, and it treats problems as the result of poor structural design. The political frame looks at competing interests and power, the human resource frame at people's needs and skills, and the symbolic frame at culture and meaning.

298. Answer: C — Give the feedback privately and tactfully, focusing on the work, not the person

In high-context cultures, meaning is conveyed through context and relationships, and public or blunt criticism can cause loss of face. Private, tactful feedback that centers on the task still delivers the message while respecting those norms. Public correction is especially damaging, insisting on blunt directness ignores cultural differences, and avoiding the issue leaves the performance gap unaddressed.

299. Answer: B — Name the pattern candidly and explore what is blocking her follow-through

A coach's job is to raise the gap between commitments and action directly and explore the barriers, such as workload, skill or lack of belief in the actions, then recontract. Quietly shrinking the actions avoids the real issue, and reporting to her director breaks the confidentiality norms of the coaching relationship. Ending the engagement is premature before the pattern has even been discussed with her.

300. Answer: A — His nonverbal cues contradict his words, so the team believes the nonverbal message

When verbal and nonverbal messages are incongruent, listeners tend to trust the nonverbal signals, so his body language tells the team he is not really open. Groupthink is a pressure toward agreement within a group, and filtering is when a sender shapes information to please the receiver. Vague wording might reduce feedback, but the clear clash between his words and behavior is the core issue.

301. Answer: A — Send additional notice promptly that cites the original and new date

Under the WARN regulations, when a closing is postponed by less than 60 days, the employer should give additional notice as soon as possible to the same parties, referring to the earlier notice and giving the new date and the reason. A brand-new 60-day period is needed only for postponements of 60 days or more, and notifying only government entities leaves out the affected employees and any union.

302. Answer: C — Start with heart

Start with heart means focusing on your genuine goals for yourself, others and the relationship so that emotions do not push you toward winning or punishing. Make it safe concerns restoring mutual purpose and respect when others feel threatened, and master my stories concerns examining the conclusions you draw about others.

303. Answer: D — Off-the-clock time spent answering work messages may be compensable work under the FLSA.

Under the FLSA, work that a nonexempt employee performs off the clock with the employer's knowledge is generally compensable unless it is truly de minimis, and regular after-hours replies expected by managers are unlikely to qualify. That time also counts toward overtime. The FLSA does not ban after-hours contact, does not require double time, and does not regulate device monitoring.

304. Answer: B — The first is concurrent validation and the second is predictive validation.

Concurrent validation collects test scores and performance data from current employees at about the same time. Predictive validation tests applicants and measures job performance later, which better reflects the hiring population. Content validation links the test to job tasks, and construct validation tests an underlying trait, so neither fits these designs.

305. Answer: D — Start sourcing earlier, widen candidate pools and check that offers are competitive

A tight labor market means fewer available candidates and more competition for them, so the plan should allow more lead time, reach new applicant sources and confirm pay and offers can compete. Cutting the target and adding overtime risks burnout and service failures in peak season, and relying mainly on referrals narrows the pool when it needs to be widened.

306. Answer: A — Distribute it with an effective date and get each employee's acknowledgment.

A right-to-revise clause lets the employer change policies, but employees must actually be told about the change before it is enforced against them. Distributing the revision with a future effective date and collecting signed or electronic acknowledgments creates proof of notice. Silent posting leaves no such proof, applying a rule to past conduct is unfair, and a verbal announcement without written follow-up creates confusion.

307. Answer: D — Account for every employee on shift using rosters and assembly-point reports

Life safety comes first, so the immediate priority is accounting for everyone on site, using shift rosters, visitor logs and assembly-point reports, and giving responders information about anyone missing. Insurance claims and pay communications matter but come later. OSHA reporting is triggered by a work-related fatality within eight hours, or an in-patient hospitalization, amputation or eye loss within 24 hours, not by the storm itself.

308. Answer: C — Verify her identity, log the request, and coordinate with the data protection officer to respond within one month.

Under the GDPR, an employee does not have to give a reason for an access request, and the employer must respond within one month. Data about an EU employee that is transferred to or held by the U.S. parent can fall within scope. Verifying identity and involving the data protection officer helps ensure a complete, secure response. Works councils do not approve individual access requests.

309. Answer: C — Human process interventions

Human process interventions focus on interpersonal relations, group dynamics and communication, which is what team building, process consultation and third-party conflict work address. Technostructural interventions change structure and work design, HRM interventions change people systems such as rewards, and strategic change interventions change the organization's relationship to its environment.

310. Answer: A — Remove him from duty, arrange a safe ride home and apply the refusal provision of the policy

Safety comes first, so the operator must be removed from safety-sensitive work and not allowed to drive himself home. The company can then apply its policy consistently by treating the documented refusal as a positive result, which typically leads to discipline or referral under the policy. Delaying testing defeats the purpose of reasonable suspicion, forcing a test invites legal claims, and a signed denial does not resolve the observed signs of impairment.

311. Answer: C — Analyze whether legitimate factors such as tenure, performance or experience explain the gap.

HR should first test whether job-related factors explain the difference, which shows whether an unexplained gap exists and which individuals need adjustments. A flat 9% raise may overpay some and underpay others. Deliberately holding down men's raises because of their sex would itself be sex-based pay discrimination, and the Equal Pay Act bars cutting anyone's pay to close a gap. Waiting a year leaves a possible violation in place.

312. Answer: D — 14, subject to limits on hours and times of day

Under the FLSA, 14 is the minimum age for most nonagricultural jobs, and cashiering in a grocery store is a permitted occupation for 14- and 15-year-olds, subject to hours and time-of-day limits. Age 16 is the basic minimum for unlimited hours in nonhazardous jobs, not the minimum age for all jobs. Work permits are a state requirement and do not change the federal minimum age.

313. Answer: A — Involve them in configuring the chatbot and explain how their roles will shift toward complex issues.

Involving the generalists gives them control and uses their expertise, and an honest explanation of how their roles will change addresses the fear with accurate information. Promising that no job will ever be affected overstates what anyone can guarantee and damages trust if circumstances change. Offering outplacement signals the opposite of leadership's actual plan, and waiting for full comfort can stall the project indefinitely.

314. Answer: C — Covering

Kenji Yoshino described covering as downplaying a known stigmatized identity to blend into the mainstream, for example by avoiding mention of affiliations or practices tied to that identity. Passing differs because it means concealing the identity entirely, and here colleagues already know her faith. Stereotype threat is the performance pressure of fearing one will confirm a stereotype, and affinity bias is a tendency to favor people similar to oneself.

315. Answer: B — It brings needed capability into the organization quickly

Hiring externally provides skills quickly when the organization cannot wait for internal development. Buying is often more expensive than building and carries a higher risk of poor cultural fit. Internal development, not external hiring, is the approach that tends to strengthen current employees' loyalty.

316. Answer: A — Acknowledge the rumors, say what is known and when updates will come, and invite concerns

Silence lets rumors fill the gap, so the supervisor should be honest about what is and is not known, give a timeline for updates and listen to concerns, all without disclosing confidential options. Denying rumors that may prove true destroys credibility. Sharing the options with a few people breaks a confidentiality request and treats team members unequally.

317. Answer: A — So the program targets the critical behaviors needed to produce results that matter to the business.

Starting with the business result clarifies which critical on-the-job behaviors (Level 3) must change, which in turn defines the learning (Level 2) and the learning experience (Level 1) needed. This keeps training aligned with organizational outcomes rather than content for its own sake. Level 4 data is usually the hardest to collect and isolate, and the model still uses all four levels.

318. Answer: A — Explain that support units do not earn revenue directly, and propose unit measures like cost per transaction

Revenue per employee is an organization-level ratio, and support units do not earn revenue directly, so a department-level version would produce misleading rankings. Measures tied to each unit's own output (cost per hire, tickets resolved, cost per invoice processed) are more meaningful. Assigning revenue by budget creates an arbitrary number, and running the ratio with a caveat still invites unfair conclusions.

319. Answer: D — Contractors with 50 or more employees and a contract of $50,000 or more

A Section 503 written affirmative action program is required for contractors and subcontractors with 50 or more employees and a contract of $50,000 or more. The 2026 OFCCP changes removed the 7% utilization goal and disability self-identification, but they kept the written AAP requirement. Smaller thresholds trigger only the basic nondiscrimination obligations, not a written plan.

320. Answer: A — Build a preboarding plan with regular contact from the manager and team

Preboarding keeps new hires engaged between acceptance and day one through welcome messages, manager calls, paperwork done early and introductions to teammates. It addresses both causes the data shows, the silence and the lack of attachment that makes counteroffers attractive. Penalty clauses hurt the employer brand, shrinking the gap is often impractical with notice periods, and a pay raise is costly and does not address the lack of contact.

321. Answer: B — Expensed as incurred, when the ads run

Under U.S. GAAP, advertising and most recruiting costs are expensed as incurred (or the first time the advertising runs), even when the hires are expected to benefit the company for years. Employees are not assets the company controls, so recruiting costs cannot be capitalized as an intangible or added to the cost of a building.

322. Answer: A — Rewrite the guide in plain language with examples and test it with employees

Plain-language rewriting with concrete examples, such as what an HSA can pay for, and a quick test with a few employees makes complex benefit rules usable for the intended audience. The legal plan documents can still be referenced as the governing source. A glossary helps a little but leaves readers decoding dense text, and a broker walking through the same legal language does not fix the comprehension problem.

323. Answer: C — Giving the union business agent a $1,000 cash gift as thanks for helping reach a settlement quickly

Section 302 makes it unlawful for an employer to pay or deliver money or anything of value to a union or union representative, subject to listed exceptions. A cash gift to a business agent fits none of them and could also suggest corruption of the bargaining process. Wages paid to a steward for work as an employee, contributions to a properly structured jointly administered trust fund, and authorized dues checkoff are all expressly permitted.

324. Answer: A — A senior executive in a high policymaking role who will receive a qualifying immediate pension

The ADEA lets employers compel retirement at 65 only for bona fide executives or high policymakers who have held that role for the two years before retirement and are immediately entitled to a qualifying employer-funded pension. Pay level alone does not qualify a worker, and a pension does not help a manager who is not in a top executive or policymaking role. An agreement the employee signs is a voluntary separation, not the mandatory retirement exception.

325. Answer: B — Amygdala hijack

An amygdala hijack, a term popularized by Daniel Goleman, is an immediate, intense emotional reaction triggered by a perceived threat that overrides rational thought, often followed by regret once the person calms down. Cognitive dissonance is discomfort from holding conflicting beliefs, confirmation bias is favoring information that fits existing views, and projection is attributing one's own feelings to others.

326. Answer: A — Caring about the employee personally but avoiding direct criticism to spare feelings

Ruinous empathy combines high personal care with low direct challenge: the manager holds back needed criticism to avoid hurting the employee, who then never gets the chance to improve. Challenging directly with little care is obnoxious aggression, offering neither is manipulative insincerity, and doing both is radical candor.

327. Answer: C — Actual labor spending exceeded the budgeted amount by $8,000, which reduces the department's results

A variance is the difference between budgeted and actual amounts. For an expense line, an unfavorable variance means actual spending was higher than budgeted, reducing profit. It compares actual results with the budget, not with the prior month, and it is not a forecast. Whether the shortfall is recovered from a later budget depends on company policy, not on the term itself.

328. Answer: C — A temporary furlough with a clear return plan, communication on benefits, and help with unemployment claims

For a short, temporary halt with demand expected to return, a furlough keeps the trained workforce attached to the company while cutting payroll costs, and clear communication about benefits and unemployment helps employees through it. Layoffs risk losing skilled workers and add rehiring costs, and asking people to resign can harm their unemployment eligibility and morale.

329. Answer: D — They make openings visible so employees can pursue moves that fit their career goals.

Job posting systems support career development by giving employees equal access to information about openings and a fair process for applying, which encourages internal mobility and self-directed career planning. Posting does not guarantee that an internal candidate is hired, since selection is still based on qualifications. Performance information also remains part of evaluating internal applicants.

330. Answer: B — Plan spaced follow-up, such as refreshers, practice, and on-the-job use, after the training

The forgetting curve drops steeply soon after learning, but spaced review and retrieval slow forgetting. Planned reinforcement, such as refreshers, practice and quick application on the job, protects the training investment. Timing training close to need helps, but skipping follow-up still leaves the steep drop, and a manual is passive reference, not reinforcement.

331. Answer: A — A sponsor uses influence to advocate for someone's advancement; a mentor mainly gives advice.

A mentor offers guidance, feedback and advice, while a sponsor is a senior person who spends personal influence to recommend the protege for assignments and promotions. Describing the mentor as the one who secures promotions reverses the roles. Neither role is defined by who assigns it or by reporting relationships.

332. Answer: B — Threats, interrogation, promises and spying

TIPS is a training shorthand for conduct that interferes with employees' Section 7 rights under Section 8(a)(1): threatening, interrogating, promising benefits and spying on (surveilling) union activity. Supervisors are agents of the employer, so their violations become the company's. The other combinations mix in terms that are not part of the standard acronym.

333. Answer: A — The allegations to be examined, witnesses, documents to collect and the interview order

A sound plan defines the scope of the allegations, identifies witnesses and relevant documents such as schedules, and sets a logical interview sequence, usually starting with the complainant. Deciding the conclusion or discipline in advance would prejudge the case. A rigid script for every witness prevents needed follow-up questions.

334. Answer: D — Rejected it and required a burden substantial in the context of the employer's business

Groff clarified that undue hardship under Title VII means the burden is substantial in the overall context of the employer's business, and it rejected the 'more than de minimis' shorthand. The Court did not adopt the ADA standard word for word, and it did not create a separate coworker test. Coworker effects count only insofar as they affect the conduct of the business.

335. Answer: A — Start at the first step in the policy, such as a documented verbal warning.

Discipline should match the policy and the seriousness of the offense, and a first minor violation calls for the first step. Skipping steps out of anger, or to make an example, creates inconsistency that other employees can cite in discrimination or unfair treatment claims. A compromise that still skips the first step has the same problem, and an unpaid suspension is a harsher penalty than the policy sets for a minor first offense.

336. Answer: A — Tax protection

Tax protection reimburses the employee if actual taxes exceed the home-country tax but lets him keep any windfall when host taxes are lower. Tax equalization keeps the employee's tax burden equal to the home-country amount in either direction, so the company keeps any savings, and laissez-faire leaves the employee responsible for whatever taxes apply.

337. Answer: B — Face the person squarely, keep an open posture, lean in and keep eye contact

SOLER stands for Sit Squarely facing the person, adopt an Open posture, Lean slightly toward them, keep appropriate Eye contact and stay Relaxed. Leaning back and holding a blank expression signal distance rather than attention, and summarizing and reflecting are verbal listening skills, not the nonverbal behaviors SOLER covers.

338. Answer: D — 8.0%

Churn rate is customers lost divided by customers at the start of the period: 80 / 1,000 = 8.0%. Using the ending count gives 7.7% (80 / 1,040), which the stem rules out. The 12.0% figure is the new-customer rate, and 4.0% is the net growth rate, which nets acquisitions against losses.

339. Answer: A — Meet with each engineer separately to address the conduct

Once a task dispute becomes personal, the relationship conflict and the inappropriate conduct must be addressed first; separate conversations allow HR to set behavioral expectations and understand each perspective before any joint step. Settling the coding standard is tempting, but it leaves the insults unaddressed, and the hostility may simply move to the next disagreement.

340. Answer: A — Schedule the cutover after the holiday peak and use the time to train core staff and pilot a few stores.

Introducing a major process change during the busiest period combines peak workload with the learning curve, raising the risk of errors, lost sales and poor customer experience, especially with lightly trained seasonal staff. Moving the cutover to a slower period and piloting first lowers that risk. Adding seasonal hires increases the number of untrained users rather than solving the timing problem, and running two systems side by side creates confusion and reconciliation errors.

341. Answer: B — Postpone the launch for several weeks so results are not driven by the initial shock

Launching right after a major disruptive event captures a temporary reaction that skews results and limits their use for longer-term planning, so a short postponement is the usual practice. Excluding affected departments biases the sample. Canceling the survey entirely loses a full year of feedback when a delay of a few weeks would do.

342. Answer: A — Independent-samples t-test

An independent-samples t-test compares the means of two separate groups on a continuous measure. A paired-samples t-test is for two measurements of the same people, such as before and after training, so it does not fit two different groups. Chi-square compares categorical outcomes, and a correlation measures association between two continuous variables rather than a difference between groups.

343. Answer: D — Consider the company's overall financial resources, not just the branch budget

Undue hardship is measured by significant difficulty or expense in light of factors that include the overall financial resources and size of the covered entity, not only the facility. For a 5,000-employee company, $9,000 is unlikely to be an undue hardship. Internal budget allocations, fixed policy caps and comparisons to the employee's salary are not the legal test.

344. Answer: B — To gather direct feedback, build trust and spot issues that might not surface through managers

Skip-level meetings let a senior leader hear from employees directly, build relationships across levels and learn about issues or ideas that might be filtered on the way up. They are not meant to rate managers in public, replace regular one-on-ones or bypass managers in assigning work, all of which would undermine the managers.

345. Answer: D — Race can never be a BFOQ, but sex can be when authenticity requires it

Title VII allows a BFOQ defense for religion, sex and national origin when the trait is reasonably necessary to the normal operation of the business, such as sex for an actor role requiring authenticity, but never for race or color. Customer preference does not justify a BFOQ, and stereotypes about strength are not enough. Religion can be a BFOQ, and religious organizations also have separate exemptions.

346. Answer: B — Explain that hiring ahead of the openings lowers the ratio for now, and track it against the plan's expected ramp

The drop is a predictable result of planned hiring before the new locations produce revenue, so HR should put the metric in context and compare it with the expected ramp-up in the expansion plan. A hiring freeze would undercut a board-approved strategy, and treating the drop as a performance issue misreads the data. Quietly removing employees from the ratio distorts the metric rather than explaining it.

347. Answer: B — At least 3 years

FMLA regulations require covered employers to keep records of leave, including dates taken, notices and related policies, for at least 3 years. Two years is the FLSA period for supplementary pay records, and 6 years matches some ERISA retention requirements, so neither applies to FMLA.

348. Answer: B — Cafeteria approach

The cafeteria approach offers expatriates a choice among benefits up to a fixed cost and can be tax-efficient for highly paid executives. The balance-sheet approach provides defined allowances to keep home purchasing power, while localization and the going rate tie pay to the host market.

349. Answer: D — Income statement

The income statement (profit and loss statement) reports revenues and expenses over a period of time and ends with net income or loss. The balance sheet reports position at a single date, and the statement of cash flows tracks cash receipts and payments rather than revenues and expenses.

350. Answer: C — Attitude surveys of IBM employees working in dozens of countries

Hofstede built his original dimensions from employee attitude surveys given to IBM staff in subsidiaries around the world in the late 1960s and early 1970s. Because respondents shared one employer and similar jobs, differences could be traced more readily to national culture. Student samples were used in later studies by other researchers, such as Schwartz, not in Hofstede's original work.

351. Answer: C — If you make a mistake on this team, it is often held against you.

The statement about mistakes being held against people is a reverse-coded item, so agreement signals low psychological safety and the score must be reversed before it is averaged with the other items. The other three statements are positively worded items on which agreement signals high psychological safety. Failing to reverse-code such items is a common scoring error that distorts the overall index.

352. Answer: B — Explain the value of structured interviews and offer other ways to cut days from the process

Structured interviews predict job performance better than informal conversations and apply the same criteria to every candidate, which supports fair and legally defensible decisions. HR can protect those benefits while meeting the VP's goal by cutting time elsewhere, for example by scheduling panels on a single day. Simply complying gives up quality, and a flat refusal ignores a legitimate business need.

353. Answer: A — A process for preparing, managing and sustaining change across the organization

Prosci links ADKAR, the individual model, to an organizational methodology (prepare the approach, manage the change, sustain outcomes) that shapes the strategy, sponsor and manager roles, and plans needed to move many individuals through change. It works alongside project management rather than replacing it. Describing emotions is closer to the change curve, not the organizational methodology.

354. Answer: B — Apply compassionate-return terms, arrange the move, and plan coverage of the role

Repayment clauses are meant to deter voluntary early exits, not to penalize returns for family emergencies, and most mobility policies include compassionate-return provisions. HR should apply them, support the move home and plan for covering the assignment. Enforcing repayment or forcing a delay would harm the employee and damage trust, and treating the return as a resignation is unnecessary.

355. Answer: D — Compare retention in the pilot centers with the similar non-pilot centers.

Comparing the pilot sites with similar sites over the same period acts as a control group, separating the program's effect from company-wide changes such as a cooling labor market. A this-year versus last-year comparison mixes the program's effect with everything else that changed. Satisfaction ratings and completion counts measure activity, not retention.

356. Answer: C — As possible age-based harassment, since daily age-linked ridicule can be pervasive even if he laughs

Most federal circuits recognize hostile environment claims under the ADEA for workers 40 and older, and daily age-based nicknames and retirement jokes can be pervasive enough to qualify. Laughing along does not show the conduct is welcome, since employees often go along to fit in, and no written objection is required before the employer must act. HR should investigate and stop the conduct regardless of whether it would yet meet the legal threshold.

357. Answer: C — 1.7, meaning the average key role has more than one named successor

Successor-to-role ratio = named successors / key roles = 34 / 20 = 1.7, so the average key role has about 1.7 successors. An average can hide gaps, since some roles may have several successors and others none, and the ratio says nothing about readiness. Inverting the formula (20 / 34) gives 0.59, and subtracting gives 14, which is not a ratio.

358. Answer: B — A dormant stakeholder who could gain urgency or legitimacy and quickly become salient

In the salience model, a dormant stakeholder has power but lacks legitimacy and urgency for the issue at hand. The risk is that if he acquires a claim or a sense of urgency, his power makes him a highly salient stakeholder very quickly. Discretionary stakeholders have legitimacy without power, and dangerous and definitive stakeholders both have urgency, which he currently lacks.

359. Answer: A — Explain this reaction is common and connect her with support and regular check-ins.

Isolation and regret around month three are typical of the crisis stage of culture shock, which often passes with support such as an EAP, a local mentor, expatriate networks and regular check-ins. Starting an early return treats a temporary stage as permanent and adds expatriate-failure costs, and stressing the repayment terms adds pressure without addressing the cause.

360. Answer: D — Significant risk of substantial harm, based on an individualized medical assessment

A direct threat is a significant risk of substantial harm to the individual or others that cannot be eliminated or reduced by reasonable accommodation. It must rest on an individualized assessment of the person's present ability to perform the job, using reasonable medical judgment and current medical knowledge. Generalizations about a condition, slightly elevated risk or an insurer's view do not meet the standard.

361. Answer: C — Adapt the core message for each group, stressing what each needs to know and do, while keeping the policy facts consistent.

Effective change communication keeps the facts consistent but tailors emphasis, detail and channel to each audience: executives care about business impact, managers need enforcement guidance, and hourly staff need to know how points affect them. A single identical memo is consistent but ignores very different needs, and an unmanaged cascade risks the message being distorted as it passes down.

362. Answer: C — Only if he cannot do essential functions even with accommodation or is a direct threat

Post-offer exams may cover any medical topic, but an offer can be withdrawn based on the results only if the person cannot perform the essential functions with or without reasonable accommodation or would pose a direct threat. Speculative future insurance costs or possible future worsening do not justify withdrawal, and applicants are not required to disclose conditions before an offer.

363. Answer: C — Headcount rose right away while revenue from the new hires' work will not appear until later periods

Revenue per employee divides revenue by headcount, so hiring ahead of growth raises the denominator before the new staff produce revenue. A short-term drop is expected and does not by itself show lower productivity. The ratio does not include payroll or compensation costs at all, so the cost-based explanations misstate the formula.

364. Answer: A — Propose joint ownership with defined roles: IT owns the security rules and HR owns the conduct and privacy terms.

A BYOD policy legitimately spans both security and employment issues, so the best path is collaborative: define who owns which components, often with a RACI chart, and produce one coordinated policy. Ceding the whole policy to IT leaves conduct and privacy issues unaddressed, and publishing competing documents creates conflicting rules. Escalating to the CEO is a fallback if direct collaboration fails, not the best first approach.

365. Answer: B — Technical/functional competence; offer advancement through a technical career ladder.

Schein's technical/functional competence anchor describes people whose identity rests on expertise in their field and who resist moves that take them away from it. A dual career ladder lets such employees advance in pay and status as individual contributors. Pushing her into management misreads her anchor and risks losing a strong engineer while gaining a reluctant manager.

366. Answer: D — Deliberate violation of a known, reasonable work rule.

Most state unemployment programs disqualify claimants discharged for misconduct, which generally means willful or deliberate disregard of the employer's interests, such as knowingly breaking a reasonable rule. Poor performance from a lack of ability, as opposed to unwillingness, usually is not misconduct. Position eliminations and poor fit are no-fault separations that typically do not bar benefits.

367. Answer: C — Costly, strategically important programs that senior leaders closely watch

ROI studies are resource-intensive, so they are best reserved for expensive, strategic, high-visibility programs where the results will inform major investment decisions. New programs can be evaluated at lower levels first. High satisfaction scores do not signal which programs need an ROI case, and short required compliance courses rarely justify the effort.

368. Answer: B — The test is a useful predictor that explains about 12% of the variance in performance ratings.

Squaring the coefficient gives the share of variance explained: .35 x .35 = .1225, or about 12%. Coefficients in the .21 to .35 range are generally viewed as useful for selection, and few single predictors exceed .50. Reading r itself as the percentage explained is a common mistake, and .80 is a typical standard for reliability, not validity.

369. Answer: B — Third quartile, at 70% range penetration

Range penetration = (pay - minimum) / (maximum - minimum) = ($81,000 - $60,000) / $30,000 = 70%. The third quartile runs from $75,000 to $82,500 (50% to 75% penetration), so $81,000 falls in it. Dividing pay by the maximum gives 90%, and 108% is the compa-ratio ($81,000 / $75,000), not penetration.

370. Answer: C — 2.5:1

BCR = total benefits / total costs = $300,000 / $120,000 = 2.5, or 2.5:1, meaning each dollar invested returned $2.50 in benefits. 1.5:1 comes from dividing net benefits ($180,000) by costs, which is the ROI formula, not BCR. 0.4:1 reverses the ratio by dividing costs by benefits.

371. Answer: C — Gather input through a short survey and small focus groups, then report back how feedback shaped the decision.

Seeking employee input before deciding, and then closing the loop on how it was used, builds trust and improves acceptance. A binding vote hands a cost and plan-design decision to people who lack the full financial picture, and forums held after the decision has been made repeat last year's mistake of announcing rather than involving.

372. Answer: B — High self-orientation, which divides the sum of the other trust factors

Maister's trust equation is trustworthiness = (credibility + reliability + intimacy) / self-orientation. The stem shows strong expertise, dependability and comfort in confiding, so the problem is her apparent focus on herself, and because self-orientation is the denominator, raising it lowers trust even when the other factors are high.

373. Answer: C — Refuse to backdate the letter and explain how to seek an exception through the plan's approval process.

Backdating creates a false record to get around plan terms, which is dishonest and can expose the company to claims from others treated differently. If leaders want to reward the hire, the legitimate route is an approved exception or a sign-on payment authorized under the plan's governance. Quietly adding the employee to the eligibility list keeps the date honest but still bypasses the plan rules without approval.

374. Answer: B — Propose a time-limited pilot in a few departments with agreed metrics and a review date.

A pilot with defined metrics (such as productivity, coverage and engagement) and a set review date lowers the risk for cautious managers and lets the decision rest on the company's own data. A full launch ignores their concerns, outside research may not persuade people worried about their own teams, and leaving it entirely to each manager invites inconsistent treatment.

375. Answer: B — Keep this round developmental and build trust before any pay use

Employees were promised developmental use, and tying first-round 360 results to pay would break that promise and encourage raters to inflate or game future ratings. Partial or selective pay use still changes the purpose, and leaving it to each manager creates inconsistent treatment.

376. Answer: B — It keeps reviewers from shifting standards to favor a candidate they already like.

When criteria are set after seeing candidates, reviewers tend to redefine what matters to justify a preference they already hold. Fixing job-related criteria and weights in advance keeps the evaluation consistent. Adjusting criteria as candidates appear is exactly the behavior that invites bias.

377. Answer: D — The candidate's adaptability and the family's readiness to relocate

Research on expatriate failure points to poor personal and family adjustment, not lack of technical skill, as a leading cause. Selection should therefore assess adaptability, relational skills and family readiness. Seniority and home-country performance do not predict cross-cultural adjustment, and a focus on pay is a weak motivator for success abroad.

378. Answer: C — Its outputs shape decisions about individual people's job opportunities and can create discrimination liability.

Risk tiering scales oversight to the consequences of an error. A ranking tool directly affects who is considered for jobs, so mistakes or bias can harm individuals and expose the employer to discrimination claims; FAQ drafts are general content that a person reviews before publishing. Data volume and vendor source do not determine risk on their own, and the audience claim is wrong, since ranked candidates usually never see the scores.

379. Answer: B — Bias is less likely, since the same person hired her knowing her protected trait.

Many courts reason that a manager who was willing to hire someone in a protected group is unlikely to fire that person because of the same trait a short time later. The inference is permissive, not conclusive, so it does not require dismissal and can be outweighed by other evidence. It does not shift a heightened burden of proof onto the employer.

380. Answer: D — Profiles often reveal protected traits, and knowing them can expose hiring decisions to bias claims

Social media often shows age, religion, pregnancy, disability, national origin and other protected information. Once a decision-maker sees it, the employer may have difficulty proving it did not influence the decision. Using a separate screener who filters out protected information and applies consistent job-related criteria reduces that risk. No federal law bans viewing public content, and a third party that acts as a consumer reporting agency can trigger FCRA notice duties rather than avoid them.

381. Answer: A — With a commitment-based approach that invests in long-term development

Lepak and Snell place high-value, high-uniqueness human capital in the core knowledge quadrant, which calls for commitment-based employment: internal development, long-term relationships and investment in skills. Valuable but generic skills fit a productivity-based, market approach; low-value, generic work fits contractual, compliance-based arrangements; and unique but less valuable skills fit alliances.

382. Answer: D — $0

With a non-embedded (aggregate) deductible, the plan pays nothing for non-preventive care until the family's combined claims reach the full $6,000, and only $4,000 has been incurred, so the plan pays $0. $800 assumes an embedded individual deductible of $3,000 (80% of the $1,000 excess), $1,000 forgets the coinsurance as well, and $3,200 ignores the deductible entirely (80% of $4,000).

383. Answer: C — Respect her decision and offer an optional written or online exit survey

Exit interviews are voluntary, and pressuring a reluctant employee produces poor data and ill will. Offering a different format, such as a written or online survey, may still capture useful feedback. Withholding final pay to force participation is improper and may violate state wage laws, and asking the manager to persuade her adds pressure.

384. Answer: D — Assess whether the specialized work and the managers' own duties justify the narrow spans before deciding

Narrow spans can be appropriate when work is highly specialized and managers spend much of their time on individual work. HR should look at what the managers actually do before recommending changes. Cutting roles based only on the company average ignores job content, and exempting legal from any review is just as unsupported. A merger made just to hit an average fixes the number, not the structure.

385. Answer: A — Use a composite criterion that also measures retention, renewals and service quality ratings.

A criterion that omits important parts of the job is deficient, so a test validated against it may predict only a slice of performance. Building a composite that reflects the full job, including retention and service, gives a more relevant criterion. Sales volume is objective, but objectivity does not cure deficiency, and lengthening the period improves reliability without adding the missing job elements.

386. Answer: B — Review the rating definitions with her and help her gather specific evidence for each rating

Calibration works best when managers bring ratings tied to the rating definitions and backed by concrete examples. HR should coach her to test each rating against those standards and document evidence, so ratings may change based on facts rather than pressure. Lowering ratings to match an average, defending them without evidence or skipping calibration all undermine consistency.

387. Answer: C — 0.63

The objective score is the average of its key-result scores: (0.8 + 0.5 + 0.6) / 3 = 1.9 / 3 = 0.63. Reporting 0.60 uses the median rather than the mean, 0.65 averages only the highest and lowest scores, and 0.50 treats the weakest key result as the objective's score.

388. Answer: B — 75%

Bench strength = roles with at least one ready-now successor / total critical roles x 100 = 9 / 12 x 100 = 75%. The 25% figure is the share of roles without coverage (3 / 12), and 33% comes from dividing the uncovered roles by the covered ones (3 / 9).

389. Answer: B — Notify the union and bargain over the program before putting it in place

Cash awards are a form of compensation, and wages are a mandatory subject of bargaining, so the employer must give the union notice and an opportunity to bargain before making the change. Going to employees directly bypasses the union and can be unlawful direct dealing. The duty to bargain is not limited to cash, so switching to noncash awards does not reliably avoid it.

390. Answer: C — Explain that she should coach her team, advocate for the change, and identify and address resistance

Prosci describes people managers as communicators, liaisons, advocates, resistance managers and coaches, because employees look to their direct supervisor for how a change will affect them. Leaving communication entirely to the project team wastes the supervisor's influence, and simply forwarding emails is too passive. Treating resistance as a disciplinary matter skips the manager's role of understanding and addressing it.

391. Answer: A — Point out that totals fall when fewer days are worked and compare output per day

Total annual output depends on days worked, so employees who take more time off will produce fewer total units even if their daily productivity is the same or higher. Comparing output per day worked tests the real question. Adding more years of data measured the same way repeats the flaw, and acting on the raw correlation could hurt morale and retention without improving productivity.

392. Answer: D — Limit any monitoring to a separate work profile, with clear notice, consent and minimal data collected.

Monitoring personal devices around the clock captures private activity and location, creating privacy, legal and morale risks that far exceed the business need. A separate work profile managed by mobile device management protects company data while limiting what is collected, with notice and consent. Installing the app on all devices overreaches, the pay distinction misreads the issue, and an off switch still leaves broad tracking and little control.

393. Answer: D — "You can now check your hours and fix errors from your phone."

WIIFM framing leads with the benefit to the receiver, which here is the convenience of checking hours and correcting mistakes from anywhere. Cost savings, leadership approval and security standards may matter to the organization, but they answer the company's questions, not the employee's, so they do less to win attention and adoption.

394. Answer: A — In a separate confidential medical file, apart from the employee's personnel file

The ADA requires medical information to be kept confidential and stored separately from the general personnel file. Supervisors may be told about necessary work restrictions and accommodations, but not given the medical documentation itself. Flagging it within the personnel file does not meet the separate-file requirement.

395. Answer: D — Let the hiring manager assess her against the new role's needs, with the PIP shared factually

With no policy barrier and a PIP gap that is not central to the new role, the fair approach is to consider the application on its merits while giving the hiring manager accurate, relevant information. Inventing an eligibility rule the policy does not contain risks inconsistent treatment, while hiding the PIP undermines the hiring manager's decision and the company's credibility. Approving the move automatically skips the hiring manager's assessment.

396. Answer: D — Begin the interactive process to understand her limitations and the job's essential functions

Under the ADA, the employer should engage in an interactive process to understand the limitation, identify the job's essential functions and consider effective accommodations, which can include remote work. Denying the request based on a general expectation skips that individualized assessment. Approving immediately is not required either, because the employer may choose among effective options once the facts are known.

397. Answer: D — Go along with the manager's room choice for the interviews

Because the issue does not affect the integrity of selection and matters more to the internal client, accommodating preserves the relationship at almost no cost. Splitting the interviews between rooms is tempting, but it adds complexity and inconsistency for no benefit, and escalating a trivial preference wastes leadership time.

398. Answer: C — Decline the expensive dinner and explain that the policy allows only modest business meals.

The policy limits entertainment to modest business meals, and an expensive dinner tied to a just-signed renewal looks like a reward for the business and could influence future renewals. Timing after the signing does not remove that concern because the relationship continues. Partial payment or including more people still leaves the event outside the policy.

399. Answer: D — Encourage respectful debate about ideas rather than people

Task conflict, meaning disagreement about ideas and approaches, improves decisions when it is kept respectful and focused on the work. Suppressing it causes risks to go unspoken. One-on-one channels and team-building events may help at the margins but do not restore the open debate the team needs.

400. Answer: B — Building quick, rough versions of a course to test with users early, so problems are fixed before full development

Rapid prototyping produces early, low-cost working models of a course that users and stakeholders review and test, so design problems are found and fixed in quick cycles before major development effort is spent. Launching a full course before getting feedback is the opposite, since problems surface only after the investment. Fixed timelines and rebranded courses are not prototyping.