SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 7

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 7 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: A — Send each group a message tailored to its role, with supervisors briefed first

The same policy affects the two groups differently: employees need to know how to request overtime, while supervisors need to know how and when to approve and what to do with late requests. Briefing supervisors first prepares them to answer questions. Consistency comes from the policy itself, not from identical wording, and letting each supervisor decide how to communicate it risks uneven messages.

2. Answer: D — Excuse her from the yoga session and offer another activity that day

An employee's religious objection to an activity can trigger the duty to accommodate, and excusing her from one session while she joins the rest of the day costs the company very little. Arguing that yoga is secular dismisses her sincerely held belief, which is hers to define. Requiring a written statement or attendance as an observer adds hurdles without a clear business need.

3. Answer: D — Plant

In Belbin's model, the Plant is the team's creative source of ideas and unconventional solutions, though often weak at communicating them or attending to details. The Resource Investigator also brings in ideas, but by exploring outside contacts and opportunities rather than generating original concepts.

4. Answer: A — Document that the efforts were ineffective and implement other outreach methods.

VEVRAA requires an annual assessment of the effectiveness of outreach and recruitment efforts. If the efforts are not effective, the contractor must identify and implement alternatives, such as working with veteran service organizations or military transition programs. The benchmark is not lowered because outreach failed, and there is no requirement to report results to OFCCP for direction.

5. Answer: B — Accept his written rebuttal for the file and refer it for second-level review

A fair process lets the employee record his disagreement and have the rating reviewed under the established policy, typically by the manager's manager or HR, based on the evidence. HR should not change a rating simply because the employee objects, and refusing any review ignores the company's own policy. Another meeting focused on persuasion does not provide an impartial review.

6. Answer: B — To predict counterproductive work behaviors, such as theft and rule-breaking, before hire

Integrity tests predict counterproductive behaviors such as theft, absenteeism and rule-breaking. Overt tests ask directly about attitudes toward theft and dishonesty, while personality-based tests measure related traits such as conscientiousness and reliability. They do not reveal criminal records or measure learning ability, and measuring physical responses to detect lying describes a polygraph, which the EPPA generally bars in pre-employment screening.

7. Answer: C — Decline the information and continue assessing her qualifications

Accepting another employer's confidential information is unethical and can expose the company to claims such as trade secret misappropriation, regardless of how narrowly it is used. The recruiter should decline politely and continue the interview on her qualifications. Ending the interview outright is an overreaction, though her offer is something the hiring team may reasonably weigh.

8. Answer: C — To set out shared principles that guide how employees decide and behave each day

A core values statement defines the principles and beliefs that should shape everyday decisions and conduct, such as integrity or customer focus. Describing a desired future state is the role of a vision statement, and explaining what the organization does and for whom is the role of a mission statement.

9. Answer: A — Export the records the company must keep, then get the vendor's written certification that it deleted the rest.

The company must keep hiring records for required retention periods and any legal holds, so it needs to export those records before the contract ends; it should then confirm that the vendor has deleted the remaining personal data. Leaving data with a former vendor creates privacy and security risk with no business need. Notifying candidates is not generally required, and closing accounts does nothing about the data still held by the vendor.

10. Answer: B — $27.58

Compounding applies each increase to the previous year's rate: $25.00 x 1.03 = $25.75; $25.75 x 1.03 = $26.5225; $26.5225 x 1.04 = $27.58. Adding the percentages to get 10% of the base gives $27.50, which ignores compounding. Using 3% in all three years gives $27.32, and $26.52 is only the year-two rate.

11. Answer: D — Decline the feature, since its inferences are unvalidated and intrusive, and coach on call outcomes.

Emotion-recognition scores rest on contested science, the vendor has no validation evidence, and the scores may systematically misread nonnative speakers, creating bias risk while intruding on employees. Limiting use to coaching still steers decisions with unreliable data, and consent from employees who depend on their manager does not fix a tool that does not work. Coaching on observable call behaviors and results meets the manager's goal without those risks.

12. Answer: A — Show him the internal comparison and the 90-day pattern, then explore the possible causes with him

Presenting relevant internal benchmarks and the timing pattern challenges his belief with credible data, and exploring causes together builds his ownership of the solution. Going to his director first damages the partnership. Prescribing an onboarding fix skips diagnosis, and a report with a deadline turns a conversation into a compliance exercise.

13. Answer: B — Attend the seminar and decline the golf outing and resort dinner that follow it.

The seminar has a legitimate business purpose and policy allows business-related training, but the golf and resort dinner are lavish entertainment that policy prohibits, especially from a vendor under evaluation. Disclosure does not make prohibited entertainment acceptable. Declining the entire event goes further than the policy requires and gives up useful training.

14. Answer: B — The code's key standards, how to raise concerns, and the company's protection against retaliation

New hires need to know the core expectations, where to go with questions or concerns, and that they will be protected if they speak up. Naming disciplined employees violates privacy, and a law-by-law review is too much information to be useful on day one. Investigation procedures are relevant to managers and HR, not to new employees generally.

15. Answer: B — Measure current scheduling time as a baseline, then test the claim with a pilot or similar-client references

Vendor claims should be checked against the company's own baseline and real-world evidence. Measuring current time first makes it possible to calculate actual savings, and a pilot or references from comparable organizations show whether the claim holds in a similar setting. A vendor's own study is not independent, and arbitrarily discounting the claim still rests on unverified numbers.

16. Answer: A — 14 days after receiving the employer's notice

A plan administrator must provide the COBRA election notice within 14 days after it receives notice of the qualifying event. (When the employer is also the plan administrator, it has 44 days from the event to send it.) The 30-day period is the employer's deadline to tell the administrator of the event, and 60 days is the minimum election period for qualified beneficiaries.

17. Answer: B — The lead is likely a supervisor, because his discipline recommendations are effective and adopted without review.

Section 2(11) covers people who effectively recommend discipline, not only those who sign the final decision. A recommendation is effective when higher management routinely adopts it without independent investigation, so this lead likely is a supervisor and ineligible to vote. Merely documenting events that management investigates on its own would not be enough, which is why the bare act of documenting does not confer supervisory status.

18. Answer: D — Laboratory conditions, so conduct that is not an unfair labor practice can still set aside a result.

Under General Shoe, the Board seeks to hold elections under laboratory conditions that let employees choose freely. Conduct that interferes with free choice can justify setting aside an election even if it is not an unfair labor practice. Wright Line is the motive test for discrimination cases, not the election-objections standard.

19. Answer: B — Stay interviews with current employees

Stay interviews are structured conversations with current employees about what keeps them engaged and what might push them out. They give managers a chance to fix problems before a resignation. Exit interviews, post-exit surveys and separation codes all collect information only after the employee has decided to leave.

20. Answer: B — Level 4: Results

Level 4 measures the business outcomes that training is meant to influence, such as injury rates, costs, quality or sales. Level 3 would look at whether workers apply safe practices on the job, which is an important step toward results but not the outcome itself. Levels 1 and 2 measure trainee reactions and knowledge gained.

21. Answer: D — Trend analysis

Trend analysis uses historical data, such as headcount changes over several years, and projects the pattern into the future. Ratio analysis is also quantitative, but it ties staffing to a business driver (for example, workers per supervisor or sales per rep) rather than extending a time series. The Delphi and nominal group techniques are judgment-based methods that gather expert opinion.

22. Answer: A — $72,000

At 25% penetration, pay = minimum + 0.25 x (maximum - minimum) = $64,000 + 0.25 x $32,000 = $72,000. A 5% raise yields $68,000 x 1.05 = $71,400, which is lower, so the policy calls for $72,000. The $80,000 figure is the midpoint (50% penetration), and $85,000 applies the 25% as a raise on current pay.

23. Answer: C — Keep both, follow up to learn why her account changed, and weigh both in the credibility analysis.

A changed account is evidence in itself. The investigator should keep both versions and ask the witness what prompted the change, including whether anyone pressured her, which could signal retaliation or interference. Both statements then go into the credibility analysis along with other evidence. Discarding either version, or both, ignores information the investigator needs.

24. Answer: C — Meet with the manager to assign an owner and date to each action and set check-ins

Plans without owners and deadlines rarely move forward, so the fix is to add accountability and regular follow-up. A generic company plan loses the team-specific issues the survey found. Waiting a year allows the problems to continue, and escalating before helping the manager fix the plan skips the more constructive step.

25. Answer: A — Meet each report to learn their experience and agree on goals and decisions

Building credibility starts with one-on-one conversations to understand each person's experience and expectations, and then agreeing on goals and how decisions will be made. Jumping to discipline before trying to build the relationship can make resistance worse. Asking the boss to shut out the team does not fix trust, and withholding work from older employees could be age discrimination.

26. Answer: D — It widens the pool of possible mentors, but building trust without face-to-face contact is harder

Virtual (e-mentoring) lets employees connect with mentors regardless of location, which widens the pool and supports cross-site learning. The main difficulty is building rapport and trust without in-person contact, along with scheduling across time zones. Virtual programs still need clear goals and mentor preparation, and they are usually cheaper rather than costlier to run.

27. Answer: D — Devil's advocacy

In devil's advocacy, one person or subgroup is assigned to critique a proposal and expose its flaws and risks, which helps counter premature agreement. Dialectical inquiry is similar but has a group develop a full opposing plan and debate the two. The nominal group technique and Delphi are structured methods for generating and ranking ideas.

28. Answer: C — Tell the team together in person, share only what the family approved, and offer EAP grief support.

Sad news like this should be shared promptly and in person with the people most affected, so they hear it together and can support each other. Respecting the family's wishes about details and offering EAP or grief counseling shows care. A broad email with full details ignores the family's request and is impersonal, and staggered or delayed notice lets rumors spread.

29. Answer: D — The union owes the duty of fair representation to every employee in the unit, whether or not the employee is a member.

Because the union is the exclusive representative of all employees in the unit, it must represent members and nonmembers fairly. Refusing to process a grievance because the employee is not a member is discriminatory and breaches the duty of fair representation. The duty does not depend on state right-to-work laws or on the type of grievance.

30. Answer: C — A role where improving performance makes the biggest difference to strategic results

Boudreau and Ramstad define pivotal roles by how much a change in performance affects strategic success, so investment there has the highest payoff. A senior, highly paid role is not necessarily pivotal if better performance would change little. Hard-to-fill and at-risk roles matter for staffing, but scarcity and vacancy risk are different concepts.

31. Answer: A — The absences can qualify under her chronic serious health condition

A chronic serious health condition, such as asthma, requires periodic visits to a health care provider (at least twice a year) and continues over an extended period, but it may cause episodic incapacity. Absences during flare-ups qualify even if the employee does not see a provider during each episode and even if each absence is shorter than 3 days. The 7-day treatment rule applies to the general continuing-treatment category, not chronic conditions.

32. Answer: C — Review all forms, correct errors properly without backdating, and fix the process

A 20% error rate in a sample signals a systemic problem, so HR should extend the audit to all forms, correct errors by striking through, initialing and dating changes (or attaching an explanatory memo) rather than backdating, and find and fix the cause, such as training gaps. Requiring everyone to complete new forms or present new documents can create discrimination and document-abuse exposure, and there is no general duty to self-report paperwork errors.

33. Answer: B — Involve supervisors in designing their new coaching roles and provide training for them

The supervisors' resistance comes from losing their role, so involving them in defining their new role as coaches and facilitators, with training to succeed in it, addresses the cause and builds commitment. Threats increase resistance, and waiting for turnover stalls the change. Keeping full authority alongside self-directed teams would undermine the teams' autonomy.

34. Answer: B — 60 calendar days; employers with 100 or more employees, not counting part-time.

WARN covers employers with 100 or more employees, excluding part-time workers (or 100 or more who together work at least 4,000 hours a week, excluding overtime), and requires 60 calendar days' written notice. The 50-employees-within-75-miles test belongs to FMLA eligibility, and 30 and 90 days are near-miss periods; 500 employees is one of the mass layoff thresholds, not the coverage test.

35. Answer: A — Explain that a prompt investigation must come first and put interim measures in place, such as separating the two employees.

Firing someone before hearing his side risks an unfair and legally exposed decision, but the complainant's safety concern is real. Interim measures that do not disadvantage the complainant, such as changing the accused's schedule or placing him on leave, protect her while HR investigates quickly. Sending the complainant away on leave can look like punishment for complaining, and a flat refusal to adjust anything ignores the safety risk.

36. Answer: D — Work with union representatives on the joint committee to set selection criteria, curriculum and wage progression.

Apprentice wages, job classifications and selection affect terms and conditions of employment for bargaining-unit work, so management should not set them unilaterally, and a joint committee is the standard structure for governing the program together. Designing it alone and presenting it as finished risks an unfair labor practice charge for failing to bargain. Handing the program entirely to the union gives up management's role, and waiting for the next contract delays a program both sides already want.

37. Answer: B — Have a qualified translator check the warning, then reissue a corrected version to her.

Discipline is only fair if the employee understands the expectations, so a qualified check and a corrected translation fix the error without abandoning the legitimate attendance issue. Relying on the English original ignores that the employee may not fully understand it. Dropping the issue overcorrects, and a signature on a document she may not understand proves little.

38. Answer: C — Turnover counts all leavers, including mid-year hires, while retention tracks the starting group

Retention rate measures how many employees present at the start of a period are still there at the end. Turnover divides all separations by average headcount, so it includes people hired and lost during the year and repeat turnover in the same position. A few roles that churn several times can push turnover up while most of the original workforce stays, so the two figures need not add to 100%.

39. Answer: A — Safeguard restricted or confidential information and use only appropriate information in employment decisions.

The Code's Use of Information provisions call for acquiring and sharing information through ethical means, safeguarding restricted or confidential information, and ensuring only appropriate information is used in decisions affecting the employment relationship. Seniority does not grant access to everything, and a former employee's records remain confidential. Destroying records regardless of legal retention rules would itself be improper.

40. Answer: C — Blind, which is known to others but not to the leader herself

The Johari window's blind quadrant holds traits others see that the person does not, which is what 360 feedback is designed to surface. The hidden quadrant is the reverse: things the person knows but keeps from others.

41. Answer: B — By showing others similar in ability to work got light duty and the policy significantly burdens pregnant workers.

Young held that a plaintiff can make out a PDA claim by showing she sought accommodation, was denied, and the employer accommodated others similar in their ability or inability to work. The employer can offer a legitimate reason, but she can show it is a pretext, for example because the policy places a significant burden on pregnant workers without a strong enough justification. Direct evidence of animus is not required, and the PDA does not depend on ADA disability status.

42. Answer: A — -20%; the program returned less in benefits than it cost.

ROI = (benefits - costs) / costs x 100, which equals (BCR - 1) x 100 = (0.8 - 1) x 100 = -20%. Any BCR below 1.0 means benefits fell short of costs, so ROI is negative. Reading the 0.8 as an 80% ROI confuses gross benefits with net return, a positive 20% reverses the subtraction, and -80% overstates the loss, since benefits still covered 80% of costs.

43. Answer: D — Dissatisfaction may fall, but motivation is unlikely to rise from pay alone

Herzberg classified pay as a hygiene factor: when inadequate it causes dissatisfaction, but improving it mainly removes dissatisfaction rather than creating motivation. Motivators such as achievement, recognition, responsibility and the work itself drive motivation. The idea that pay works only once lower-level needs are unmet mixes in Maslow's hierarchy, a different theory.

44. Answer: D — Title VII's anti-retaliation provision covers former employees, so the negative reference can be unlawful retaliation.

In Robinson v. Shell Oil (1997), the Supreme Court held that the term "employees" in Title VII's anti-retaliation provision includes former employees, so a retaliatory negative reference is actionable. Truthfulness does not cure a reference given because of protected activity; motive is the issue. Defamation may also be available, but it is not the only remedy.

45. Answer: D — It implies mild agreement when employees are split in two

A bimodal distribution has two peaks, and the mean falls in the gap between them, describing a moderate opinion that almost nobody holds. The median would also land at one cluster or between them and hide the split, so the distribution itself should be shown. Means can be computed for such items, and the 5s here are a large group rather than a few outliers.

46. Answer: D — Review the engineer's role, market data and peer pay as the counteroffer policy requires

A counteroffer policy exists so that retention decisions are based on the employee's criticality, the market rate and internal equity rather than on pressure from an outside offer. Matching immediately can create inequity with peers, refusing outright ignores the policy's off-cycle option, and a retention bonus is a possible result of the review, not a substitute for it.

47. Answer: A — "What are some different ways you could approach this problem?"

GROW moves through Goal, Reality, Options and Will (Way Forward). The Options step asks the coachee to come up with a range of possible actions before choosing one. Asking what the person wants to achieve sets the Goal, describing the current situation is Reality and committing to a first step and date is Will.

48. Answer: A — A structured 90-day plan with clear goals and regular manager check-ins

Structured onboarding that extends over the first months, with clear expectations and frequent manager contact, helps new hires build role clarity, confidence, and relationships, which reduces early turnover. A single orientation day, a welcome packet, or online modules deliver information but not the ongoing support and connection that keep new hires.

49. Answer: D — -$4,000; she earns less than the pay line predicts for her job

A residual is the actual value minus the predicted value: $52,000 - $56,000 = -$4,000, so she is paid $4,000 below the line. Residuals help flag employees for pay review, but a negative residual by itself does not show the line is wrong or that a legal violation exists, because factors such as tenure or performance may explain it.

50. Answer: C — Present the company's actual incident data and risk factors so leaders can weigh the proposal

A vivid recent event makes a risk seem more common than it is, which is availability bias. HR should ground the decision in the organization's real incident history and known risk factors so leaders can judge whether a costly, intrusive program fits the actual risk. Starting rescreening or pricing it out skips the step of confirming that the problem justifies the solution.

51. Answer: B — To let designers build interactive online courses without advanced programming

Authoring tools let instructional designers and subject experts create interactive e-learning, such as slides, quizzes and simulations, and publish it in standard formats that an LMS can deliver and track. Enrolling and tracking learners is an LMS function, live classes run on virtual classroom platforms, and personalized recommendations are a hallmark of LXPs.

52. Answer: D — Plant A, at 12 grievances per 100 employees versus 5 per 100 at Plant B

Rates adjust for differences in size: Plant A's rate is 12 / 100 = 12 per 100 employees, and Plant B's is 20 / 400 = 0.05, or 5 per 100. Plant B has the larger raw count, but it also has four times as many employees, so its rate is less than half of Plant A's. Treating raw counts as rates is the common mistake.

53. Answer: D — Hold facilitated focus groups with night-shift staff to learn what drives the gap

A large gap with unclear comments calls for more diagnosis before action, and focus groups can reveal the specific causes behind the scores. Raising pay or replacing the supervisor assumes a cause that the data has not shown. A 20-point gap across most items is too large to ignore for a year.

54. Answer: A — "What problem or goal is the reorganization meant to address?"

Good consulting starts by understanding the business problem or objective, because that determines whether a reorganization is the right solution and what design would work. Questions about leaders, timing and headcount matter later but assume the decision to reorganize is already sound. Starting with them moves HR into execution before the need has been diagnosed.

55. Answer: D — The identity conversation

Stone, Patton and Heen describe three conversations within every difficult conversation: what happened (facts, intentions and blame), feelings, and identity, which concerns what the situation means for our self-image. The feelings conversation is about managing emotions, while the identity conversation is specifically about threats to how we see ourselves.

56. Answer: A — Behavioral control, financial control and the relationship of the parties

The IRS groups common-law evidence into behavioral control (whether the company controls how the work is done), financial control (business aspects such as investment, expenses and opportunity for profit or loss) and the relationship of the parties (contracts, benefits, permanency and whether the work is a key business activity). Economic dependence and similar factors come from FLSA economic reality analysis, a separate test.

57. Answer: D — Provide reasonable accommodation, such as an alternative format, for applicants whose disability affects their results.

The ADA requires reasonable accommodation in the application process, and a timed or game-based test may unfairly screen out people with certain disabilities. Employers should explain how to request accommodation and offer alternatives where needed. Employers remain responsible for selection tools they use, even ones built by vendors, and requests may be made at any point, not only on the application form.

58. Answer: B — Credit strikers' seniority like any unpaid absence and do not give crossovers bonus seniority

Seniority rules must be applied neutrally, and the CBA here credits all unpaid absences, so strikers keep accruing seniority. Granting super-seniority to employees who worked during a strike is unlawful discrimination against strikers (NLRB v. Erie Resistor). Resetting or freezing strikers' seniority would also penalize protected activity.

59. Answer: A — In favor of arbitration, because doubts about a broad clause's coverage are resolved in favor of arbitrability.

Under the Steelworkers Trilogy, particularly Warrior & Gulf Navigation, arbitration should not be denied unless it can be said with positive assurance that the clause cannot be interpreted to cover the dispute, and doubts are resolved in favor of coverage. Silence on subcontracting does not exclude it from a broad clause. The court decides only arbitrability, not whether the grievance has merit.

60. Answer: A — 70%

Containment rate is the share of conversations resolved without human escalation: 6,300 / 9,000 = 70%. The 30% figure (2,700 / 9,000) is the escalation rate. Dividing escalations by resolved conversations gives 42.9%, and dividing resolved by escalated conversations gives about 233%.

61. Answer: C — Internalization

Internalization is the conversion of explicit knowledge into tacit knowledge, as a person learns by doing until documented steps become second nature. Externalization is the reverse, turning tacit know-how into explicit documents. Socialization involves learning from others through shared experience rather than from a manual.

62. Answer: C — It may not deny referrals or cause employers to discriminate unlawfully

Title VII separately prohibits labor organizations from excluding, expelling, misclassifying or refusing to refer people on protected grounds, and from causing or trying to cause an employer to discriminate. A union that operates a hiring hall is covered regardless of the size of its own staff, and employment agencies have parallel duties. The union's liability does not depend on a finding against the contractor.

63. Answer: B — Review the company's strategic objectives and derive HR goals that directly support them

HR goals should cascade from company objectives so that HR work supports the business strategy, here including the workforce needed to enter two new markets. Updating last year's targets simply repeats the original misalignment, and staff surveys or peer benchmarks can inform goals but do not tie them to this company's strategy.

64. Answer: B — A short hands-on demonstration plus step-by-step job aids posted at each kiosk

Rare tasks are easily forgotten after training, so job aids that guide staff step by step at the point of need, combined with a brief demonstration of common tasks, are the most effective and economical approach. Memorizing every error code in a classroom or e-learning course is costly and quickly forgotten, and a dense technical manual is poorly suited to frontline troubleshooting under time pressure.

65. Answer: D — Arranging new childcare that the deployment makes necessary

Qualifying exigency leave applies to the family member of a military member on covered active duty and includes categories such as short-notice deployment, military events, childcare and school activities, financial and legal arrangements, counseling, rest and recuperation, and post-deployment activities. Arranging alternative childcare made necessary by the deployment falls under childcare and school activities. Running his business, caring for an adult sibling or doing routine chores are not listed categories.

66. Answer: D — Punitive damages to punish the employer for its conduct

NLRB remedies are remedial rather than punitive, meaning they aim to restore the situation that would have existed without the violation. Reinstatement, back pay with interest, cease-and-desist orders and notice postings are standard. The Board has no authority to award punitive damages.

67. Answer: A — $2,900

The matrix already accounts for the compa-ratio in setting the 5% rate, so the increase is simply 5% x $58,000 = $2,900. Multiplying that amount by the compa-ratio gives $2,668, and dividing by it gives $3,152; both apply the compa-ratio twice. The $5,336 figure comes from multiplying salary by 9.2%, confusing the compa-ratio with a percentage increase.

68. Answer: D — Flag the gap, find out why ratings are missing, and agree with stakeholders on how to handle that division.

Missing data that is concentrated in one division is not random, so any quick fix can distort the model and treat those employees unfairly. Filling in the average makes everyone in the division look identical, and dropping them means the model learns nothing about that group yet may still score them. The analyst should understand the cause and decide on an approach, such as collecting ratings or excluding the division from model use, with the business.

69. Answer: D — Several reporting channels, including one that bypasses the direct supervisor, plus a ban on retaliation

An effective anti-bullying policy defines the conduct, gives multiple reporting avenues so that a target is never forced to report to the person mistreating them, and protects reporters from retaliation. Requiring direct confrontation first discourages reporting, especially when there is a power imbalance. Fixed automatic penalties remove needed judgment, and a signed-writing requirement creates a barrier that can delay action on serious concerns.

70. Answer: C — Two department heads refuse to release staff for testing, and the PM cannot resolve it with them.

Sponsors are used to resolve issues beyond the project manager's authority, such as conflicts among department heads over resources. Vendor fixes, task swaps and design details are within the PM's control and should be handled at the project level. Escalating routine matters wastes the sponsor's time and weakens the PM's authority.

71. Answer: A — As an opportunity, since it is an external factor the company could use

The college program exists outside the company, and it is a favorable external development the company can take advantage of, which makes it an opportunity. It would become a strength only once the company built it into its own capabilities, for example through a formal hiring partnership.

72. Answer: A — They closely mirror real job tasks, so scores reflect how candidates would actually perform the work.

Work samples have applicants perform tasks taken from the actual job, so there is a close match between the test and the job's behaviors. That fidelity supports validity and makes the test look relevant to candidates. They are usually job-specific rather than broad trait measures, they are often costly to develop and run, and they are not inherently pass-or-fail.

73. Answer: D — A paid day off for the employee to decide whether to commit to meeting standards or leave the job.

Positive discipline replaces punishment with reminders and, as the final step before termination, a paid decision-making leave. The employee uses the day to decide whether to return and meet expectations, often confirmed in a written commitment, or to resign. The pay signals that the company wants the employee to succeed, which distinguishes it from an unpaid suspension.

74. Answer: D — No violation occurred; keep the information confidential and make sure it plays no role in any decision.

GINA's inadvertent-acquisition exception covers genetic information learned through casual conversation, such as a general question about how someone is doing. Acquiring it this way is not a violation, but the employer must keep it confidential and may not use it in decisions. Follow-up questions probing for more genetic information would not be inadvertent and could violate GINA, and no self-report to the EEOC is required.

75. Answer: A — The early signature can be valid, and she still has 7 days after signing to revoke.

An employee may sign before the consideration period ends as long as the decision is knowing and voluntary and was not induced by the employer, such as by fraud or a threat to withdraw the offer. Signing early does not shorten the 7-day revocation period, which runs from signing. Requiring a re-signature is not needed when the early signature was voluntary.

76. Answer: B — The limit is reasonably necessary to safety, and age is a valid proxy for fitness

Criswell requires that the age qualification be reasonably necessary to the essence of the business and that age be a legitimate proxy, because all or substantially all older workers cannot do the job safely or individual testing is impossible or impractical. The Court rejected a deferential "rational basis" standard, and showing that most older workers perform less well falls short.

77. Answer: B — Meet with both leads now to review the agreement, find what is blocking compliance, and revise it if needed.

When a mediated agreement starts breaking down, prompt follow-up to find the obstacle and revise the terms keeps the gains from mediation. Waiting for the check-in lets the problem grow even though harm is already occurring. Jumping to discipline treats a collaborative agreement as a disciplinary order before HR understands why it is not working, and arbitration is premature.

78. Answer: C — Decline to identify the writer and help the manager respond to the theme of the feedback.

Breaking the promise of confidentiality would damage trust in the survey and could expose the employee to retaliation. HR should decline and coach the manager to address the underlying concern with the team. Seeking out the writer to arrange a meeting effectively reveals that HR knows who they are, and deleting the comment hides legitimate feedback from the manager.

79. Answer: B — That a resignation may affect unemployment eligibility and how records show it.

Letting an employee resign can preserve dignity, but she should understand the trade-offs, including that a voluntary quit may reduce or bar unemployment benefits and that the records will reflect a resignation. Unemployment eligibility is decided by the state agency, so HR cannot guarantee it. A release requires separate consideration, and destroying performance records would undermine the company's documentation and record-retention duties.

80. Answer: D — Give the specific evidence of possible forgery to the NLRB regional office, which checks the showing itself.

The adequacy of the showing of interest is an administrative matter for the NLRB and is not litigated at the hearing, and the Board does not disclose who signed. An employer with specific evidence of fraud or forgery may submit it to the regional office for investigation. Questioning employees about whether they signed would be unlawful interrogation, and the employer has no right to inspect the cards.

81. Answer: B — Directing, with clear instructions and close supervision

An enthusiastic beginner is eager but does not yet have the skills, so the best fit is a directing (telling) style with specific instructions and close follow-up. Coaching suits someone whose commitment has dropped after early struggles, supporting suits capable but hesitant employees, and delegating suits those who are both competent and committed.

82. Answer: C — Identifying and assessing actual and potential adverse impacts

Under the Guiding Principles, human rights due diligence is an ongoing process of identifying and assessing actual and potential adverse impacts, acting on the findings, tracking effectiveness and communicating how impacts are addressed. A policy commitment and supplier codes are useful, but by themselves they do not show whether impacts are occurring. Auditing only after scandals is reactive and misses the risk-based scope that due diligence requires.

83. Answer: A — Well-designed studies have found little evidence that matching instruction to learning styles improves learning

Reviews of the research, notably Pashler and colleagues (2008), found that rigorous studies do not support the meshing hypothesis: teaching to a person's preferred style does not reliably improve learning. Better results come from matching the method to the content and using proven techniques such as practice and feedback. The other choices describe effects that research has not shown.

84. Answer: B — Retaliation includes subtle acts, like exclusion or extra scrutiny, that could deter a reasonable person from complaining.

Under the Burlington Northern standard, retaliation includes any materially adverse action that might dissuade a reasonable worker from complaining, so supervisors must recognize subtle conduct. Protection does not depend on the complaint being proven, as long as it was made in good faith, and supervisors can retaliate whether or not they were named.

85. Answer: C — 35

Candidate NPS is the percentage of promoters (9 or 10) minus the percentage of detractors (0 to 6). Promoters are 110 / 200 = 55%, detractors are 40 / 200 = 20%, so cNPS = 55 - 20 = 35. Reporting only the promoter share gives 55, subtracting passives (25%) instead of detractors gives 30, and counting the 7s and 8s as promoters gives 80 - 20 = 60.

86. Answer: C — Prior pay can carry forward past pay disparities and may not justify a pay gap between people doing equal work.

Basing offers on prior pay can import discrimination that occurred at earlier employers, and some courts have held that prior salary alone is not a valid 'factor other than sex' under the Equal Pay Act. Setting offers by the job's pay range and job-related factors is the safer practice. There is no federal private-sector salary history ban; such bans exist only in some states and localities, and salary history is not protected health information.

87. Answer: B — Records showing how the company has disciplined other employees caught stealing

Under Wright Line, the employer must show it would have taken the same action without the union activity. Evidence that other employees caught stealing were treated the same way is the strongest proof of consistent, nondiscriminatory treatment. Claims of unawareness are weak when the employee was a known supporter, and coworkers' views on the union are irrelevant to the defense.

88. Answer: D — Scaling

In OSKAR (Outcome, Scaling, Know-how and resources, Affirm and action, Review), the Scaling step asks the client to rate where they stand on a 0-to-10 scale and to notice what is already working. Outcome defines the desired future state, and Review looks back at progress in later sessions, so neither fits a present-state rating.

89. Answer: B — Crashing

Crashing shortens the schedule by adding resources to critical-path activities, trading higher cost for time. Fast tracking instead overlaps tasks that were planned in sequence. Resource leveling resolves overallocation and often lengthens the schedule, and scope reduction removes work rather than adding resources to complete it faster.

90. Answer: C — Risk tolerance

Risk appetite is the broad amount and type of risk an organization is willing to pursue in seeking value, which is what the board expressed. Risk tolerance is the acceptable variation in performance around a specific objective, such as a turnover range for critical roles. Risk-bearing capacity is the maximum risk the organization could absorb, and residual risk is what remains after controls.

91. Answer: D — To log possible risks with their likelihood, impact, owner and planned response

A risk register lists uncertain events that could affect the project, rates how likely and serious each one is, names an owner and records the response plan so risks are managed before they happen. Problems that have already happened belong in an issue log, which is the most tempting confusion. Lessons learned and budget tracking are separate tools.

92. Answer: A — $71,500

Weighted mean = (70,000 x 100 + 76,000 x 200 + 64,000 x 100) / 400 = (7,000,000 + 15,200,000 + 6,400,000) / 400 = $71,500. A simple average of the three means gives $70,000, which ignores that Survey B covers half the incumbents. Using only the largest survey gives $76,000.

93. Answer: D — 403(b): public schools and 501(c)(3) nonprofits; 457(b): mainly state and local governments

403(b) plans are available to public schools and colleges, 501(c)(3) tax-exempt organizations and certain ministers. 457(b) plans are sponsored mainly by state and local governments, though some tax-exempt organizations offer non-governmental 457(b) plans for select employees. Private for-profit companies use 401(k) plans, and federal employees use the Thrift Savings Plan.

94. Answer: C — Give advance notice, explain the reason honestly, and acknowledge the loss

Employees respond better to a change when they get an honest reason, advance notice and acknowledgment that they are losing something they valued. Quietly phasing out the perk or reframing it as a wellness initiative damages trust when employees see through it. A last-minute email gives no time to adjust and signals indifference.

95. Answer: B — Some of the gain may be regression to the mean, so compare with similar low branches not coached.

Units chosen because they scored at an extreme tend to score closer to average the next time, even with no intervention, because part of an extreme score is random variation. Comparing the coached branch with similar low scorers that were not coached separates the coaching effect from that natural rebound. A Hawthorne effect is possible, but it is a guess, and discarding the results would waste useful data.

96. Answer: B — No, because even under the HCE test he must regularly perform at least one exempt duty.

The HCE test relaxes the duties analysis but does not remove it: the employee must customarily and regularly perform at least one exempt executive, administrative or professional duty, and it applies only to employees whose primary duty includes office or non-manual work. A lead who only runs machines performs no exempt duty. The HCE test is not limited to executives, so that rationale is wrong.

97. Answer: C — Feedback

Feedback, meaning direct and clear information from the job about how well the work is done, produces knowledge of actual results. Autonomy produces experienced responsibility, while task identity and task significance contribute to experienced meaningfulness.

98. Answer: D — The vendor's report of how its product conforms to accessibility standards such as WCAG.

A completed VPAT is an Accessibility Conformance Report in which the vendor states how its product supports standards such as WCAG and Section 508, criterion by criterion. It is self-reported, not an independent certification or legal guarantee, so buyers should verify key claims through testing.

99. Answer: B — Identify each affected group and how pay, schedules and safety would change for it

A change impact assessment identifies which groups are affected and how, covering factors such as pay and overtime, schedules, child care, fatigue and safety, so leaders can plan mitigation and communication. A preference survey captures opinions but not the specific impacts on each group. Benchmarking other plants and calculating overall cost savings inform the business case rather than the effect on people.

100. Answer: C — Nothing for covered in-network services through December, though her premium contributions continue.

Once an employee reaches the out-of-pocket maximum, the plan pays 100% of covered in-network services for the rest of the plan year. Under the ACA, deductibles, coinsurance and copays for in-network essential health benefits all count toward the limit, so she will not owe more cost sharing. Premiums do not count toward the maximum, so her payroll contributions continue.

101. Answer: A — Identify people factors behind output and quality, such as staffing, skills and absence, and set goals on them

Alignment starts with the business goals and works back to the workforce drivers HR can influence, such as filled positions, trained operators and attendance, with measures linked to output and quality. Goals for HR's own functions may not connect to plant results. Taking on plant goals that HR does not control blurs accountability, and a service wish list may not reflect what drives output and quality.

102. Answer: A — Openly admitting a mistake to the team and asking members for help in fixing it

Lencioni defines vulnerability-based trust as team members' confidence that peers' intentions are good, so there is no need to be guarded; it is built when leaders show weaknesses, admit mistakes and ask for help. Meeting commitments builds predictive, reliability-based trust, which Lencioni distinguishes from the vulnerability-based kind. Delegation and privacy do not involve exposing one's own shortcomings.

103. Answer: A — Suggest low-cost recognition and scheduling options that fit the cost strategy

Under a cost leadership strategy, HR practices should control costs while still supporting employees. Low-cost options such as recognition programs and flexible scheduling can raise morale without adding expenses that the chain's thin margins cannot absorb. Approving costly perks assumes savings that are not shown, a pilot funded from another budget sidesteps the strategy, and an outright denial ignores a real morale concern.

104. Answer: B — They are likely protected concerted activity, because the employees are jointly discussing pay.

Section 7 of the NLRA protects employees' right to act together for mutual aid or protection, including discussing wages, whether or not they are in a union. Group complaints about pay on social media are a classic example of protected concerted activity, so discipline for the posts would likely be unlawful. Employees do not have to use internal channels first, and making comments in public does not remove protection.

105. Answer: A — Fear of the unknown

Her worry centers on uncertainty about what her future role will be, which is fear of the unknown; the usual remedy is sharing what is known, when more will be known, and involving people where possible. She explicitly says leaders have been open, which rules out distrust. She does not describe attachment to old routines, which would point to habit, or anger about being left out of decisions, which would point to loss of control.

106. Answer: B — An employee's full name combined with date of birth and home address

PII is information that can identify a specific person, either alone or combined with other data, and a full name with date of birth and home address clearly traces to one employee. Aggregated statistics such as average salaries, hiring counts and turnover rates describe groups and do not identify individuals. Small groups are the exception: an "average" for a one-person department can reveal an individual's data, so analysts should watch group size.

107. Answer: D — Apologize, own the miss, and arrange an off-cycle payment with a firm date

Repairing a broken commitment requires a sincere apology, ownership rather than blame-shifting, and a concrete, reliable fix, here an off-cycle payment so he is not made to wait another cycle. Blaming payroll damages trust in HR, and repeating the same kind of promise that already failed lacks credibility. A gift card does not fix the underlying pay problem.

108. Answer: B — Coordinating employee communication, welfare and support, and applying leave and pay policies

On a crisis team, HR typically leads the people side: communicating with employees, accounting for their welfare, arranging EAP and other support, and applying leave, pay and benefits policies during the disruption. Media statements usually belong to corporate communications, scene control to security and operations, and settlement decisions to legal and executive leadership.

109. Answer: C — Shared goals, the sponsor's role and decision rights, and how the two will communicate

The first sponsor meeting should create alignment on what success looks like, what decisions the sponsor will make, how issues will be escalated and how they will stay in touch; this foundation shapes everything that follows. Detailed schedules, vendor lists and full risk plans are project-planning work the team develops later, once goals and decision rights are clear.

110. Answer: B — Share the results and recommend ending or redesigning the program, redirecting funds to options with better evidence

Two years of comparison data showing no impact on the outcomes the program was meant to change is strong evidence it is not delivering a return. Presenting the findings honestly and proposing to end or redesign it builds HR's credibility. Continuing or expanding without new evidence spends more on the same result, and satisfaction ratings measure reaction rather than business impact.

111. Answer: C — Face-to-face, video conference, phone call, email

Richness depends on how many cues a channel carries and how quickly feedback flows. Face-to-face has all cues; video adds visual cues to voice but loses some in-person nuance; phone carries voice and tone only; and email is text without real-time feedback. Placing phone above video ignores the visual cues that video provides.

112. Answer: A — An agile approach that delivers in short iterations and adjusts to feedback

Agile methods suit projects whose requirements are expected to evolve, because they deliver working increments in short iterations and incorporate stakeholder feedback along the way. Waterfall works best when requirements are clear and stable up front. Locking a full schedule or delivering everything at once runs against the stated need for early, adaptable deliverables.

113. Answer: A — Decline the per-loan fee, since it would give HR a financial interest in employees' borrowing.

A per-enrollment fee would give HR a financial incentive to push employees toward borrowing, which conflicts with HR's duty to recommend programs in employees' best interest. Directing the money to the department budget does not remove the incentive. A footnote disclosure still leaves HR's judgment compromised.

114. Answer: B — Safety training on the equipment, hazards and procedures for the jobs they will do

Seasonal workers who are new to a hazardous environment face high injury risk, so job-specific safety training must come first and be delivered in a language and format they understand. Culture and team-building matter less in a six-week assignment. Benefits enrollment depends on eligibility and is not the priority before they can work safely.

115. Answer: C — Use tools that separate work data on the device so the company can secure or wipe only that data.

Containerization or similar mobile management keeps work data separate, allowing the company to protect and selectively wipe its own data without reaching personal photos, messages, or apps. Full access and full-device wipes go further than security requires, while no controls at all leave company data unprotected. A clear BYOD policy should explain these terms in advance.

116. Answer: D — The comment likely creates an unlawful impression of surveillance and should be addressed

Section 8(a)(1) prohibits both surveillance of union activity and statements that lead employees to reasonably believe their union activity is being watched. Because the employee had not disclosed the meeting, the remark suggests management is monitoring union activity. It does not matter whether the supervisor actually spied or whether the meeting was off-site, and no threat is needed for a violation.

117. Answer: A — Update the knowledge base and set up a process to keep it current.

Training solves only skill or knowledge gaps. Here agents are doing the right things with the wrong information, so the fix is to correct the resource and keep it accurate. Training, goals or search skills would not change the outdated content agents rely on, so quality would stay low.

118. Answer: C — Have the manager correct the review with accurate facts before it is finalized or used.

A performance review must rest on accurate facts, and these are factual errors, not differences of judgment, so the manager should correct them before the review affects pay or decisions. HR should also remind the manager that he is accountable for anything an AI tool drafts for him. A rebuttal leaves known errors on the record, and skipping the rating denies the employee a fair evaluation.

119. Answer: A — Self, manager, peers, direct reports and in some cases customers

360-degree feedback gathers input from all around the person: a self-assessment, the manager, peers, direct reports and, where relevant, internal or external customers. Excluding the manager or limiting input to the management chain and HR misses the multiple perspectives that define the method.

120. Answer: D — The employee's cost for the lowest-cost self-only coverage that provides minimum value, against a measure of income

Affordability is based on the employee's required contribution for the lowest-cost self-only coverage that provides minimum value, measured as a percentage of household income; employers usually use the W-2, rate-of-pay or federal poverty line safe harbor in place of household income. Family coverage tiers, the employer's share of the premium and the out-of-pocket maximum are not part of the test.

121. Answer: A — Adopting a retention schedule that keeps records for the required period and then securely disposes of them

Storage limitation means keeping personal data no longer than needed for its purpose or than required by law, which a retention schedule puts into practice. Encryption improves security but does not shorten retention. Deleting records immediately would breach federal recordkeeping rules, which generally require employers to keep hiring records for at least one year.

122. Answer: A — $2.9 million

Ending retained earnings = beginning retained earnings + net income - dividends = $2,500,000 + $600,000 - $200,000 = $2,900,000. Adding the dividends instead of subtracting them gives $3.3 million, and ignoring the dividends gives $3.1 million.

123. Answer: A — Individualism versus collectivism

Collectivist cultures emphasize group loyalty and harmony, so team recognition fits better than singling out individuals. Masculinity versus femininity concerns competition versus caring, uncertainty avoidance concerns comfort with ambiguity, and long-term orientation concerns time horizons and persistence.

124. Answer: B — Greater responsiveness to each unit's local needs

Decentralized HR puts decision-makers close to the business, so they can tailor practices and respond quickly to local conditions. Consistency, economies of scale and unified reporting are advantages of centralized structures. In fact, decentralization often causes inconsistency and duplicated cost.

125. Answer: A — No; COBRA applies to employers with 20 or more employees on over half of last year's business days.

Federal COBRA applies to group health plans of private employers that normally had 20 or more employees on more than 50% of their typical business days in the previous calendar year. With 17 employees, this employer falls below that threshold, though a state continuation law may still apply. The 15-employee figure comes from Title VII and the 50-employee test from the FMLA.

126. Answer: C — About 10 to 15 minutes

Guidance generally recommends a short, focused notification meeting of about 10 to 15 minutes: long enough to deliver the news clearly, explain next steps and give key documents, but not so long that it becomes a debate. A meeting of only a few minutes can feel abrupt and cold. Detailed questions about benefits and severance can be handled in a separate follow-up session.

127. Answer: D — Hold focus groups across levels to shape the draft and show how their input changed it

Ownership comes from real involvement: employees who help shape the content, and who see their input reflected, are far more likely to treat the code as theirs. A signed acknowledgment and a CEO video are useful for compliance and visibility, but both present a finished product. Inviting comments only after the wording is final gives the appearance of input without any chance to influence the result.

128. Answer: C — Retrieve the comments, close the access gap, and investigate

The first priority is to contain the breach of the confidentiality promise by recovering the data and closing the access gap, then to investigate and address the manager's conduct. Letting him keep the comments continues the breach, and canceling or announcing comes later, once HR knows what happened and what is needed to rebuild trust.

129. Answer: B — Bring in temporary workers through a staffing agency

A short, predictable surge is best met by borrowing talent through temporary staffing, which adds capacity without permanent cost. Hiring and then laying off regular employees adds recruiting costs and harms the employer brand. Eight weeks of mandatory overtime at that scale risks fatigue, injuries and turnover, and cross-training office staff cannot cover 60 positions.

130. Answer: D — Check references for all finalists for a role using the same job-related questions.

Applying reference checks unevenly creates inconsistent treatment and can open the door to bias, because some candidates face extra scrutiny that others avoid. A standard process with the same job-related questions for every finalist makes the information comparable and defensible. Checking only candidates with concerns repeats the inconsistency.

131. Answer: C — Confirm the device policy allows company inspection and have IT preserve a copy before anyone reviews it.

A policy stating that company devices may be monitored and inspected reduces privacy expectations and supports the review, and having IT make a forensic copy preserves the evidence and the chain of custody. Asking the accused to choose what to forward lets him filter the evidence. Demanding personal account passwords goes beyond company property and can violate federal stored communications law and some state laws.

132. Answer: B — Explore flexible scheduling or shift-swap options that let affected employees cover these disruptions.

The data identify a specific, predictable cause, and flexible scheduling or shift swaps address it while keeping strong performers and maintaining coverage. Discipline alone ignores the root cause and risks losing good employees. Exempting only parents from the policy would treat employees unequally and could prompt fairness complaints from others with caregiving or personal needs.

133. Answer: D — Decline, explain that repeated slicing will find chance results, and report the planned analysis.

Searching through many subgroups until something looks significant (often called p-hacking) almost guarantees false positives, because some differences appear by chance. HR should report the analysis that was planned and present any additional cuts only as exploratory. Getting written approval for the extra cuts does not reduce the chance of false findings when results are reported selectively.

134. Answer: C — Introduce self-scheduling that lets nurses choose shifts within required staffing levels

The data points to schedule rigidity as the cause, so the fix should give nurses more control over their schedules while protecting patient care through staffing rules. A raise addresses a cause the data rules out, sign-on bonuses fill vacancies without stopping the exits, and the unit already has clear data to act on.

135. Answer: C — It is less useful to other employers, so competitors find it harder to hire away.

Firm-specific knowledge, such as how the company's systems, products and customers work, is worth less to other employers, so it is harder for competitors to acquire by hiring away employees. General skills transfer easily and can be bought on the market, which is why they rarely create lasting advantage. Raising market value tends to increase, not reduce, turnover risk.

136. Answer: D — Number of near-miss reports submitted and investigated

Leading indicators measure activities and conditions that predict and prevent future incidents, such as near-miss reporting, safety observations and training completion. Recordable incident rates, days-away cases and workers' compensation costs are lagging indicators because they measure harm that has already occurred. Lagging indicators remain useful, but they cannot warn the committee before injuries happen.

137. Answer: C — Without unreasonable delay and no later than 60 calendar days after the breach is discovered

Under the HIPAA Breach Notification Rule, a covered entity must notify affected individuals without unreasonable delay and in no case later than 60 calendar days after discovering a breach of unsecured PHI. The 60 days is an outer limit, not a safe harbor. The end-of-year 60-day deadline applies to reporting breaches of fewer than 500 people to HHS, not to notifying the individuals.

138. Answer: D — Onboarding shapes culture and helps set the company apart as an employer

Activities that are strategic, differentiating or culture-shaping are usually kept in-house, because a vendor cannot replicate the culture and the organization loses control of a key experience. Lower vendor cost and limited HR capacity are arguments for outsourcing. The volume of routine forms suggests outsourcing the transactional parts, not keeping the whole process.

139. Answer: D — 80.0%

Percent favorable is calculated on respondents: 640 / 800 = 80.0%. The response rate is 800 / 1,250 = 64.0%, and dividing favorable responses by total headcount gives 51.2%, which wrongly treats nonrespondents as unfavorable. The share of respondents who were not favorable is 20.0%.

140. Answer: C — Remove names, photos, addresses and graduation years, but keep skills and job-relevant experience.

Blind review works by stripping details that can signal sex, race, age or socioeconomic status, such as names, photos, addresses and graduation dates, while keeping the job-related information reviewers need to judge qualifications. Removing job titles and all experience context goes too far and leaves reviewers unable to assess relevant work, and keeping graduation years invites age bias.

141. Answer: B — 5.0 times

Interest coverage = EBIT / interest expense = $2,000,000 / $400,000 = 5.0 times, meaning operating earnings cover interest five times over. Subtracting interest from EBIT before dividing gives 4.0, and inverting the ratio gives 0.2.

142. Answer: A — Translating organizational goals into department, team and individual goals that support them

Cascading starts with organizational strategy and breaks it into supporting goals at each level, so every individual goal links to a department goal and ultimately to an organizational one. This creates alignment and line of sight. It is not purely bottom-up, it does not give everyone the same goals, and it has nothing to do with carrying unfinished goals forward.

143. Answer: C — Recruiting coworkers to join a private book club that meets on weekends

For concerted activity to be protected, it must be for mutual aid or protection, which means it must relate to employees' terms and conditions of employment or their interests as employees. A social book club has no link to working conditions. Parking lot safety, tuition benefits and supporting a coworker during unpaid leave all relate to employees' interests as workers.

144. Answer: C — Facilitate a joint session to surface each group's constraints and agree on shared deadline norms.

Departmental subcultures often hold legitimate but conflicting norms, and bringing them together to understand each other's constraints and agree on shared rules addresses the root of the conflict. Having the CEO pick a winner may end the argument but leaves one group's legitimate needs unaddressed and the underlying tension in place. Coaching each department head separately or splitting the workflows leaves the two groups' conflicting assumptions untouched.

145. Answer: A — Arrange access to an internal or external human coach for complex issues the AI handles poorly.

AI coaching works well for routine skill practice, but sensitive interpersonal situations often benefit from a human coach's judgment and empathy. Offering a human option for such cases supports the program's development goal and the participant's engagement. Insisting on the AI for consistency puts process ahead of learning, and redirecting the conflict to HR misses the coaching need.

146. Answer: B — Product owner

In Scrum, the product owner is accountable for maximizing the value of the product and for managing the product backlog, including ordering its items. The Scrum master coaches the team and removes impediments, and the developers create the increment and plan the sprint's work. Project sponsor is not a Scrum role.

147. Answer: B — Score all bidders against the agreed criteria and share the results with him

Applying the agreed criteria consistently to every bidder keeps the process fair and defensible, and the manager's preferred vendor may still win on the merits. Choosing it without scoring, or rewriting the criteria to favor it, undermines the integrity of the process. Removing the manager is unnecessary because past experience with a vendor, without financial ties, is not a conflict of interest.

148. Answer: A — $4,400

She pays the full $3,000 deductible, then 20% of the remaining $7,000, which is $1,400, for a total of $3,000 + $1,400 = $4,400. That is below the $6,000 out-of-pocket maximum, so the cap does not apply. Applying 20% to the full $10,000 and adding the deductible gives $5,000, and $1,400 counts only the coinsurance.

149. Answer: A — Have the offboarding checklist trigger same-day access removal and run periodic access reviews

Access should be removed as part of the termination process, ideally automatically or through a checklist item owned by IT, and periodic access reviews catch any accounts the process misses. An acknowledgment does not stop access, and a 90-day inactivity rule would have left this account open for months. Changing the password still leaves an active account, and a manager should not be managing system credentials.

150. Answer: C — $84,000

The merit pool equals eligible payroll times the budget percentage: $2,400,000 x 0.035 = $84,000. Moving the decimal one place gives $8,400, and applying 3% or 4% instead of 3.5% gives $72,000 or $96,000.

151. Answer: A — To make sure each opening is budgeted and fits the approved headcount plan

A requisition approval workflow makes managers justify an opening and get sign-off from finance or leadership, so hiring stays within budget and the workforce plan. It does not shape the wording of the posting, verify interviewer training or control background check timing.

152. Answer: A — Users receive access permissions based on their job function, so each sees only the data needed for that role.

Role-based access control assigns permissions to roles, such as payroll specialist or line manager, and users inherit the access their role needs, which enforces least privilege consistently. Granting access request by request is ad hoc, broad view rights defeat the purpose, and multi-factor authentication verifies identity but does not decide what data a user can see.

153. Answer: C — Step in to restate it as whether she can meet the overtime schedule, then coach the manager afterward.

Questions about children can support a sex-discrimination claim, so HR should redirect at once to the job-related issue, the ability to meet the overtime schedule, asked of every candidate. Afterward, HR should coach the manager and make sure the remark plays no part in the decision. Letting her answer first means the panel has already heard the information, and halting the interview overreacts and disrupts the process.

154. Answer: C — Manager A shows the halo effect and Manager B shows the horns effect

In both cases one trait or event spreads to every dimension for a single employee: a positive spread is the halo effect and a negative spread is the horns effect. Leniency and strictness describe how a rater treats all employees, but both managers rate their other staff accurately, so those errors do not fit.

155. Answer: B — Describe the behavior, express your feelings, specify the change wanted, state consequences

DESC is an assertive-communication script: Describe the specific behavior objectively, Express how it affects you, Specify the change you want, and state the Consequences (positive or negative) of changing or not changing. The option that also opens with "describe the behavior" is tempting, but explaining policy and setting deadlines are not DESC steps. The define-explore-select-check sequence is a problem-solving model.

156. Answer: B — Fear of losing control while being given more work

Managers often resist because a change can reduce their control or authority, add to their workload while they still run daily operations, and raise fear that they will fail in a new role. The other options do not describe recognized sources of manager resistance.

157. Answer: C — Tell employees how their data will be used, define the model's purpose, and use only the data it needs.

Notice, purpose limitation and data minimization are core expectations before repurposing employee data for AI training. A handbook ownership clause does not give employees meaningful notice of a new use, and using every field to maximize accuracy runs against minimization while anonymizing outputs does nothing to limit what goes into the model. Security matters but does not address notice or purpose.

158. Answer: A — It is a race-based assignment that Title VII bars, and race cannot be a BFOQ

Assigning or denying transfers based on race discriminates in the terms and conditions of employment and classifies employees by race, and Title VII allows no BFOQ for race or color. After Muldrow v. City of St. Louis (2024), a discriminatory transfer denial need only cause some harm to a term or condition of employment, so equal pay and title do not cure it. Customer preference cannot justify the practice.

159. Answer: C — Treat inflation as one input, weighed with market pay movement and affordability

Merit budgets are normally set from market pay movement, the company's ability to pay and its competitive strategy; inflation shapes market movement and employee expectations but is not a pay-setting formula by itself. Tying the budget to the inflation rate ignores affordability and market data and may still miss the market, while ignoring inflation risks falling behind competitors.

160. Answer: C — Social, environmental and economic performance

The triple bottom line, often summarized as people, planet and profit, measures a company's social, environmental and economic performance. Financial, customer and internal process are perspectives of the balanced scorecard, and economic, legal and ethical are layers of Carroll's CSR pyramid. ESG is the closely related investor framework, but its third pillar is governance rather than economic performance.

161. Answer: A — 10

Under the ACA, FTEs for a month equal the total hours of non-full-time employees (counting no more than 120 hours per employee) divided by 120: 1,200 / 120 = 10. Dividing by 130, the monthly full-time threshold, gives about 9, and dividing by 160, a 40-hour month, gives 7.5. Dividing by 30 treats weekly hours as monthly and gives 40.

162. Answer: D — Maximum $96,000; midpoint $80,000

Range spread is measured from the minimum: maximum = $64,000 x 1.50 = $96,000, and the midpoint is ($64,000 + $96,000) / 2 = $80,000. A $72,000 midpoint with a $96,000 maximum is the top of the first quartile, not the midpoint. A $128,000 maximum results from treating the spread as a percentage of the maximum.

163. Answer: B — Building storyboards, course materials, and job aids, then reviewing them with subject matter experts

In Development, designers create the actual materials that the design calls for, such as storyboards, slides, participant guides, e-learning and job aids, and review them with experts. Writing objectives and picking methods happen in Design, delivery and logistics happen in Implementation, and gap analysis happens in Analysis.

164. Answer: B — Analyze agency spend by vendor and role, then consolidate to a few preferred agencies at negotiated rates

Spend analysis shows where money goes, and consolidating volume with a few preferred vendors gives the hospital leverage to negotiate lower rates while keeping enough supply. Relying on overtime raises fatigue and turnover risks and may cost more. A blanket demand ignores differences among vendors, and relying on one agency creates a coverage risk if it cannot fill shifts.

165. Answer: A — Severance, benefit subsidies, accrued leave owed, outplacement, legal review and transition productivity loss

A RIF cost estimate should include all direct costs (severance, any subsidized benefit continuation, accrued leave required by policy or state law, outplacement, legal review of selection decisions and releases) and indirect costs such as lost productivity during the transition. Severance alone understates the cost. A net-savings figure is useful but answers a different question and still requires the full cost estimate first.

166. Answer: A — Identify a specific employment practice that causes a significant disparity

The 1991 amendments require the plaintiff to identify a particular employment practice that causes the disparate impact, unless the parts of the process cannot be separated for analysis. Intent is not required in disparate impact claims, and a bare workforce imbalance does not tie the disparity to any practice. A less discriminatory alternative comes in only after the employer shows job-relatedness and business necessity.

167. Answer: A — Explain that this rewards threats and can create pay inequity, and review market pay for the role

Raising pay only for those who threaten to leave teaches employees that threats get raises, creates unexplained pay gaps among similar performers and can raise pay-discrimination risk. Asking employees to keep pay confidential can also conflict with NLRA rights to discuss wages. A market review of the whole role addresses the real issue fairly.

168. Answer: B — Inventing options for mutual gain

Inventing options for mutual gain calls for generating many possible solutions before judging any of them, which separates creativity from evaluation. Separating people from the problem deals with emotions and relationships. Objective criteria are applied later to evaluate options, and a BATNA is a fallback if no agreement is reached.

169. Answer: D — Plan joint events across ERGs, since employees hold multiple identities that shape their experience.

Intersectionality recognizes that people hold several identities at once, such as race, gender and disability, which combine to shape their experiences. ERGs apply it by collaborating on cross-group programming and addressing members who sit at those intersections. Limiting people to one ERG or ranking identities works against the idea, and merging all ERGs into one group loses the focus each provides.

170. Answer: B — November 6

Without a state or local FEP agency, the charge must be filed within 180 days. From May 10, there are 21 days left in May, then 30 in June, 31 in July, 31 in August, 30 in September and 31 in October, for 174 days, so the 180th day is November 6. November 10 treats 180 days as six months, August 8 uses 90 days, and March 6 applies the 300-day deferral period.

171. Answer: D — Opening statement, each party's story, issue identification, options, agreement

A mediation typically begins with the mediator's opening statement, then each party tells its story, the mediator and parties identify the issues, they generate and evaluate options, and they finish with an agreement. Hearing stories before the opening statement skips the ground rules and process explanation that set up a productive session.

172. Answer: A — $22,500

The estimate is adjusted for both attribution and confidence to stay conservative: $50,000 x 0.60 x 0.75 = $22,500. Applying only the 60% attribution gives $30,000, and applying only the 75% confidence gives $37,500. Crediting the full $50,000 ignores other factors that could have raised sales.

173. Answer: A — Telling the employee that pressing the request could hurt her chances of promotion

The PWFA forbids retaliation against anyone who requests an accommodation and makes it unlawful to coerce, intimidate, threaten or interfere with anyone exercising PWFA rights. A hint that pursuing the request will damage promotion prospects is that kind of threat, even if the request is granted later. Employers may choose among effective accommodations, may ask for reasonable documentation in some circumstances, and may take a reasonable amount of time to respond.

174. Answer: C — Convene the threat assessment team to plan security, timing and support

The combination of a threatening statement and access to weapons calls for a planned, high-risk termination: the threat assessment team should decide on the location, timing, security presence, removal of access and EAP or outplacement support. Delaying indefinitely leaves the risk and the performance problem unresolved. A one-on-one meeting ignores the warning signs, and searching his vehicle without a clear policy basis can create legal problems and escalate the situation.

175. Answer: B — The primary beneficiary test

Since 2018 the DOL has applied the primary beneficiary test, which weighs factors such as whether the internship is tied to formal education, provides training similar to an educational setting and complements rather than displaces paid workers. If the employer is the primary beneficiary, the intern is an employee who must be paid. The duties and salary test concerns overtime exemptions, and the common-law right-to-control test is used for IRS classification.

176. Answer: A — This is an unfair documentary practice based on citizenship status and must stop

Asking for more or different documents than the I-9 requires because of a person's citizenship status or national origin is an unfair documentary practice under the INA's anti-discrimination provision. A Permanent Resident Card is a List A document and is enough by itself. A security purpose or not using the document in the hiring decision does not cure the different treatment. This is discrimination, not a paperwork error.

177. Answer: A — Replace the phrase with specific, observable behaviors and their effect on the team's work

"Bad attitude" is a subjective label that the employee cannot act on and that is hard to defend if challenged. HR should help the manager describe what was actually observed, such as eye-rolling in meetings or declining assignments, and how it affected the work. Moving the label into a verbal talk or rewording it leaves it just as vague.

178. Answer: C — Hire and develop staff with deep, specialized expertise in luxury yacht work

A focus strategy targets a narrow market segment, and in a high-end niche like luxury yachts the company wins through specialized expertise and quality. That calls for targeted hiring and development of deep skills. Generalist staffing fits a broad market, and low-cost temporary labor fits a cost strategy rather than a premium niche.

179. Answer: C — Meet privately with the manager, share what she has heard, and ask about his concerns with the policy.

Public agreement paired with private criticism usually signals unvoiced concerns, so the HR manager should address it directly and privately, describing what she has heard and inviting him to share his objections, which may reveal real implementation problems. Confronting him in front of peers or going to his director first is likely to create defensiveness. Ignoring it allows his team's resistance to grow and undermines the rollout.

180. Answer: B — Satisficing under bounded rationality

Simon argued that decision-makers have limited time, information and processing capacity (bounded rationality), so they often choose the first option that meets an acceptable threshold, which he called satisficing. Rational optimization would require evaluating all options to find the best one. Anchoring is relying too heavily on initial information, and escalation of commitment is continuing a failing course of action.

181. Answer: D — 75%

Goal alignment rate = aligned goals / total goals = 180 / 240 = 0.75, or 75%. Dividing by headcount (180 / 300 = 60%) mixes goals with employees, 25% is the share of goals that are not aligned (60 / 240), and 33% compares unaligned to aligned goals (60 / 180).

182. Answer: A — When it has an objective basis for questioning the belief's sincerity

The EEOC position is that employers should generally assume a request is based on a sincerely held belief, and may make a limited inquiry only when they have an objective basis to doubt sincerity or the religious nature of the belief. Title VII protects beliefs that are not part of an organized religion, and a lapse in observance does not by itself show insincerity. A clergy letter cannot be made a blanket requirement.

183. Answer: D — Use a qualified, neutral interpreter who has no connection to the parties or to the complaint.

Accurate testimony requires that the witness understand the questions and be able to answer fully, so a professional or otherwise qualified interpreter who is impartial is best. A coworker interpreter may be a witness, may shade the translation and compromises confidentiality. A written statement alone prevents follow-up questions, and an English-only interview risks errors.

184. Answer: A — Shaper

Belbin's Shaper is challenging and driven, providing the energy and courage to push the team forward, though sometimes at the cost of others' feelings. The Coordinator also guides the team, but by clarifying goals and delegating calmly rather than by pushing and challenging.

185. Answer: B — The training effect will likely be overstated, because the remaining pilot group is skewed toward stronger performers.

This is differential attrition. When weaker performers leave one group faster than the other, the groups are no longer comparable at the end, and the pilot group's average rises simply because of who stayed. Lower power from a smaller group makes an effect harder to detect, but it does not explain the bias, which pushes the estimate upward regardless of sample size.

186. Answer: D — Meet with the sponsor one-on-one to learn what has changed and reconfirm the sponsor's role and priorities.

A disengaged sponsor is a major project risk, and the best first step is a direct, private conversation to understand competing priorities and re-establish commitment or adjust the sponsor's role. Making decisions without authority exceeds the project lead's role, and going over the sponsor's head before talking to him damages the relationship.

187. Answer: D — Medical care, wage replacement, vocational rehabilitation, and death benefits

Workers' compensation is a no-fault system that typically pays for medical treatment, replaces part of lost wages during disability, funds rehabilitation to help the worker return to work, and pays death and burial benefits to survivors. In exchange, workers generally give up the right to sue the employer for negligence, so pain and suffering and punitive damages are not part of the system.

188. Answer: B — Participation and involvement

Kotter and Schlesinger recommend participation and involvement when initiators need others' information to design the change and those others could resist; involvement improves the design and builds commitment. Education and communication fits resistance based on missing or inaccurate information. Negotiation fits when a group will clearly lose something, and coercion fits when speed is essential and initiators hold the power.

189. Answer: B — A written disclosure of any financial ties to vendors it may recommend

Independence is threatened when a consultant receives referral fees, resale margins or partnership benefits from vendors it might recommend. A conflict-of-interest disclosure brings those ties into the open. References, credentials and work samples show competence and quality, but they don't show whether the advice is objective.

190. Answer: C — Central tendency

Central tendency is clustering ratings around the middle of the scale, which makes it impossible to tell strong candidates from weak ones. Leniency and strictness errors push ratings toward the high or low end. Behaviorally anchored rating scales help interviewers use the full range.

191. Answer: B — The schedule is allowed, because summer rules permit work until 9 p.m.

From June 1 through Labor Day, 14- and 15-year-olds may work until 9 p.m., up to 8 hours a day and 40 hours a week when school is not in session. Five 8-hour shifts equal 40 hours, so the plan complies. The 7 p.m. cutoff, the 18-hour weekly cap and the 3-hour daily cap apply during the school year, not in the summer.

192. Answer: D — Document the incidents and file an unfair labor practice charge against the union with the NLRB.

Mass picketing that blocks entrances and threats against nonstrikers restrain and coerce employees, which violates Section 8(b)(1)(A), so the employer can file a charge and the NLRB may seek injunctive relief. FMCS mediates but has no power to order anything. Strikers who personally engage in serious misconduct may lose protection, but that does not justify discharging every striker or ending an otherwise lawful strike.

193. Answer: B — Gross margin is 40% of price, and markup is about 66.7% of cost

Both measures use the $40 difference between price and cost, but on different bases. Gross margin divides by price ($40 / $100 = 40%), and markup divides by cost ($40 / $60 = about 66.7%). Swapping the bases is the common error, and the two figures are equal only if the bases are the same.

194. Answer: B — It is recognized by a minority of states, often narrowly.

Only a minority of states, roughly a dozen, recognize the implied covenant of good faith and fair dealing in at-will employment, and several limit it to narrow situations such as firing someone to avoid paying earned commissions. The public policy exception is the one recognized by most states. There is no federal good faith exception, and the doctrine is unrelated to union status.

195. Answer: A — Compare hires before and after the change on the same performance measures, and account for other changes

Before blaming the assessment, HR needs evidence: comparing pre- and post-change cohorts on the same measures shows whether quality actually dropped. The concurrent changes in sourcing and pay are other possible causes that must be considered. Dropping the tool or raising its cutoff acts on impressions, and another manager survey adds more opinion without objective comparison.

196. Answer: D — Yes; the ratio is 0.70, which falls below 0.80

The impact ratio is the lower selection rate divided by the higher rate: 21% / 30% = 0.70. Because 0.70 is below 0.80, the data suggests possible adverse impact that should be examined further. Subtracting the percentage-point gap from 1 (1 - 0.09 = 0.91) is a common error, and inverting the ratio (30/21 = 1.43) is not how the measure works.

197. Answer: C — Merger syndrome

Marks and Mirvis described merger syndrome as a stress reaction including preoccupation, imagined worst-case scenarios, crisis management, constricted communication and "us versus them" thinking. Survivor syndrome refers to the guilt, anxiety and disengagement of employees who remain after layoffs, which is a narrower and later reaction.

198. Answer: B — Acknowledge the error to recipients, ask them not to forward it, and use blind copy from now on.

Showing every address revealed who is interested in a sensitive, health-related group, so HR should own the error, limit further spread, and use blind copy or a private sign-up tool going forward. Resending to the same visible list repeats the exposure. HIPAA applies to covered entities such as group health plans, not to an employer's general HR email, so an HHS breach report is not the right fix.

199. Answer: A — 50%

ROI = (benefits - costs) / costs = ($150,000 - $100,000) / $100,000 = 0.50, or 50%. Dividing benefits by costs gives 150%, which is a benefit-cost ratio, not ROI. Dividing net benefit by benefits gives 33%, and dividing costs by benefits gives 67%; neither uses cost as the base.

200. Answer: C — $30,000

Current turnover cost = 12 x $15,000 = $180,000. Cutting departures in half avoids 6 x $15,000 = $90,000, and subtracting the $60,000 program cost leaves net savings of $30,000. $90,000 forgets the program cost, $120,000 subtracts the program cost from the full turnover cost, and $180,000 is the total current cost.

201. Answer: A — 4 times

Inventory turnover = cost of goods sold / average inventory = $6,000,000 / $1,500,000 = 4 times per year. Inverting the ratio gives 0.25, and 91 is the number of days inventory is held (365 / 4), not the number of turns.

202. Answer: C — To test roles and decisions in the plan through discussion and find gaps before a real crisis

A tabletop exercise is a discussion-based walk-through of a scenario in which team members describe what they would do. It tests roles, decision points and communication flows and exposes gaps without moving people or resources. A full-scale evacuation drill is a different type of exercise, and messages prepared in advance are templates to be adapted, not final statements.

203. Answer: B — Compare applicant-to-hire rates and quality of hire by source using its own ATS data.

Vendor claims are based on other employers' data and the vendor's own definitions, so HR should test them against its own applicant tracking data, comparing hire rates and later outcomes such as performance and retention by source. A large data set from other employers still may not reflect this company's jobs or market. Counting applicants during a trial measures volume, not how likely those applicants are to be hired.

204. Answer: A — Explain the findings and reasons for the warning but decline to release the full report or witness names

The accused should understand the allegations, the conclusions and the basis for any discipline, which supports fairness and acceptance of the outcome. Investigation reports are usually kept confidential, often under attorney privilege, and naming witnesses risks retaliation and discourages future reporting. No federal law gives private-sector employees a right to the full report, and inviting him to contact witnesses invites intimidation.

205. Answer: B — Meet privately, frame the data as a starting point, and agree together on a few priorities.

A private, collaborative conversation that treats the data as information to act on, not as blame, lowers defensiveness and builds ownership of a few focused actions. Public comparison is likely to increase defensiveness, and hiding the low scores leaves the real problems unaddressed. Bypassing the manager with the team undermines the manager's role in leading the follow-up.

206. Answer: C — Compare total cost per learner, including development, delivery, travel and employee time away from work

A fair cost comparison uses the full cost of each method, including design and development, delivery, materials, travel and the wages of employees while they train, and expresses it per learner. Looking only at vendor or travel costs leaves out major cost elements, and seat time alone ignores development costs, which are often higher for e-learning.

207. Answer: B — Nominal group participants meet face to face, while Delphi experts never meet one another.

In the nominal group technique, participants work in the same room through silent writing, round-robin sharing, discussion and private ranking. In the Delphi technique, experts respond anonymously to successive questionnaires and never meet, with a facilitator summarizing each round. Both are judgmental methods, and both can use internal or external participants.

208. Answer: D — To confirm a shared understanding of what was said and the agreed next steps

Summarizing pulls the main points together so both people can confirm they understood each other and agree on what happens next, which also gives the employee a chance to correct any misunderstanding. A summary is not a verbatim record, and it should not shut down the employee's view of the issue.

209. Answer: B — A seniority system, a merit system, a system based on quantity or quality of production, and a factor other than sex

The Equal Pay Act allows a pay difference for equal work only when it results from a seniority system, a merit system, a system measuring quantity or quality of production, or a factor other than sex. Market rates and prior salary are sometimes argued as a factor other than sex, but they are not separate statutory defenses, and courts disagree on whether prior salary alone qualifies. BFOQ and business necessity come from Title VII, not the Equal Pay Act.

210. Answer: B — Recognize individual and team contributions and document lessons learned.

In the adjourning stage, the leader should bring closure by recognizing what people contributed and capturing lessons learned for future projects. New stretch goals and role clarification do not fit a team whose work is finished, and reopening debates about the work does not help members close out the project.

211. Answer: A — Pair staff to interview each other about peak moments

Discovery in appreciative inquiry uses positive questions, typically through paired interviews, to uncover what gives life to the organization when it is at its best. Problem-focused interviews, gap surveys, and root-cause focus groups follow a deficit-based action research model rather than appreciative inquiry, and a small group can easily interview in pairs.

212. Answer: D — Technology development

Technology development is the support activity covering R&D, process automation and other efforts to improve products and processes. Operations is tempting because the automation affects the plant, but operations is the transformation of inputs itself. Human resource management covers recruiting, developing and rewarding people, and procurement covers purchasing.

213. Answer: D — Give the applicant a copy of the report and a summary of FCRA rights

Before taking adverse action based on a consumer report, the employer must send a pre-adverse action notice that includes a copy of the report and the summary of rights under the FCRA. This gives the applicant a chance to dispute errors. The adverse action notice with the agency's contact information comes after the decision. The FCRA does not require the employer to request a reinvestigation or explain its specific reasons.

214. Answer: B — Have HR take the call and share the documented facts in good faith, since qualified privilege protects truthful statements.

Qualified privilege generally protects truthful, factual information shared in good faith with someone who has a legitimate need to know, and the signed release and the documented, admitted theft add protection. Routing the call to HR follows policy and keeps the response factual. Fear of any negative comment overstates defamation risk and can leave the next employer exposed, while personal opinions go beyond the documented facts.

215. Answer: B — Turnover rose 2 percentage points, a 20% relative increase.

The absolute difference between two rates is measured in percentage points: 12% - 10% = 2 points. The relative change is (12 - 10) / 10 = 20%. Calling the change "2%" understates it and mixes up the two measures, and the new rate of 12% is not the size of the relative increase.

216. Answer: C — A, B, C

Priority scores are A = 4 x 5 = 20, B = 5 x 2 = 10, and C = 3 x 3 = 9, so the order is A, B, C. Ranking by influence alone gives B, A, C, and ranking by interest alone gives A, C, B; neither applies the multiplication the team chose.

217. Answer: A — Introduce the code through manager-led sessions and training, explain key changes, and collect acknowledgments.

Employees who have never had a code need context: why it matters, how it differs from past practices and how to raise concerns. Manager-led sessions, training and acknowledgments build understanding and buy-in. Emailing a document with a tight deadline gets signatures but little understanding, delay leaves new employees without clear standards during a high-risk period, and judging past conduct against standards they never had is unfair.

218. Answer: A — Brief managers ahead of time with talking points and an FAQ, and give them a way to route hard questions to HR.

Managers are trusted messengers, but they need preparation: a briefing, talking points, an FAQ and a clear escalation path for questions they cannot answer. Replacing the meetings with an email loses the two-way conversation employees want for a change that affects their pay. Scripts with no questions, or pushing everything to a vendor, leave employees confused and undermine the managers.

219. Answer: A — Hold follow-up focus groups at both plants to explore the gap

Survey numbers show that a gap exists but not why, so qualitative follow-up such as focus groups is the right next step before acting. Launching a workshop jumps to a solution before diagnosis, sharing scores with peers can embarrass the manager without explaining anything, and rerunning the survey adds delay without new insight.

220. Answer: B — Lost output while the replacement gets up to speed

Lost productivity during a new hire's ramp-up is real but rarely shows up on an invoice, so it is often left out even though it can be one of the largest components. Posting fees, separation processing and background checks are recorded transactions that are easy to find and total.

221. Answer: B — The quarterly cash bonus, because the culture values quick, visible results.

Short-term-oriented cultures place weight on quick results, the present and the near past, so frequent, visible rewards such as a quarterly bonus tend to motivate more than distant, deferred payouts. Deferred and persistence-based rewards fit long-term-oriented cultures that value thrift and perseverance. Claiming that deferral works in any culture ignores the cultural difference the question is testing.

222. Answer: D — Supporting, with encouragement and joint problem-solving

The accountant has high competence but variable commitment because of her confidence, which calls for low directive and high supportive behavior, the supporting style. Directing and coaching add instruction she does not need. Delegating fits an employee who is both competent and confident.

223. Answer: C — 400, up from 300

Work backward through each stage. At 80% acceptance: 12 / 0.80 = 15 offers, 15 / 0.25 = 60 interviews, 60 / 0.40 = 150 screened, and 150 / 0.50 = 300 applicants. At 60%: 12 / 0.60 = 20 offers, 80 interviews, 200 screened and 400 applicants. 360 treats a 20-point drop as a 20% increase. 375 divides 300 by 0.80, and 500 divides 300 by 0.60.

224. Answer: D — That they work for the company, clearly and close to the post's content about the product

The FTC's Endorsement Guides require disclosure of a material connection, such as employment, that a reader would not expect and that could affect how the endorsement is weighed. The disclosure must be clear and conspicuous, near the endorsement itself. Posting from a personal account does not remove the duty, and a buried profile disclaimer or a views-are-my-own statement does not reveal the employment relationship.

225. Answer: B — Share results and the actions taken after each pulse so employees see their input being used.

The main driver of sustained participation is employees seeing that their feedback leads to visible action, so closing the loop after each pulse addresses the stated problem directly. Prize drawings may boost responses briefly but do not fix the belief that feedback is ignored. Tracking who has responded undermines confidentiality, and changing items each month prevents trend tracking.

226. Answer: C — Leniency error that weakens the ratings' ability to differentiate performance

When most ratings cluster in the top category while business results are comparable to other units, the likely cause is leniency, which leaves the ratings unable to separate strong from average performers. Central tendency clusters ratings in the middle, and strictness pushes them down, so neither fits the pattern.

227. Answer: D — ADEA claims can be subject to a valid agreement to arbitrate

In Gilmer (1991), the Supreme Court held that an age discrimination claim under the ADEA can be subject to compulsory arbitration under an arbitration agreement enforceable under the Federal Arbitration Act. The Court found nothing in the ADEA that precludes arbitration of statutory claims.

228. Answer: A — When speed is essential and initiators have power; it can leave people resentful

Kotter and Schlesinger saw coercion as suitable when speed is essential and the change initiators have considerable power. It is fast and can overcome any resistance, but it is risky because it can leave people angry at the initiators. Negotiation fits when resisters have power to block, education fits poor information, and facilitation and support fit fear of adjustment.

229. Answer: B — A tiered process with set response times that lets employees go past their supervisor if needed

An effective complaint process gives employees more than one route, including past the immediate supervisor, and commits to timely responses so that concerns are actually resolved. A quarterly suggestion box is too slow, and a supervisor-only route fails when the supervisor is the problem. An employee committee that negotiates terms with management risks being an unlawful employer-dominated labor organization under Section 8(a)(2).

230. Answer: C — Review the posts against the existing policy and apply it the same way it is applied to any channel.

HR should apply the existing, viewpoint-neutral policy consistently to the ERG channel, as it would to any other company channel, and address specific posts that violate it. HR should also take care not to restrict employees' protected discussion of working conditions. Shutting down the whole channel is broader than needed and singles out one group, while treating ERG channels as exempt or putting the burden on the complainant fails to apply policy consistently.

231. Answer: D — 1:9

Average span of control = direct reports ÷ managers = 540 ÷ 60 = 9, or 1:9. Adding the managers to the employee count gives 600 ÷ 60 = 1:10, which wrongly treats managers as their own reports. 1:8 and 1:12 do not follow from the figures and reflect division errors.

232. Answer: B — Name with Social Security number and bank account number

Sensitive PII is data that could cause substantial harm, such as identity theft or financial fraud, if exposed. A name combined with a Social Security number and a bank account number gives a criminal what is needed to open credit or drain accounts, and most state breach-notification laws treat these elements as triggering notice. Home address and contact data raise privacy concerns, but the risk is lower, and work details are often already semi-public.

233. Answer: B — The effects on affected workers, such as severance, transfer rights and timing

Even when a management decision is not subject to mandatory bargaining, the employer must bargain in good faith, on request and in a timely way, over the decision's effects on unit employees, such as severance, recall or transfer rights, and timing. Vendor choice and technical design are management matters. The idea that no duty remains ignores the separate obligation to bargain over effects.

234. Answer: B — Make it voluntary and have a vendor hold results, with the employer seeing only aggregate data.

Under the ADA, disability-related questions in a wellness program are allowed only if the program is voluntary, and the information must be kept confidential and given to the employer only in aggregate form that does not identify individuals. Making the assessment mandatory or letting supervisors see individual results, even as a pass or fail score, would breach those requirements.

235. Answer: A — A farmworker who harvests crops at the company's orchard

The NLRA covers most private-sector employees whether or not they are unionized, but Section 2(3) excludes agricultural laborers and domestic workers in a home, along with supervisors, independent contractors and certain others. Manufacturing, retail and repair roles are covered even when the same company also runs a farming operation.

236. Answer: D — 20%

Yield ratio for a stage = candidates advancing ÷ candidates entering that stage = 80 ÷ 400 = 20%. 4% is the applicant-to-offer ratio (16 ÷ 400), and 5% inverts the stages (400 ÷ 80 = 5, read as a percentage). 80% is the share of applicants who were screened out (320 ÷ 400).

237. Answer: C — The EEOC may give the statement to the charging party, who can then respond to it.

Under EEOC procedures, the charging party may ask for the position statement and non-confidential attachments and may respond. Statements that are inaccurate or inconsistent can be challenged and later used to show pretext. EEOC charge files are not public records, and the employer does not have to serve the charging party directly.

238. Answer: C — Reinstatement, two times back pay with interest, and attorney fees and costs

Dodd-Frank's anti-retaliation provision provides reinstatement, double back pay with interest, and litigation costs, expert witness fees and reasonable attorney fees. Under Digital Realty Trust v. Somers (2018), this protection applies only to those who reported to the SEC. Capped compensatory damages are associated with Title VII, and treble damages are not part of the Dodd-Frank remedy.

239. Answer: C — Meet with the accountant to discuss the goals and adjust them together where warranted

Participation in goal setting builds understanding and commitment, so a two-way conversation that allows reasonable adjustments addresses the real cause of the disengagement. A written rationale explains the goals but still leaves her out of the process, while lowering the goals or adding a bonus treats a commitment problem as a difficulty or reward problem.

240. Answer: D — $259,200

Annual value = recruiters x hours saved per week x hourly cost x weeks = 40 x 3 x $45 x 48 = $259,200. Using 52 calendar weeks instead of 48 working weeks gives $280,800, and $6,480 is the value for a single recruiter (3 x $45 x 48).

241. Answer: B — Hold a voluntary year-end celebration with varied food options

A year-end or seasonal celebration that centers on the team's accomplishments, offers varied food and drink and is voluntary lets everyone take part. A Christmas-themed party can leave many employees out. Canceling loses the engagement benefit, and separate parties by religion divide the workforce rather than bringing it together.

242. Answer: B — A remark's effect on the listener matters even when no harm was intended

The intent-versus-impact distinction holds that people are accountable for how their words land, not only for what they meant. Good intent explains a remark but does not erase its effect, and an age-related jab can also create legal risk if similar comments are repeated. Treating intent as the test of whether a remark is a problem is the common mistake this principle corrects.

243. Answer: D — Compare her tardiness record before and after the complaint with that of peers.

The FLSA prohibits retaliation against employees who complain about wage violations, and close timing is strong evidence in a retaliation claim. HR should check whether the tardiness was documented before the complaint, whether others with similar records were treated the same and whether the supervisor knew of the complaint. Approving without review ignores that risk, while delaying or paying the overtime does not show the decision is legitimate.

244. Answer: A — Learn what the rituals mean to the team before deciding what to change

Rituals often carry team norms and identity, so a new leader should understand their purpose and build trust before changing them, then involve the team in any changes. Abrupt changes can trigger resistance, while keeping everything forever or holding a vote on day one gives up her judgment before she understands the team.

245. Answer: B — Meet with the team to set clear confidentiality expectations and explain why they matter.

Restoring trust begins with explicit, shared standards that the leader explains and models. Disciplining people on reputation alone, without facts, is unfair and damages trust within the team. Announcing that the problem is solved before behavior has changed undermines credibility, and a signed form alone does not change norms.

246. Answer: A — It makes clear that remote work is a business-based arrangement rather than a guaranteed entitlement

A modification or revocation clause preserves the employer's flexibility and sets expectations that remote work depends on business needs and performance. It does not override legal duties, so changes must still be applied consistently and without discrimination or retaliation. An employee may still request remote work as a reasonable accommodation under the ADA, which the employer must then evaluate through the interactive process.

247. Answer: A — Fiduciary liability insurance

Fiduciary liability insurance protects plan fiduciaries against claims that they breached their ERISA duties, such as imprudent investment choices or excessive fees. An ERISA fidelity bond, required for people who handle plan funds, protects the plan itself against losses from fraud or dishonesty, not fiduciaries against breach claims. EPLI covers employment-related claims such as discrimination, and general liability covers bodily injury and property damage to third parties.

248. Answer: D — Boundary spanner

A boundary spanner links a team with outside groups, gathering information and resources and representing the team externally. A central connector links many people within the group, a peripheral specialist sits at the edge with expertise but few ties, and a gatekeeper controls or filters access to information rather than actively bridging and translating.

249. Answer: A — A zipper clause, stating the contract is the complete agreement and waiving the right to demand bargaining during its term

A zipper clause declares that the written agreement is the parties' complete understanding and that each side waives the right to demand bargaining on other subjects during the term, which limits midterm bargaining demands. A reopener does the opposite by allowing renegotiation of certain terms. A savings (severability) clause addresses unlawful provisions, and a maintenance-of-standards clause preserves existing conditions rather than closing off bargaining.

250. Answer: D — Roth contributions are made after tax, and qualified distributions, including earnings, are tax-free.

Roth 401(k) contributions come from after-tax pay, so they do not reduce current taxable income, but qualified distributions, generally after a five-year holding period and age 59 1/2, death or disability, are entirely tax-free, including earnings. Traditional deferrals are pretax, and both contributions and earnings are taxed when distributed. A Roth account in which only contributions come out tax-free describes a nonqualified distribution.

251. Answer: B — To protect the company's investment by discouraging early departure

A clawback or repayment clause ties a sign-on bonus to a minimum period of service, so the employer recovers part of its investment if the hire leaves early and the new hire has a reason to stay. The bonus is still paid up front and is taxable wages when paid, so the clause does not create a tax-exempt loan. It has no bearing on unemployment eligibility, which is set by state rules about the reason for separation.

252. Answer: D — Estimated cost of care already received but not yet submitted to the plan

An IBNR reserve estimates the cost of services employees have already received for which claims have not yet reached the plan, because claims lag behind the date of service. Submitted claims awaiting payment are known claims payable, not IBNR, and next year's expected claims are a budgeting projection rather than a current liability.

253. Answer: B — Whether a valid GDPR transfer mechanism, such as approved contract clauses, covers the transfer to the U.S.

The GDPR restricts transfers of personal data outside the European Economic Area unless a recognized mechanism applies, such as an adequacy decision (including certification under the EU-U.S. Data Privacy Framework) or Standard Contractual Clauses. Employees cannot waive their GDPR rights, and consent is a weak basis in employment anyway. U.S. law and DOL registration do not govern whether EU data can lawfully leave the EEA.

254. Answer: D — Before the employee leaves for the assignment

Best practice is to start repatriation planning before departure by discussing career goals and the likely return role, then revisit it throughout the assignment. Waiting until the final months or after return contributes to reverse culture shock, poor job placement and high repatriate turnover.

255. Answer: C — Installing and repairing equipment at a client's site

Business visitor status generally covers activities such as meetings, negotiations and conferences, but hands-on productive work, such as installing or repairing equipment for a client, is usually treated as work that requires authorization. Rules vary by country, so the travel should be checked in advance.

256. Answer: C — Share official updates, send media questions to the spokesperson, and ask staff to respect injured coworkers' privacy.

Giving employees accurate updates and a clear media referral process reduces speculation, and a request to protect injured coworkers' privacy is reasonable. A blanket ban or discipline for posting about the fire is risky because the NLRA protects employees who discuss workplace safety and working conditions with one another. Monitoring personal accounts is intrusive and can look like unlawful surveillance of protected activity.

257. Answer: C — The sponsor authorizes and funds the change; a champion is a peer who promotes it within work groups.

The executive sponsor is a senior leader with the authority to approve the change, commit resources and hold others accountable. A change champion, sometimes called a change agent or advocate, is usually a respected peer who builds support and answers questions within local teams. The other choices reverse or misstate these roles.

258. Answer: C — Role analysis technique

The role analysis technique clarifies each focal role by combining the incumbent's view with the expectations of the role senders and the incumbent's obligations to them, ending in a written profile. Role negotiation centers on members bargaining over behaviors to change, responsibility charting assigns decision roles across tasks, and appreciative inquiry builds on strengths rather than defining roles.

259. Answer: D — Warn that several courts reject prior pay as a defense, and set pay from job-related factors instead.

Courts are divided, and some, such as the Ninth Circuit in Rizo v. Yovino, hold that prior salary cannot justify a pay gap under the EPA because it may carry forward past sex discrimination. Many states also ban salary-history questions. Setting pay from job-related factors such as skills and experience removes the risk. Verifying prior pay or shrinking the adjustment still carries the gap forward.

260. Answer: D — Confirm that every acquired employee will be paid accurately and on time, with correct withholding.

A missed or incorrect first paycheck damages trust immediately and can create wage-payment and tax compliance problems, so payroll continuity is the first priority after closing. Rushing a payroll system conversion in two weeks greatly increases the risk of errors. Benefits announcements and job mapping matter, but they can follow once pay is secure.

261. Answer: A — Training on local culture, business norms, basic language and safety

Effective pre-departure preparation focuses on cultural awareness, business etiquette, practical living issues and basic language, along with security and safety information. Technical review matters but is not cross-cultural preparation, a reading list is a passive and limited method, and an orientation on pay does not prepare the engineer for working in a very different culture.

262. Answer: C — $7,500

Three months of salary is $60,000 / 12 x 3 = $15,000. At 50% productivity, half that value is lost: $15,000 x 50% = $7,500. The $15,000 figure counts the full three months as lost, $30,000 applies 50% to the full annual salary, and $3,750 halves the result a second time.

263. Answer: D — It looks for new skills and perspectives in candidates who share core values.

Vague "fit" judgments often turn into similar-to-me bias, rewarding people who resemble the current team. Culture add keeps alignment with core values but looks for what a candidate would contribute that the team lacks. It does not drop values from the assessment, and favoring mirror-image work styles is the problem it is meant to fix.

264. Answer: A — Escalation of commitment

Escalation of commitment is the tendency to keep investing in a failing course of action to justify past effort, a form of the sunk cost fallacy. The manager's reasoning rests on what has already been spent rather than on the better alternatives now available. Fixed-pie bias, anchoring and framing involve different distortions in how value or information is perceived.

265. Answer: D — Tell her supervisor and have another specialist key in and audit her husband's change.

Even a purely clerical role creates an actual or apparent conflict when the record belongs to a family member, so she should disclose it and step away from that transaction. Having someone else process and verify the change protects both her and the company. Processing it herself and asking for a later spot-check still leaves her handling the record, and delaying the raise would unfairly penalize her husband.

266. Answer: A — Incremental validity

Incremental validity is the added predictive power a new measure contributes over existing predictors. A work sample may also have content validity and face validity, but those concepts concern job relevance and appearance, not the added prediction shown in the study. Convergent validity is about two measures of the same construct correlating, which is not what was tested.

267. Answer: B — Quarterly, which is short enough to adapt but long enough to show results

Team OKRs are most often set quarterly, frequently under annual company-level objectives. A quarter gives enough time to make meaningful progress while allowing teams to adjust as priorities change. A monthly cycle is usually too short for real outcomes, and an annual or longer cycle reduces the agility OKRs are meant to provide.

268. Answer: A — Find out his specific objections, offer support, and explain that use is required of all reps

The manager should understand his concerns, which may reveal real usability problems, and offer help, while making clear that the requirement applies to everyone. Exempting him or having someone else enter his data undermines consistency and signals that the change is optional for high performers. Starting discipline before talking with him skips the step of understanding and addressing his resistance.

269. Answer: D — Run the pilot longer and in a more typical period, with a comparison group, so results reflect normal sales

Holiday sales are atypical, and two weeks is too short to see stable effects, so results would not predict year-round performance. A longer pilot in a representative period, compared with stores that do not receive the incentive, gives a fair estimate. An arbitrary percentage adjustment guesses at the seasonal effect instead of measuring it.

270. Answer: D — A job description and a job specification

Job analysis gathers information about a job's tasks and requirements and produces the job description (duties, responsibilities and working conditions) and the job specification (the KSAOs and credentials needed). Job evaluation and salary ranges build on job analysis but are compensation outputs, not the analysis itself.

271. Answer: A — $15,000

Expected monetary value equals probability times impact: 0.30 x $50,000 = $15,000. Subtracting the expected value from the impact ($50,000 - $15,000 = $35,000) or using the full impact without weighting by probability are common errors, and $1,500 results from treating 30% as 0.03.

272. Answer: D — End each meeting by assigning owners and due dates to every action

Ideas without assigned owners and deadlines rarely get implemented, so closing each session with specific accountability is the most direct fix. Adding senior leaders or shortening meetings does not address the missing accountability. A survey could provide insight later, but the root cause here is already apparent from how the meetings end.

273. Answer: A — Meet with the worker to explore safe alternatives, such as a fitted skirt or a protective wrap over it.

Title VII requires an employer to accommodate religious dress unless doing so causes undue hardship, and a real safety risk can be an undue hardship. HR should first look for an alternative that meets both the religious need and the safety need. Imposing the uniform without exploring options skips the accommodation process. An employer need not wait for an injury, and moving the worker to a lower-paid job is an adverse action that should come only if no safe alternative exists.

274. Answer: D — To guide pay decisions for specific jobs within the band using market data

Reference zones restore some structure inside a wide band by showing where pay for a particular job or skill level should fall based on market data, which helps control costs and keep decisions consistent. They are not promotion triggers, hiring-only ranges, or freeze markers.

275. Answer: A — Flag the likely misclassification, estimate potential liability, and advise on fixes and deal protections.

These facts suggest misclassification, which can bring back wages, overtime, taxes, benefits and penalties. HR should quantify the exposure and advise the deal team so it can address it through pricing, indemnification or other deal protections and plan a proper fix. Assuming the seller alone bears the risk ignores that liabilities can follow the business, especially in a stock deal where they stay with the acquired entity, and ending the contracts does not erase past liability.

276. Answer: D — 55

Sorted, the estimates are 40, 45, 50, 55, 60, 70 and 110, so the median is the fourth value, 55. Delphi reports the median and interquartile range because they resist the pull of outliers such as 110. The mean, 430 / 7, is about 61, and the midpoint of the range, (40 + 110) / 2, is 75. Taking 50, the fourth value in the unsorted list, skips the sorting step.

277. Answer: B — Feeding the tool only the data fields that are needed for predicting onboarding needs

Data minimization means collecting and using only the personal data that is necessary for a defined purpose, so the tool should get just the fields relevant to onboarding needs. Encryption is a security safeguard, not a limit on what is collected. Supplying the full record does the opposite of minimization, and deleting data after a year reflects storage limitation rather than limiting collection.

278. Answer: A — Scarcity

Scarcity holds that opportunities seem more valuable when they are limited in number or time, so stressing the remaining seats and the deadline prompts action. Social proof would emphasize how many others have already enrolled. Authority relies on expert endorsement, and reciprocity on returning a favor.

279. Answer: B — Organizational analysis

Organizational analysis looks at strategy, resources and climate to judge whether training fits the business and will be supported once employees return to work. Task analysis examines the duties and KSAs a job requires, and person analysis identifies which individuals need training. A competency gap analysis compares people against a model and is closer to person analysis.

280. Answer: D — 25

Ratio analysis applies the staffing ratio to the projected driver: 300 workers / 12 = 25 supervisors. Twenty is the current requirement (240 / 12), and 5 is only the number of supervisors to add (25 - 20), not the total needed. Thirty-six results from treating the ratio as 12% of 300.

281. Answer: D — 75%

Adoption rate = active users / licensed users x 100 = 1,800 / 2,400 x 100 = 75%. The figure of 25% is the share of non-users (600 / 2,400), 33% divides non-users by users (600 / 1,800), and 133% reverses the formula (2,400 / 1,800).

282. Answer: D — The neutral zone

In Bridges' model, the neutral zone is the in-between period after people have let go of the old way but before they are comfortable with the new one, often marked by confusion and frustration. The ending stage is letting go of the old, and the new beginning comes when people embrace the change. Refreezing belongs to Lewin's model, not Bridges'.

283. Answer: C — Require masked or synthetic data in the test environment instead of live employee records.

Copying live sensitive data into a less secure environment creates unnecessary exposure, and masked or synthetic data lets the module be tested without that risk. Deleting the data afterward does not protect it during testing, consent-based subsets give an incomplete test, and internal use still exposes the data to people without a need to see it.

284. Answer: A — Yes, if the inability is temporary, she can perform it again soon, and it can reasonably be set aside.

The PWFA defines a qualified employee to include someone who cannot perform an essential function if the inability is temporary, the employee could perform it in the near future, and the inability can be reasonably accommodated. Unlike the ADA, this allows temporary suspension of an essential function. Reassignment is one possible accommodation, not a condition of being qualified, and a direct-threat finding is not required.

285. Answer: D — The third line

In the Three Lines Model, first-line roles provide products and services and own the risks, second-line roles such as risk management and compliance provide expertise and monitoring, and internal audit is the third line, giving independent assurance to the governing body. The governing body oversees the whole structure and receives the third line's reports but is not itself a line.

286. Answer: C — An approved-tools list naming permitted applications and uses

An approved-tools list, sometimes called an allowlist, states which AI applications are permitted and for what purposes, which helps prevent unvetted tools from handling employee data. A retention schedule governs how long records are kept, and an incident response plan covers what to do when something goes wrong. An acknowledgment form confirms employees received the policy but does not itself define which tools are permitted.

287. Answer: C — Grievance (rights) arbitration

Grievance, or rights, arbitration resolves disputes over the interpretation or application of an existing contract, such as whether a discharge met the just-cause standard. Interest arbitration is tempting because it also involves unions, but it sets the terms of a new contract rather than applying the current one.

288. Answer: B — A post that she personally dislikes her new desk location, with no mention of coworkers or group action

Concerted activity involves employees acting together or seeking to initiate, induce or prepare for group action, or bringing group complaints to management. A purely personal complaint with no connection to coworkers or to any group action is generally individual griping. Inviting coworker input, continuing a group discussion and relaying a team's concerns are all linked to other employees and are likely protected.

289. Answer: D — Pause the termination and assess modified attendance rules or leave as accommodations

Applying a no-fault attendance policy rigidly to disability-related absences can violate the ADA's duty to accommodate, and the employer already knows of her condition. HR should pause and engage in the interactive process to consider modified attendance rules, intermittent leave or other options, and should also check FMLA eligibility. The employer is not required to excuse all absences without regard to undue hardship or essential attendance needs.

290. Answer: D — Keep the global core and add locally relevant examples, built with regional input

Localizing means keeping the shared core of culture, values and policies while replacing U.S.-only examples and benefits content with ones that fit each location, ideally with input from local HR and employees. A glossary keeps the U.S.-centered design. Removing examples makes training less engaging, and replacing the program entirely loses consistent messaging about company culture.

291. Answer: B — Self-regulation

Self-regulation is the ability to manage disruptive emotions and impulses and think before acting, which is what she does by pausing and staying calm. Self-awareness, recognizing the frustration, is a precondition, but the behavior described is controlling the response. Empathy and social skill concern reading and managing others' emotions and relationships.

292. Answer: A — Development takes too long here, so use a contractor or hire while the analyst trains

Building talent is valuable but slow, and an analyst with no security background cannot become qualified in six weeks. Borrowing or buying the capability meets the deadline, and the analyst can still be developed for the future. An intensive short course is the tempting choice, but it risks placing an underqualified person in a critical role.

293. Answer: D — 2.7%

A weighted average multiplies each increase by the number of employees who received it: (10 x 3% + 30 x 4% + 60 x 2%) / 100 = (30 + 120 + 120) / 100 = 2.7%. Simply averaging the three percentages gives 3.0%, which ignores that most employees got the smallest increase. 3.5% comes from pairing the head counts with the wrong percentages, and 2.0% is just the most common increase.

294. Answer: D — Get the signed authorization, confirm it is valid, and release only what policy and consent allow

HR should follow its verification policy: obtain the employee's signed authorization, confirm the request is legitimate, and release only the data covered by policy and consent, or route the request to the verification service the company uses. No federal law gives lenders a right to salary data without consent. Calling back confirms the lender's identity but not the employee's consent, and refusing all salary verification ignores a policy that allows release with consent.

295. Answer: B — Explain how screening protects the youth and the mission, and make the steps simple for them to follow.

Volunteers are moved most by purpose, so linking the process to child safety and the mission, while removing friction, builds real commitment. Threatening removal from a volunteer board can backfire and damage relationships. Gift cards treat a mission-driven group as transactional, and moving all screening to the director overloads one person and removes the board's oversight role.

296. Answer: A — Decline, because comp time instead of overtime pay is allowed only for public employers.

The FLSA allows compensatory time off in lieu of overtime pay only for state and local government employers. Private employers must pay overtime in cash for hours over 40 in a workweek, even if employees prefer time off and agree in writing. Accruing comp time at the time-and-a-half rate does not make it lawful in the private sector.

297. Answer: A — Plan an external search for the role while continuing to develop internal talent for later

When the talent review shows no internal candidate will be ready in time for a critical role, recruiting externally is appropriate, and continuing to develop internal talent prepares the bench for the next transition. Promoting someone who is not ready to a critical security role creates serious risk. Relying on the incumbent to delay retirement or leaving the role vacant leaves the vacancy unresolved.

298. Answer: C — Generally yes, because it arose out of and in the course of work duties, though state law governs

State workers' compensation laws generally cover injuries that arise out of and in the course of employment, and a home office can qualify when the employee is performing a work task. The location being the employee's home does not by itself defeat coverage, and prior inspection is not usually a condition. Coverage is not automatic, however, since a personal activity during work hours may fall outside the course of employment.

299. Answer: C — 6 months

Payback period = program cost / monthly savings = $60,000 / $10,000 = 6 months. Subtracting one month's savings before dividing gives 5 months, which double counts that month. 12 months wrongly assumes the full first year is needed, and 60 months results from misplacing a zero and using $1,000 in monthly savings.

300. Answer: C — To learn what works and refine the design before investing in full rollout

Testing a minimum viable version with a small group lets HR collect feedback, fix problems and show results before committing major resources. This lowers the risk of a costly failure. A pilot is not meant to stay small permanently, and no federal rule requires HR programs to be piloted first.

301. Answer: B — Sense, analyze and respond, using expert study to pick among good practices

The complicated domain has knowable cause and effect that requires expertise to uncover, so leaders sense, analyze and respond, often choosing among several good practices. A single best practice fits the clear domain, safe-to-fail experiments fit the complex domain, and acting first fits the chaotic domain.

302. Answer: B — Help the manager plan how she will explain the change and coach tellers through it

Employees most want to hear about change from their direct supervisor, so HR adds the most value by preparing and supporting the branch manager to lead the people side of the change. Taking over communication undercuts her role as the tellers' main source of information. Waiting for vendor trainers is reactive, and writing technical procedures is the vendor's or operations' job rather than HR's change role.

303. Answer: C — Staff a hypercare period with ticket triage, daily issue reviews and quick-reference guides

Spikes in tickets and confusion are normal right after go-live, and a planned hypercare period with extra support staff, triage of issues by severity, daily reviews with the vendor and IT, and job aids for common tasks resolves them fastest. Reverting to the old system creates duplicate data and erodes confidence, and redesigning screens is a costly reaction to what is mostly a familiarity problem. Training a month out does nothing for the managers who need help this week.

304. Answer: C — Coach the managers on why consistent, job-related questions matter and how to probe within the guide.

Structured, job-related interviews are more valid and reduce legal risk, while questions about family plans can support discrimination claims. Coaching managers on the reasons and on how to ask follow-ups within the structure addresses the root cause. Dropping the guides gives up their benefits, recording and flagging polices behavior without building skill, and asking candidates detects problems only after the harm is done.

305. Answer: C — Laggards; rely on proven results, peer evidence and clear phase-out dates

Laggards are the last group to adopt and are the most skeptical and tradition-oriented, so they respond to evidence that the change works, support that lowers risk, and eventually to the old way being retired. The late majority adopts before laggards, usually under peer pressure once most people have adopted. Making the most resistant people early champions reverses Rogers' logic, which relies on innovators and early adopters to lead.

306. Answer: C — Compare the acquired firm's data with the training data to find differences in definitions.

The first step is diagnosis: the acquired firm may code job levels, termination reasons or tenure differently, and its employees may leave for different reasons, so the new data may not match what the model learned. Retraining immediately without understanding the mismatch can bake bad or inconsistent data into the new model. Permanently excluding 1,200 employees would leave managers without predictions for part of the workforce.

307. Answer: B — Form mixed teams on shared goals, co-locate where possible, and recognize joint successes.

Working toward shared goals in mixed groups, with more daily contact and recognition of joint wins, builds a common identity and reduces intergroup conflict. Separate forums and team-by-team coaching keep the groups apart and can reinforce "us versus them." Waiting tends to let these divisions harden rather than fade.

308. Answer: A — Linking a proposed training program to its expected effect on defect rates and production costs

Speaking the language of the business means framing HR proposals in terms leaders care about, such as cost, quality, productivity and revenue. Competency models and learning frameworks are HR terms. Completion counts and satisfaction scores measure activity and reaction, not business results.

309. Answer: C — A fixed, recurring 168-hour period that may start on any day and at any hour

The FLSA defines a workweek as a fixed and regularly recurring period of 168 hours, or seven consecutive 24-hour periods. It can start on any day and at any hour, and different groups can have different workweeks. Each workweek stands alone, so hours cannot be averaged across two weeks, even in a biweekly pay period.

310. Answer: C — Adults need to know why they should learn something before they invest effort in it

Knowles's andragogy holds that adults need to know why they are learning something before they commit to it, so explaining relevance up front increases engagement. The other choices reflect pedagogical assumptions, trainer control and external rewards, or contradict andragogy's emphasis on drawing on learners' experience.

311. Answer: B — 60 calendar days' written notice

WARN requires written notice at least 60 calendar days before a plant closing or mass layoff. Ninety days is the look-back period for adding up smaller layoffs, which makes it a tempting distractor. Some state laws require longer notice, but the federal rule is 60 calendar days.

312. Answer: D — Share customer complaint data and competitor quality benchmarks openly with all employees

Kotter's first step, creating urgency, depends on helping people see an honest, external reason why the status quo is unacceptable, and customer complaints and competitor benchmarks do that. A steering committee is the guiding coalition, a later step, and working privately does nothing to change how employees see the problem. Incentives and training address motivation and skill later, after people accept that change is needed.

313. Answer: B — A difference due to experiences shared by those born in one era

A cohort effect comes from the shared formative experiences of people born around the same time. An age effect reflects changes that come with growing older or moving through life stages, and a period effect reflects events, such as a recession or pandemic, that affect everyone at a given time. Tenure is a separate variable, not one of the three.

314. Answer: A — The change agent

In Conner's framework, change agents are responsible for implementing the change, such as planning, communicating and coordinating the work. Sponsors authorize the change, advocates want it but lack authority to sanction it, and targets are those who must change.

315. Answer: C — Brainwriting

Brainwriting is a written alternative to verbal brainstorming. Participants write ideas silently and pass them along so others can build on them, which reduces production blocking and the influence of dominant voices. Verbal brainstorming is spoken, Delphi uses anonymous expert rounds with feedback, and devil's advocacy is a technique for critiquing a proposal.

316. Answer: A — The project will finish 2 weeks late.

Total float is how long a task can slip without delaying the project end date. A 6-week slip minus 4 weeks of float is 6 - 4 = 2 weeks, so the project end date moves out 2 weeks, and the task now becomes part of the critical path. Assuming no effect ignores that the slip exceeds the float, and a 6-week delay ignores the float entirely.

317. Answer: C — Keep tracking output over a longer period, since early gains from something new often fade

Early improvements after a change often reflect novelty and extra attention rather than a lasting effect. Measuring over a longer period, ideally against a comparison group, shows whether the gain holds before committing to a large purchase. Employee satisfaction with the app does not show it improves output.

318. Answer: D — Strictness error

Strictness (severity) error is a rater's tendency to rate everyone lower than their performance warrants because of an overly harsh personal standard. The horns effect is a single negative trait of one employee dragging down that employee's other ratings, not a harsh standard applied across the whole team.

319. Answer: A — Multiple means of engagement, representation, and action and expression

UDL, developed by CAST, rests on three principles: provide multiple means of engagement (the why of learning), representation (the what) and action and expression (the how). It designs flexibility in from the start rather than adding accommodations later. Separate tracks for learning styles reflect a popular but poorly supported theory, and the five phases listed are the ADDIE instructional design model.

320. Answer: D — Train them as champions who coach peers, share real examples, and relay concerns back to the project team.

A champion network works because respected peers can coach colleagues, model use in real work, and carry concerns back so the rollout can be adjusted. A company-wide endorsement email is one-way and adds little beyond what leadership communications already provide. Turning champions into usage monitors undermines the trust that makes peer influence work, and policy drafting belongs with HR, legal and IT.

321. Answer: D — Routine, standardized work done by experienced, well-trained staff

A wider span works when tasks are standardized, employees are experienced and need little direction, and good systems support the work. Complex, changing work, inexperienced teams and geographically scattered staff all increase the supervision each employee needs and point toward a narrower span.

322. Answer: C — Mode lowest, then the median, with the mean highest

In a right-skewed distribution, the long tail of high values pulls the mean upward the most, the median sits between, and the mode falls at the peak where most short-tenure employees cluster. The reverse ordering, with the mean lowest, describes a left-skewed distribution.

323. Answer: D — A business associate agreement between the health plan and the vendor

Under HIPAA, a vendor that creates, receives or maintains protected health information on behalf of a covered entity such as a group health plan is a business associate. The plan must have a business associate agreement that requires the vendor to safeguard the data before it is shared. A general nondisclosure agreement doesn't include the safeguards HIPAA requires, and individual consent doesn't replace the agreement.

324. Answer: C — An adverse action notice with the screening company's contact details and the applicant's dispute rights

After deciding not to hire, the employer must send an adverse action notice that names the consumer reporting agency and gives its contact information, states that the agency did not make the decision, and explains the right to dispute the report and get a free copy. The pre-adverse notice does not replace this final notice. The FCRA does not require the employer to explain how a score was calculated.

325. Answer: A — Involve a group of workers in finding and fixing workflow issues

Resistance from people who were left out of the decision and who have useful knowledge about the work is best addressed through participation and involvement, which also surfaces real workflow problems. Enforcement and bonuses push compliance without addressing the cause, and refresher training assumes a skill gap when the complaint is about fit with the workflow.

326. Answer: C — Job analysis and the job descriptions based on it

Job evaluation rates the content and requirements of jobs, which come from job analysis and the resulting job descriptions. If those are outdated, evaluators rate the wrong duties. Performance ratings and salary histories describe people, not jobs, so they do not belong in the evaluation.

327. Answer: D — Retaining critical talent the organization cannot afford to lose

Bind refers to keeping key talent through engagement, rewards, career growth and other retention efforts. Using contractors is borrowing, removing poor performers is bouncing, and moving people into new roles to develop them is a form of building or boosting talent.

328. Answer: C — Accept the dinner, invest time in getting to know the partner, and expect terms to come later.

In relationship-first cultures, trust built through meals and personal conversation is a precondition for business, and pushing to terms too early can damage the deal. The manager should plan for relationship-building time and expect negotiations to follow. Turning dinner into a negotiation or declining it signals that he values the transaction over the relationship, and a senior executive's presence does not replace the relationship itself.

329. Answer: A — Tell her the choice is hers, no one will be penalized either way, and share the facts about what a card means.

Supervisors should avoid TIPS: threats, interrogation, promises of benefits and spying. Asking who has signed is interrogation, hinting at less schedule flexibility is a veiled threat, and mentioning raises to discourage signing is an unlawful promise. Supervisors may share facts and the company's lawful opinions while assuring employees that the decision is theirs and that there will be no retaliation.

330. Answer: C — One very serious act or a pattern of lesser acts can each meet the standard

The standard is disjunctive: an environment can be hostile because of one extremely serious incident or because of frequent, less serious conduct that alters working conditions over time. Harris v. Forklift Systems held that psychological injury is not required, and coworker conduct can create a hostile environment just as supervisor conduct can.

331. Answer: B — Facilitate a discussion of the new ideas on their merits and review norms with the full team.

Adding a member often sends a performing team back toward storming. The leader should treat it as normal, give the new ideas a fair hearing on their merits and have the team revisit its norms so the newcomer is integrated. Silencing or isolating the specialist risks losing useful ideas and signals that questioning is not welcome, and publicly taking sides deepens the divide.

332. Answer: C — Staff move on existing terms, and pay cuts due to the transfer are generally void

Under the UK's TUPE regulations, an outsourcing is usually a service provision change, so employees transfer automatically with their existing contracts and continuous service. Changes to terms made because of the transfer are generally void even if employees agree, unless there is an economic, technical or organizational reason entailing changes in the workforce. There is no rule allowing cuts after 12 months, and dismissals because of the transfer are automatically unfair.

333. Answer: A — Keep the posts out of the decision and evaluate her only on the job-related criteria applied to all finalists.

Decisions should rest on consistent, job-related criteria, and the finalist leads on both validated measures. Unscreened social media browsing can expose decision-makers to protected characteristics and to off-duty conduct that some state laws protect, so the posts should play no role. Even where federal law does not bar it, rejecting her for her politics departs from the company's own criteria, and documenting or probing the posts builds evidence of an improper motive.

334. Answer: A — 4.0%

Absence rate = days lost / scheduled workdays x 100 = 480 / 12,000 x 100 = 4.0%. A decimal error gives 0.4% or 40.0%, and dividing the scheduled days by the days lost (12,000 / 480 = 25) produces the 25.0% figure.

335. Answer: C — Whether it measures job-related skills or factors like academic terminology unrelated to the work.

A large gap in pass rates between applicant sources is a signal to confirm that the assessment measures skills the internship actually requires rather than familiarity with academic conventions. If the content is not job related, the tool may be screening out capable candidates, and because bootcamp students are often older career changers, it could also create age-related impact. Routing bootcamp applicants into a lesser track assumes the result is valid before checking it.

336. Answer: C — As the main or most important duty, judged on all facts, with time spent as a guide only

DOL regulations define primary duty as the principal, main, major or most important duty the employee performs, judged on the character of the job as a whole. Spending more than 50% of time on exempt work is a useful guide, but it is not required, and an employee can spend less than half their time on exempt work and still qualify. Job description wording and revenue generation do not control the analysis.

337. Answer: C — A flexible-time culture on the scheduling scale

Flexible-time cultures treat project steps as fluid, adapt to changing circumstances and value adaptability over strict adherence to a plan. Linear-time cultures work through tasks in sequence and treat deadlines as firm commitments. Communicating and deciding are separate Culture Map scales that do not describe attitudes toward schedules.

338. Answer: B — Politely decline, explaining the gift policy and the conflict an active renewal creates.

Premium tickets exceed a nominal-value limit, and accepting them during a renewal creates at least the appearance of a conflict of interest. Declining courteously and explaining the policy protects both the relationship and her integrity. Disclosure does not cure a policy violation, passing the gift to her team still accepts it, and delaying acceptance does not remove the conflict.

339. Answer: B — Acknowledge the turnover, involve the team in pacing, and phase in the launch

Change fatigue comes from the cumulative load of change, so the best response acknowledges what the team has been through, gives people a voice in how and when the change happens, and spreads it out where possible. Pushing ahead unchanged ignores the risk of disengagement and turnover. An open-ended postponement or a one-time bonus does not address the underlying fatigue.

340. Answer: B — Pause the meeting, offer EAP information and set a time to resume when she is ready.

When an employee is in distress, the priority is her wellbeing: stop the meeting, offer confidential support such as the EAP and come back to the issue later. HR should not probe for personal details it doesn't need, because that can raise privacy concerns and HR isn't a counselor. The attendance issue should be put on hold, not dropped, and HR may need to consider leave or accommodation if it applies.

341. Answer: D — Many cultures order names differently, and some people have a single legal name

Name order and structure vary by culture: in China, Hungary and Korea, for example, the family name comes first, and some people, as in parts of Indonesia, have only one name. Rigid first-name and last-name fields lead to wrong records, mismatches with legal documents and disrespect. Privacy laws do not require a particular name order, and tax filings use full legal names.

342. Answer: C — It is excluded from the definition of a consumer report, so advance disclosure and authorization are not required.

The FACT Act excludes third-party communications about suspected workplace misconduct from the definition of a consumer report when they meet conditions such as not addressing creditworthiness and limited sharing. Because of this, the employer does not need prior disclosure and consent. However, if the employer takes adverse action based on the report, it must give the employee a summary of the nature and substance of the communication, so the employer still has some notice obligations.

343. Answer: C — Hold off on adverse action and ask employment counsel how the agreement and state law treat employees who refuse.

Whether an employer may terminate a nonsigner, or treat continued employment as acceptance, depends on the agreement's wording and state contract law, so HR should pause and get counsel's view before taking action against a long-tenured employee. Firing first creates avoidable legal and morale risk. Telling him he is bound regardless may be inaccurate, and announcing that signing is optional abandons the program without analysis.

344. Answer: D — Compromising

Compromising serves as a backup when collaborating or competing has not worked and an expedient, mutually acceptable settlement is needed under time pressure. Avoiding is tempting because the talks have stalled, but postponing would cause both directors to miss the funding deadline.

345. Answer: B — She may share them, since accurate facts about dues and bylaws are lawful employer speech

Employers may lawfully share facts, opinions and examples (often summarized as FOE) about unionization, including accurate information about dues, fees and union rules. Because the supervisor would be quoting the union's own documents without threats or promises, the speech is protected under Section 8(c). There is no rule limiting such facts to written form or requiring employees to raise the topic first.

346. Answer: D — Confirm each action item with a named owner and a due date

Confirming action items with specific owners and dates before people leave creates accountability and makes follow-through measurable. Sending notes later is useful but leaves owners and deadlines unclear at the moment of agreement. A learning round-robin or a follow-up meeting can add value, but neither secures commitment to the decisions just made.

347. Answer: C — 75%

Employer share = (total premium - employee contribution) / total premium = ($1,500 - $375) / $1,500 = $1,125 / $1,500 = 75%. The employee's share is 25%. Comparing the employee's $375 with the employer's $1,125 instead of the total gives 33%, and 67% is its complement.

348. Answer: B — Learn to read indirect cues and confirm agreement through tactful follow-up.

Japan is a high-context culture where disagreement is often signaled indirectly through hesitation or vague replies. The manager should learn to read these cues and verify understanding in non-confrontational ways, perhaps with help from a local colleague. Pressing for blunt answers can cause loss of face, treating silence as acceptance repeats the error, and swapping in another U.S. negotiator does not address the cultural gap.

349. Answer: A — Brief supervisors first, then cascade tailored messages on what changes for each group through several channels

A sequenced plan that briefs supervisors first prepares them to answer questions and cascade the message, and tailoring content to what changes for each group makes the message relevant. Using multiple channels reaches people with different work patterns. A single email, a single meeting or a passive FAQ each relies on one channel and one generic message.

350. Answer: C — Tenured staff must unlearn old processes and habits, while new hires lack background on the hospital's workflows

Person analysis recognizes that groups start from different places. Long-tenured staff know the hospital's workflows but must unlearn old processes, while new hires need context about how the organization works along with the system itself. Assuming tenured employees cannot learn technology is an age-related stereotype, and no law requires training content to vary by tenure.

351. Answer: D — The penalty skipped the progressive steps without justification and was too severe for the offense and her record.

Arbitrators expect discipline to be corrective and proportionate, especially when the employer's own policy sets progressive steps. Discharging a long-service employee with a clean record for a first, minor offense skips those steps and is disproportionate, so arbitrators commonly reduce the penalty. Serious misconduct such as theft or violence can justify skipping steps, but that is not the case here.

352. Answer: A — Arrange an interim alternative such as an interpreter or transcripts now, and plan to caption all videos.

HR should provide an effective interim accommodation, ideally discussed with the employee, so onboarding is not delayed, and then caption the videos so the content is accessible going forward. Delaying the start date penalizes the employee, and unreviewed auto captions often contain errors that make the content inaccurate.

353. Answer: B — Use a secure platform with cameras on, confirm each person is alone in a private space, and state the recording rules.

Video interviews are acceptable if the investigator takes steps to replicate an in-person setting: a secure platform, cameras on to observe and verify identity, confirmation that no one else is present or listening, and clear rules about whether recording is allowed. Written questionnaires block follow-up questions, and group interviews destroy the independence of each account.

354. Answer: B — Volatility is fast, unstable change that is understood; uncertainty is not knowing how events will unfold.

In VUCA, volatility describes change that is rapid and unstable, though its causes are generally understood and information is available. Uncertainty describes a lack of predictability about whether or how events will unfold. Many interconnected variables describes complexity, and unclear cause and effect describes ambiguity.

355. Answer: D — $87,500

The annualized merit cost is $5,000,000 x 3.5% = $175,000, but increases effective July 1 are paid for only 6 of the 12 months, so the current-year cost is $175,000 x 6/12 = $87,500. The $175,000 figure is the full-year cost that applies next year, $43,750 covers only a quarter, and $58,333 covers only four months.

356. Answer: A — Reducing scheduled hours or using job sharing across the affected teams

Reduced hours, job sharing and furloughs lower labor cost while keeping employees on the payroll, preserving skills and making recovery faster. Voluntary separations and layoffs both shrink headcount and lose trained people. Outsourcing moves work out of the company and typically ends the affected jobs.

357. Answer: A — FMLA coverage may be delayed until 30 days after he gave notice

When leave is foreseeable, an employee must give at least 30 days' notice, or notice as soon as practicable. If an employee who knew of the notice requirement fails to give 30 days' notice without a reasonable excuse, the employer may delay FMLA coverage until 30 days after the date he gave notice. The failure does not forfeit FMLA rights entirely, and there is no 60-day notice rule.

358. Answer: C — Add license fees to implementation, integration, training and support costs

Total cost of ownership captures every cost of acquiring and using a system over its life, including implementation, integration with HRIS and payroll, training, ongoing support and internal staff time, not just the license price. Expected time savings are benefits, which belong in an ROI analysis rather than a cost total.

359. Answer: A — Strong performers may be picked for training, so cause may run in reverse

Because managers choose who attends, high performance may lead to more training rather than training leading to high performance. This is reverse causality, and a correlation alone cannot show which variable drives the other. Changing how attendance is measured or setting a correlation cutoff does not address the direction of the effect.

360. Answer: C — No, because the screening is not integral and indispensable to their principal work.

In Integrity Staffing Solutions v. Busk (2014), the Supreme Court held that an activity is compensable under the Portal-to-Portal Act only if it is integral and indispensable to the employee's principal activities, meaning an intrinsic element of them. Security screenings were not part of retrieving and packing products, so the waiting time was not compensable. The fact that the employer required the screening or benefited from it does not control. Some state laws may still require pay.

361. Answer: B — Post it internally as well, since this can lift morale and retention and speed onboarding.

Internal posting shows employees that advancement is possible, which supports engagement and retention. Internal hires also know the organization and usually need less onboarding. Posting internally does not prevent the company from considering outside candidates too, while promoting on seniority alone skips a fair, job-related selection.

362. Answer: D — They show how new hires reacted to the course, but not what they learned or how they now perform.

Satisfaction surveys are Kirkpatrick Level 1 reaction data: they show whether participants found the course engaging and relevant, not whether they gained knowledge or apply it on the job. Learning requires a Level 2 measure such as a test or skill demonstration, and behavior requires Level 3 data from the job. Strong reactions are useful but do not prove the course worked.

363. Answer: A — Competing

Competing is high in assertiveness and low in cooperativeness: the person uses whatever power is available to win his position. Collaborating is also assertive but is equally cooperative, aiming for a solution that fully satisfies both sides rather than one that wins at the other's expense.

364. Answer: B — Knowing what is expected of them at work

Gallup's Q12 places knowing what is expected at work, along with having the right materials and equipment, at the base of its hierarchy as basic needs. Recognition is an individual-contribution need that builds on that base. Having a best friend at work relates to teamwork, and opportunities to learn and grow are growth needs at the top.

365. Answer: C — Remove graduation year from the model, test results for age impact, and rescore affected applicants.

Graduation year can act as a proxy for age, and screening that disadvantages applicants 40 and older creates age-discrimination risk under the ADEA and state laws. HR should remove the proxy, test the revised tool for age-related impact, and reconsider applicants who were ranked lower because of it. Not using date of birth does not cure a proxy problem, and a welcoming statement or a vendor assurance does nothing about the impact already shown.

366. Answer: C — Provide captions or transcripts now and require accessible design for all future modules

The ADA requires reasonable accommodation, and captions or transcripts let her complete the same content on time. Adopting accessibility standards such as WCAG for future modules prevents the problem from recurring for others. Excusing her from compliance training leaves her uninformed and the company exposed. A manager's verbal summary is not equivalent access, and her deafness is evident, so demanding medical documentation only delays an obvious fix.

367. Answer: A — Involve bilingual workers to test the app and lead demos in each language on every shift

Buy-in grows when trusted coworkers who speak employees' language show them how the change works and when their testing catches problems early. Demonstrations on every shift reach everyone hands-on. Translated guides and interpreter-on-request sessions help with understanding but don't build commitment, and supervisor briefings that send questions to the HR office neither involve workers nor address the language barrier.

368. Answer: B — Time-to-fill measures efficiency, and quality of hire measures effectiveness

Efficiency measures look at the speed or cost of a process, and time-to-fill shows how quickly roles are filled. Effectiveness measures look at whether the process achieved the desired outcome, and quality of hire shows whether new hires perform and stay. A fast process can still produce poor hires, which is why both kinds of measure are tracked.

369. Answer: D — Explain how compa-ratio compares pay to the midpoint and how her growth in the role moves pay toward it.

A compa-ratio of 0.88 is common for someone in the role for less than a year, so HR should explain what the metric means and how performance and experience move pay toward the midpoint. Deflecting the question damages trust, and the NLRA protects employees' right to discuss pay. Promising a specific raise or calling her underpaid draws conclusions the data do not support.

370. Answer: D — They must be at least as effective as the federal standards and may be stricter

State plans must be at least as effective as federal OSHA, and many adopt stricter or additional standards. They are not required to be identical, and they cannot fall below federal protection. Some state plans cover only public-sector workers, but plans that cover private employers also exist, so a public-only rule is wrong as a general statement.

371. Answer: A — Avoiding

Avoiding, which means postponing or sidestepping the issue, is appropriate when the issue is trivial and when emotions are running high and people need time to cool down before productive discussion is possible. Both conditions apply here. Collaborating is worth the effort for important issues, competing suits urgent or unpopular decisions, and pushing for a compromise while both parties are angry is unlikely to work.

372. Answer: D — Mail printed statements to homes in plain English and Spanish, with on-site sessions for questions.

The format must reach and be understood by the audience. Printed statements mailed home reach employees without computer access and let family members see the value of benefits, while translated, plain-language versions and on-site question sessions support understanding. Portal and email delivery miss much of this workforce, and a single sample statement loses the personal value that makes statements effective.

373. Answer: C — Assess her workload and team needs, and consider whether a team lead role would ease her span

Varied work and many new hires call for a narrower span, so 25 direct reports may be too many to coach well. HR should first look at the workload and team needs, then consider structural fixes such as a team lead role. Training or a bonus treats the symptom without addressing the span, and moving people right away skips the assessment and may overload the other supervisor.

374. Answer: A — Politely confirm only his dates and title, explaining that this is the company's policy.

Professional relationships do not override company policy or the employee's privacy, and following a consistent reference policy also limits defamation risk. Explaining the policy keeps the peer relationship intact. Sharing informal impressions or partial answers breaks policy, and inviting a written request implies she will then disclose more than the policy permits.

375. Answer: C — 100

Total hires = replacement hires + growth hires. Replacements are 400 x 15% = 60, and growth is 400 x 10% = 40, so 60 + 40 = 100. Sixty covers only attrition and 40 covers only growth, while 106 applies the turnover rate to the future headcount of 440 (66 + 40), contrary to the stated assumption.

376. Answer: C — Placement reflects his qualifications against the job and the pay of current employees in the role.

Range placement usually reflects how a candidate's experience and skills compare with the job's requirements, while keeping internal equity with current employees. The midpoint typically reflects market pay for a fully qualified, proficient performer, and the upper part of the range is for people who bring more than the job requires or have grown in the role. Explaining this helps the candidate see the offer as fair and principled.

377. Answer: C — It reduced net income but did not use any cash during the period

Depreciation spreads the cost of an asset over its useful life. It lowers net income each period, but the cash left the business when the asset was purchased, so it is added back to arrive at operating cash flow. Depreciation does not create a replacement fund, and the original purchase, not the depreciation, is reported in investing activities.

378. Answer: A — No right applies, since the meeting only delivers a decision and asks no questions.

Weingarten rights apply to investigatory interviews that the employee reasonably believes may lead to discipline. The NLRB has held that a meeting held only to inform an employee of a decision already made is not investigatory. If the supervisor begins asking questions to gather information, the meeting can become investigatory and the right would then attach. The right also covers any discipline, not only discharge, and does not require a written request.

379. Answer: B — Reciprocity

Reciprocity is the norm that people feel obliged to return favors, so giving value first builds goodwill that makes others willing to help later. Homophily is the tendency to connect with similar people, social loafing is reduced effort in groups, and scarcity is the persuasion principle that limited items seem more valuable.

380. Answer: C — A fee reduction owed when the vendor misses agreed service levels

Service credits are a contractual remedy: when the vendor fails to meet defined service levels, the client receives a set reduction in fees. They are not performance bonuses or prepaid balances. A right to terminate after repeated failures is a separate remedy that often appears alongside service credits.

381. Answer: B — Check whether company policy reserves the right to search company property before deciding how to proceed.

Whether an employee has a reasonable expectation of privacy in a locked drawer depends largely on whether a written policy has put employees on notice that company property may be searched, so HR should check that first. A covert after-hours search by the manager risks a privacy claim, particularly when the employee holds the only key. Opening the drawer in front of coworkers creates defamation and dignity concerns before any facts are established.

382. Answer: D — Members resolve problems among themselves and adjust roles without waiting for the leader.

Performing is marked by autonomous, interdependent problem solving: the team handles issues and shifts roles itself, with little direction from the leader. Agreed ground rules, mutual trust and acceptance of the leader's decisions are signs of norming, the stage where cohesion and shared norms develop.

383. Answer: C — Delay the announcement and first inform and consult the CSE on the plan

French law requires the employer to inform and consult the CSE on a collective redundancy project, including a job protection plan for a cut of this size, before the decision is final. Announcing the cuts to employees before that process begins can be treated as obstructing the CSE and can jeopardize the dismissals. Generous severance or notice to the authorities does not substitute for consultation with employee representatives.

384. Answer: C — The rise may reflect better reporting, so review case types and severity first.

Efforts that encourage reporting often surface injuries that went unreported before, which raises recorded rates without any real decline in safety. Reviewing severity, case types and trends shows whether conditions actually changed. Incentives tied to zero injuries can discourage reporting, and dismissing an increase of nearly 40% without analysis is not sound practice.

385. Answer: C — 90%

SLA attainment = cases meeting the standard / total cases = 450 / 500 = 90%. Counting the 30 cases closed in three to five days as compliant gives (450 + 30) / 500 = 96%, but those missed the two-day standard. The 10% figure is the breach rate, and 111% comes from inverting the ratio (500 / 450).

386. Answer: B — Completion alone does not show behavior is changing, so the training and culture need closer analysis.

A high completion rate shows employees took the course, not that it changed behavior. Rising substantiated misconduct calls for deeper analysis, such as examining the types and locations of cases, training content and pressures in the culture. More reports can sometimes reflect better detection, but assuming that without evidence is premature, and pushing completion from 98% to 100% will not fix a content or culture problem.

387. Answer: D — Work with managers to find temporary modified duties within his restrictions, such as inventory audits

Transitional return-to-work programs that offer temporary modified duty within medical restrictions lower claim costs, shorten time away and help keep employees engaged. HR should look across the operation for suitable tasks rather than accept that none exist. Returning him to regular duties would ignore his restrictions. Pressing the doctor to change restrictions is improper. Keeping him home raises indemnity costs and delays recovery.

388. Answer: A — An option to report anonymously, with a case number for follow-up questions

Fear of being identified is addressed most directly by letting employees report without giving their name while still allowing two-way follow-up through a case number. Round-the-clock access and translation improve convenience and reach, but they do not remove the fear of exposure. Sending reports to the reporter's own department head would likely increase that fear.

389. Answer: D — To let both parties judge whether they can build the trust and rapport needed to work together.

A chemistry meeting is an early, low-commitment conversation in which the leader and coach decide whether they can work together well, since rapport and trust are strong predictors of coaching success. Formal goals, metrics and contract terms are set later in contracting, after a coach has been chosen, so treating the meeting as goal-setting skips the fit decision.

390. Answer: A — Deliverables are outcomes that drive strategy; doables are activities HR completes

The framework warns against measuring HR by doables, such as the number of people trained, and urges measuring deliverables, such as workforce capabilities or retention of key talent that drive strategy execution. The distractor that calls deliverables transactional services reverses the idea, because deliverables are the strategic outcomes.

391. Answer: A — Apply the same discipline given to others for this violation, with full documentation.

A workers' compensation claim does not protect an employee from discipline for a later, documented safety violation. The key is treating him exactly as others with the same violation were treated and showing that the action rests on the violation, not the claim. Delaying or softening the discipline creates inconsistency of its own, and the insurer has no role in deciding how the employer enforces its safety rules.

392. Answer: A — Assess it as a potential threat and take interim steps to protect her

Cornering, shouting and punching walls is intimidating, escalating behavior that should be treated as a possible workplace violence risk, so HR should involve its threat assessment process, investigate promptly and put interim protections in place that do not penalize the reporting employee. Mediation is inappropriate where one party is intimidating the other. An EAP referral may be part of the outcome, but by itself it leaves the risk unaddressed.

393. Answer: B — How complex the job is and how long its work cycle takes to show results

A PIP must give the employee a fair chance to show improvement, so its length should reflect how complex the work is and how long it takes for results to become visible, such as a monthly close or a sales cycle. A uniform 30 days can be too short for complex roles, and tenure or review timing does not determine how long improvement takes to show.

394. Answer: D — Hold individual live video meetings, then send written details that reflect each state's rules

Remote employees deserve the same respect as onsite staff, so a one-on-one live video conversation with the manager and HR is the best practice. Because the employees are in several states, the written follow-up must cover state rules on final pay timing, required notices and benefits. Email, recorded messages and mass calls are impersonal and have drawn public criticism when companies have used them.

395. Answer: D — He may bring his own Title VII retaliation claim, because harming him could deter her and he is within the law's zone of interests.

In Thompson (2011), the Supreme Court held that firing a close family member of a charging party can be retaliation against the charging party, and that the fired fiancé himself could sue because he was within Title VII's zone of interests. He did not need to engage in protected activity himself. Treating the claim as hers alone is the tempting but incomplete answer.

396. Answer: C — Bumping rights

Bumping rights allow an employee whose job is cut to displace a less senior worker in another job, usually one the senior employee is qualified to perform. Recall rights concern being called back to work after a layoff. Superseniority gives certain people, often union stewards, top seniority for layoff purposes regardless of actual service.

397. Answer: D — The rep would need less recruiting, onboarding and ramp-up time than an unproven outside hire, with a known record

Boomerang employees usually cost less to bring in and reach full productivity faster because they know the products, systems and culture, and their past performance lowers hiring risk. There is no reliable rule that they accept lower pay or are less likely to leave again. Counting on a competitor's confidential client lists and pricing raises trade secret and legal risk rather than supporting the case.

398. Answer: D — A definition of the performance gap, the learners, and the constraints

The Analysis phase defines the problem: the performance gap, whether training is the right solution, who the learners are, and what constraints exist. That output feeds the Design phase, where objectives, assessments and the course outline are written. Building materials happens in Development, and measuring behavior and results is part of Evaluation.

399. Answer: A — No one is individually accountable, so each assistant needs a separate role-based login

When users share credentials, the audit trail records only the shared account, so no change can be traced to a person and misuse or fraud cannot be detected or deterred. Each user needs a unique login with access limited to what the role requires. A stronger shared password, training or added approvals may help, but none restores individual accountability.

400. Answer: C — Meet with her soon to discuss career goals and look for roles that use her international experience

Repatriates often leave when their new skills are not used, so HR should talk with her about career goals and identify roles that draw on her international experience. A bonus or salary match may delay her exit but does not address the real concern about career growth. Pointing to the assignment letter may be accurate but is likely to push her toward the competitor.