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SHRM-CP

Practice Questions

Set 8

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 8 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: D — It limits access to citizenship and identity information that should not influence employment decisions.

I-9s contain citizenship, immigration and identity details that could feed national-origin or citizenship discrimination, so keeping them apart limits who sees them. Separate storage also means that in a government inspection only the I-9s are produced, not entire personnel files. There is no federal fireproof-storage rule, and I-9s must be kept for a set period after hire or termination, not destroyed at termination.

2. Answer: A — Note that the idea first came from the engineer and invite her to explain how she would build it.

Amplification, which means crediting the original contributor by name and giving her the floor, corrects the record while the group is still forming impressions. A later private talk with the colleague may also help, but it leaves the misattribution in place in front of the team. Coaching the engineer to be more forceful puts the burden on her, and praising the idea anonymously still lets the credit stay with the colleague.

3. Answer: C — Customer

In an HR scorecard, managers and employees who use HR services are HR's customers, so their satisfaction rating belongs in the customer perspective. The internal process perspective covers efficiency and quality of HR operations, such as cycle times and error rates, and learning and growth covers capability building, such as HR staff skills and systems.

4. Answer: C — 25% of the reported salaries are at or below $58,000

A percentile shows the point at or below which a given share of the data falls. At the 25th percentile, a quarter of reported salaries are at or below $58,000 and three-quarters are above it. The 75th percentile, by contrast, is the point that three-quarters of salaries fall at or below.

5. Answer: A — It is an employment record, not PHI, though the ADA may still require it to be kept confidential.

HIPAA's definition of PHI excludes employment records held by a covered entity in its role as employer, and an employer is not a covered entity at all for these purposes. A return-to-work note received by the employer as employer is an employment record. Other laws still apply: the ADA, for example, requires medical information to be kept confidential and separate from the general personnel file.

6. Answer: D — Referrals cost $1,800 per retained hire versus $3,000 for the job fair, so referrals were more cost-effective

Cost per retained hire counts only hires who stayed: the job fair cost $12,000 / 4 = $3,000, and referrals cost $9,000 / 5 = $1,800. Using all 6 job fair hires gives $2,000, which ignores the two early departures and understates the job fair's real cost. Total hires alone ignores both cost and quality.

7. Answer: D — 25%

Schedule overrun = (actual - planned) / planned = (15 - 12) / 12 = 3 / 12 = 25%. Dividing by actual duration (3 / 15) gives 20%, the most common error. Reporting the 3-week difference as 3% mixes up weeks and percentages.

8. Answer: A — The principal executive, principal financial, and principal accounting officers or controller

Section 406 addresses senior financial officers, and the SEC's implementing rules extend it to the principal executive officer, principal financial officer, principal accounting officer or controller, and people performing similar functions. A company that has not adopted such a code must explain why. Stock exchange listing standards, not Section 406, call for codes covering all directors, officers and employees.

9. Answer: C — Keep them readily accessible to employees in their work areas during each shift.

The Hazard Communication Standard requires employers to keep an SDS for each hazardous chemical and make it readily accessible to employees in their work areas during each work shift, on paper or electronically with no barriers to access. SDSs follow a standard 16-section format covering hazards, protective measures and emergency procedures. Providing copies only on written request describes a records-request process, not ready access, and SDSs are required for all hazardous chemicals, not only those labeled "Danger."

10. Answer: A — Switch to neutral rounding or exact time, and review back pay owed for lost time.

Rounding is lawful only if it is neutral and averages out over time. A system that always rounds in the employer's favor systematically underpays employees for time worked and violates the FLSA. The employer should fix the practice and assess back pay, since unpaid wages can be recovered for two years, or three for willful violations, plus possible liquidated damages.

11. Answer: D — 24%

Selection rate is the number selected divided by the number who applied: 84 / 350 = 0.24, or 24%. The 76% figure is the rejection rate (266 / 350). Dividing 84 by 434 (adding the two numbers) gives 19.4%, and dividing 84 by the 266 rejected applicants gives 31.6%.

12. Answer: C — Tell the manager now about the delay, explain why, and give a realistic new date.

Keeping commitments includes renegotiating them early when they cannot be met. Notifying the manager as soon as the delay is known, with the reason and a new date, protects reliability. Sending an unvetted answer on a legal question risks giving wrong guidance, and waiting until the deadline leaves the manager no time to adjust.

13. Answer: D — Excluding them removes the newest hires, a group with distinct attrition patterns, and biases the model

Data that is missing for a systematic reason, here short tenure, is not missing at random. Dropping those records removes the group that often has the highest early attrition, so the model would misrepresent who leaves and why. Better approaches include modeling new hires separately or treating "not yet rated" as its own category.

14. Answer: B — Look deeper into other factors, such as manager relationships and career growth

Pay is often given as a safe, easy reason for leaving, while other factors such as the manager, workload, or limited growth go unspoken. When pay is at market, HR should probe these other causes through follow-up surveys, stay interviews, or exit trend analysis. Raising pay may not address the real problem, and dismissing the exit data entirely ignores a turnover pattern.

15. Answer: D — Delphi technique

The Delphi technique uses anonymous, iterative rounds of expert input with controlled feedback until a consensus forms, which limits the influence of dominant personalities. The nominal group technique also structures expert input, but participants meet face to face, generate ideas, discuss them and vote in a single session.

16. Answer: D — An HR generalist who develops and recommends personnel policies for the company

The administrative exemption requires office or non-manual work directly related to the management or general business operations of the employer, plus discretion and independent judgment on significant matters. Developing personnel policy is exactly that kind of work. Payroll entry is routine clerical work even though it touches a business function, and the receptionist and warehouse lead do routine or manual work.

17. Answer: D — The managers she supports and key partners such as payroll and IT she will rely on

Early relationships should focus on the client managers she serves and the cross-functional partners her work depends on, because these relationships determine whether she can deliver results. Executives matter but are not her primary clients, and focusing only inward on HR or on broad social contact delays the working relationships she most needs.

18. Answer: A — Investigate promptly and take corrective action that ends the comments

Repeated age-based comments that the target has said are unwelcome can contribute to a hostile work environment, a claim courts generally recognize under the ADEA, so HR should look into it promptly and take action proportionate to the findings to stop it. Treating the nickname as affectionate dismisses a valid concern. Waiting for a formal complaint is not required once HR is aware, and a general reminder may not stop the specific conduct.

19. Answer: B — 200%

Benefits = 10 x $15,000 = $150,000. ROI = ($150,000 - $50,000) / $50,000 x 100 = $100,000 / $50,000 x 100 = 200%. 300% comes from dividing total benefits by costs, which is the benefit-cost ratio (3:1) expressed as a percentage. 67% divides net benefits by total benefits instead of by costs.

20. Answer: B — 8 grievances per 100 employees

Grievance rate per 100 employees = (grievances / employees) x 100 = (28 / 350) x 100 = 0.08 x 100 = 8. Dividing employees by grievances (350 / 28 = 12.5) inverts the formula. Leaving the result per 10 employees (0.8) or simply dividing the raw count by 10 (2.8) are scaling mistakes.

21. Answer: A — It is part of the FLSA and covers exempt as well as nonexempt employees

The Equal Pay Act of 1963 was enacted as an amendment to the FLSA, but unlike the FLSA's minimum wage and overtime rules, it applies to exempt employees too, including executives and professionals. Because it rides on FLSA coverage, it has no 15-employee threshold. Title VII also prohibits pay discrimination, but it is a separate law with its own coverage rules.

22. Answer: D — Obnoxious aggression

The director challenges directly but shows no personal care, which places the behavior in the obnoxious aggression quadrant. Radical candor requires both direct challenge and personal care, so accurate criticism alone does not qualify. Ruinous empathy is care without challenge, and manipulative insincerity is neither.

23. Answer: A — To get each witness's own recollection without it being shaped by what other witnesses say.

Interviewing witnesses separately preserves independent accounts. When witnesses compare notes, their stories can merge, which makes corroboration meaningless and hides real differences. The NLRA does not impose a private-interview requirement, and scheduling convenience is not the reason for the practice.

24. Answer: D — Meet the benefits lead to learn the process and its constraints before suggesting fixes

Influencing a peer function starts with understanding its view of the problem; the benefits team may face carrier or payroll constraints the generalist cannot see. Asking questions first builds trust and lets her shape a solution with the team. Sending a finished redesign or escalating to her own director treats the benefits team as an obstacle, and airing complaints publicly is likely to make them defensive.

25. Answer: A — Brief senior leadership on project status and ask that a new sponsor be named promptly

A project without an active sponsor loses its decision-maker and its advocate, so the first step is to inform leadership and secure a replacement sponsor quickly. Making executive-level decisions inside the project team exceeds its authority, and rushing the departing sponsor to approve decisions binds the project to someone who will not be accountable for them. Halting all work until a new hire arrives wastes time, since an interim sponsor can be named now.

26. Answer: D — She is the accused employee's direct supervisor and recently recommended him for promotion.

An investigator must be impartial and must not have a reporting relationship or personal stake involving either party. A supervisor who manages the accused and just backed his promotion has an obvious conflict and is also a likely witness. Limited experience can be offset by training and guidance, and a different gender or a direct style does not create a conflict of interest.

27. Answer: B — Route the report to the designated reviewer outside HR, such as compliance or legal, without alerting her.

A report naming the head of HR creates a conflict for anyone in that reporting line, so it should go to the reviewer the hotline protocol designates for such cases, typically compliance, legal or an audit committee. Alerting the accused risks tampering and retaliation. Investigating personally may seem diligent, but a subordinate of the accused is not impartial and could face pressure.

28. Answer: B — Analyze the tool's rules and outcomes and adjust it so stated availability limits are not penalized beyond business need.

A facially neutral rule that falls more heavily on caregivers, most of them women, creates disparate-impact and fairness risk, so HR should examine how the tool weighs availability and change it where the penalty exceeds real business need. Calling availability a neutral factor ignores the uneven outcome. Dropping the tool for manual scheduling does not fix the underlying rule and can bring in inconsistency of its own.

29. Answer: C — Post decisions to a shared log, with a set window for comment, before they take effect.

A documented decision log with a comment window across time zones gives everyone a fair chance to weigh in asynchronously and creates a clear record. A single fixed meeting time puts the burden on one region and slows decisions, and expecting people to watch chat overnight harms well-being. Letting the largest group decide alone reinforces the exclusion the team is trying to fix.

30. Answer: D — Remove the points for FMLA-protected absences from her attendance record

Counting FMLA-protected absences under a no-fault attendance policy is interference with FMLA rights, because the leave cannot be used against the employee in employment actions. Applying the policy uniformly does not cure the problem. HR should remove the points for the certified absences and review whether any discipline already imposed was based on them.

31. Answer: D — Buffer, reasons, the bad news, then a positive close

The indirect bad-news pattern opens with a neutral buffer, explains the reasons, states the bad news clearly, and ends on a forward-looking or goodwill close. Leading with the bad news is the direct approach, used when the receiver prefers bluntness or the news is minor. Placing the reasons before the buffer or ending with an apology weakens the logic and goodwill the pattern is built on.

32. Answer: A — Pick an employee to train with him and document the boiler procedures

The most urgent risk is a single point of failure, so developing a backup and capturing his knowledge addresses it directly and builds internal bench strength. An on-call vendor is a useful stopgap but not succession, a second supervisor is costly for a small firm, and a companywide plan delays action on the critical gap.

33. Answer: D — To set phased goals that build toward full performance and guide check-ins

A 30-60-90 day plan breaks the early months into phases, typically learning, then contributing, then taking ownership, with goals for each phase. It gives the new hire and manager shared expectations and natural points to review progress. It is not a probation or policy-acknowledgment record and has nothing to do with benefits eligibility.

34. Answer: C — Yes, a good-faith request is protected even if the person is later found not disabled

The EEOC and the courts treat a good-faith request for accommodation as protected activity, so adverse action because of the request can be retaliation even if the employee turns out not to be disabled or the request is denied. Protection does not depend on documentation being supplied first or on the outcome of the request.

35. Answer: D — 25%

New-hire turnover = new hires who left within the first year / total new hires = 15 / 60 = 25%. The 75% figure is the share of new hires who stayed, 33.3% divides leavers by those who stayed (15 / 45), and 3.8% divides by overall average headcount, which hides how many new hires are being lost.

36. Answer: A — $2,160,000

Next year's cost is this year's cost times 1 plus the trend: $2,000,000 x 1.08 = $2,160,000. The $160,000 figure is only the increase. The $2,173,913 figure comes from dividing by 0.92 instead of multiplying by 1.08, and $2,016,000 applies 0.8% instead of 8%.

37. Answer: A — Members on the losing side may not commit to it, which weakens implementation.

Majority voting is fast, but it creates winners and losers, and the outvoted minority may feel unheard and give the decision weak support. When successful implementation depends on everyone, consensus builds stronger commitment even though it takes longer. Speed is an advantage of voting, not a drawback.

38. Answer: A — The company must bargain, because in-plant food prices are a term and condition of employment.

In Ford Motor Co. v. NLRB, the Supreme Court upheld the Board's finding that prices of in-plant cafeteria and vending food are terms and conditions of employment and are mandatory subjects where the employer has the ability to influence them. Using an outside vendor does not remove the duty when the company retains control over prices.

39. Answer: B — To check whether the actions taken are improving the areas they targeted

A follow-up pulse measures progress on the specific items the plans addressed, so teams can see whether actions are working and adjust before the next full survey. It supplements the census survey rather than replacing it. A pulse does not track individual participation, and it does not change the benchmark baseline.

40. Answer: D — A supervisor rotates through finance to prepare for a future plant manager role

Training builds skills needed for the job a person holds now, while development prepares the person for future roles and broader responsibilities. The finance rotation is aimed at a future plant manager position. The order-entry course, forklift refresher and de-escalation practice all target current-job performance, which makes them training.

41. Answer: B — Local market for clerical jobs and national market for senior engineers

The relevant labor market is where the employer actually competes for talent. Clerical nonexempt staff are usually recruited from commuting distance, so local data apply. Senior engineers are recruited regionally or nationally and may relocate, so broader data are used.

42. Answer: A — Help the employee report the injury and get care, then address the supervisor's conduct.

Employees have a right to report work injuries, and discouraging reports can violate state workers' compensation anti-retaliation laws and OSHA's rule against discouraging injury reporting. HR should get the injury reported and the employee proper care right away, and then deal with the supervisor and with any safety incentive that pressures people not to report. Interviewing the supervisor first delays care and the claim, and routing the injury through the health plan hides a work injury.

43. Answer: C — Forming a guiding coalition

Kotter's second step is building a guiding coalition: a group with enough position power, expertise, credibility and leadership to lead the change. Creating urgency comes first and focuses on showing why change is needed. Empowering broad-based action removes obstacles for employees, and communicating the vision spreads the message widely.

44. Answer: A — Loss of a key executive

Multiplying likelihood by impact gives the key executive risk 4 x 5 = 20, the safety citation 5 x 2 = 10, the HRIS outage 3 x 3 = 9 and the class action 2 x 4 = 8. The safety citation is tempting because it has the highest likelihood, but its low impact keeps its score at half of the key executive risk.

45. Answer: D — Won't have this time; agreed to be left out of the current release

MoSCoW sorts requirements into Must have, Should have, Could have and Won't have (this time). The 'Won't have' category records items stakeholders agree will not be delivered in the current release, which manages expectations and may be revisited later. Features that are nice to add if time allows belong in the Could have category.

46. Answer: B — It would permit practices such as bribery wherever local norms tolerate them, eroding core standards.

Ethical relativism holds that right and wrong depend on local culture, so a purely relativist code could not forbid bribery, child labor or unsafe conditions where they are locally accepted. Most multinationals set universal core standards while adapting to culture on matters that do not compromise them. Imposing one universal set of rules everywhere describes absolutism, the opposite of relativism, and profit-based reasoning is a different concept.

47. Answer: A — A tabletop exercise where key staff talk through a realistic scenario step by step and note gaps.

A tabletop exercise is a discussion-based session in which decision-makers walk through a scenario, test roles and communications, and identify gaps without moving people or disrupting work. Full-scale and unannounced drills disrupt operations and can frighten employees, and a written test checks recall rather than how the team coordinates.

48. Answer: C — 30.0%

Selection rate = hires from the group / applicants from the group = 45 / 150 = 30.0%. The 37.5% figure is the group's share of all hires (45 / 120), and 31.3% is its share of all applicants (150 / 480). The 70.0% figure is the group's rejection rate.

49. Answer: A — Call each candidate promptly, explain the reason, and offer fair compensation

Prompt, honest personal contact, combined with consideration such as severance-like pay or relocation reimbursement in exchange for a release, addresses reliance damages and preserves goodwill. A form email citing at-will status invites promissory estoppel claims and harms the employer brand. An indefinite delay leaves candidates who already resigned in limbo, and unilaterally cutting pay simply replaces one broken promise with another.

50. Answer: C — 9 months

Average time to promotion is the total months divided by the number of employees: Group A = (20 + 24 + 28) / 3 = 24 months and Group B = (30 + 33 + 36 + 33) / 4 = 33 months, so the difference is 33 - 24 = 9 months. The distractors mix individual values with averages: Group B's longest wait minus Group A's average (36 - 24 = 12), the longest wait minus the shortest (36 - 20 = 16), and Group B's shortest wait minus Group A's average (30 - 24 = 6).

51. Answer: C — What happened and why, how work will be covered, and where to get support

Remaining employees need an honest explanation, clarity on how the workload will be redistributed, and access to support such as the EAP. Promising that no more cuts will occur is a guarantee the manager may not be able to keep, and discussing coworkers' performance breaches confidentiality. Skipping straight to new goals ignores the uncertainty and loss the team is feeling.

52. Answer: C — Address the conduct directly with clear expectations and consequences, as would be done for any employee

Stated values mean little if high performers are exempt, and tolerating the behavior is already costing the team through transfer requests. HR should recommend addressing the conduct directly and consistently, with documented expectations and consequences. Moving the targets of the behavior rewards the wrong person, and an unexplained bonus cut does not tell the rep what must change.

53. Answer: B — Confirm a case, describe the steps taken and exposure guidance, and keep the person's identity confidential.

Medical information about an employee must be kept confidential under the ADA, so HR can confirm that a case occurred and share protective steps without identifying the person. Naming the department in a small office can identify the employee indirectly. Staying silent fuels rumors and leaves employees without the safety information they need.

54. Answer: D — Explain this is his chance to respond, document his refusal and conclude on the available evidence.

The accused should be told clearly that the interview is his opportunity to respond and that the investigation will proceed without his input. HR then documents the refusal and reaches a conclusion based on the evidence gathered. Pausing indefinitely lets the accused block the process, and treating refusal as automatic proof skips the required weighing of evidence.

55. Answer: A — Signposts

Signposts are early indicators that show which scenario is starting to unfold, so the organization knows when to trigger the matching plan. Driving forces and critical uncertainties are the inputs used to build the scenarios, not the measures watched afterward. Lagging metrics report results after the fact, which defeats the purpose of early warning.

56. Answer: D — Decline to release the information and offer to pass a message to the employee instead

This is a classic pretexting attempt: urgency, emotion and a claimed relationship used to get confidential data. HR should not confirm or release personal information to third parties without the employee's authorization, and it can offer to pass along a message. A date of birth is easy to find and does not prove identity or consent. A written request still gives no authority to release the data, and the claimed spouse could be an abuser trying to locate the employee.

57. Answer: B — Employees feeling pressure to compromise the organization's standards

ECI's global surveys have found that employees who feel pressure to compromise standards observe misconduct at far higher rates than those who do not, and that strong ethical cultures are associated with less misconduct and more reporting. Structural features such as the number of countries, ownership type or remote work have not been identified as the main drivers. This is why programs pay close attention to unrealistic goals and incentives.

58. Answer: C — Social license to operate

A social license to operate is the informal, ongoing acceptance of a company's activities by local communities and other stakeholders. It is earned through trust and conduct and can be lost even while legal permits remain valid. A community benefit agreement is a specific negotiated contract, which may help earn that acceptance but is not the acceptance itself.

59. Answer: D — Enlargement adds tasks at the same level, while enrichment adds responsibility and autonomy

Job enlargement is horizontal loading, which means more tasks of similar difficulty. Job enrichment is vertical loading, which adds planning, decision-making and control over the work, and Herzberg linked it to motivation. Moving people among jobs is job rotation, a different technique.

60. Answer: C — Interrupt calmly, restate the ground rules, and redirect to the issue

The facilitator should intervene promptly and neutrally, point to the agreed ground rules about respectful discussion, and refocus the group on the budget issue rather than the people. Letting personal attacks continue harms the climate and the group's work. A vote pits colleagues against each other, and adjourning and reporting is an overreaction before a simple intervention is tried.

61. Answer: D — A change impact assessment

A change impact assessment identifies which groups are affected, what will be different for them and how significant the change is, so that training and communication can be targeted. A readiness assessment measures how prepared people are, not what changes for them. Stakeholder mapping focuses on influence and interest, and a post-implementation review happens after the change.

62. Answer: A — For the duration of employment plus 30 years

OSHA's standard on access to employee exposure and medical records (29 CFR 1910.1020) requires employee medical records to be kept for the duration of employment plus 30 years, because many occupational illnesses appear long after exposure. Five years following the calendar year is the retention period for the OSHA 300 log and related forms, not exposure-related medical records.

63. Answer: A — It may offer any reasonable option that removes the conflict

Under Ansonia Board of Education v. Philbrook, an employer satisfies Title VII by offering a reasonable accommodation that eliminates the religious conflict, and it does not have to provide the employee's preferred one. The employer should still discuss options in good faith. Offering several choices or waiting for the employee's agreement before offering one is not required.

64. Answer: B — "Tell me what you saw and heard in the break room on Tuesday afternoon."

An open-ended question lets the witness give an independent account in his or her own words, which is more reliable and does not reveal what others have alleged. The other questions are leading or assume facts: they tell the witness that Mark grabbed Lisa or was angry, which can shape the answer. Specific follow-up questions are appropriate later, after the witness's own account is on record.

65. Answer: C — A state or local agency in their area enforces a law banning the same discrimination.

The 180-day period extends to 300 days when a state or local fair employment practices agency has authority to address the same discrimination. Employer size does not change the deadline, and internal complaints do not toll the filing period. Continuing-violation rules affect which acts are timely, not the length of the filing window.

66. Answer: B — Pending employment claims, union agreements, and unfunded benefit liabilities

Litigation exposure, collective bargaining obligations and unfunded benefit liabilities such as pension shortfalls can create large financial and legal costs that affect price, deal structure and indemnification terms. Engagement data, structure documents and learning data are useful for integration planning, but they rarely change deal value as much as these legal and financial liabilities.

67. Answer: C — NLRB v. Mackay Radio & Telegraph Co.

In NLRB v. Mackay Radio & Telegraph Co. (1938), the Supreme Court said employers may permanently replace economic strikers in order to continue operating. Fansteel held that sit-down strikes are unprotected. Weingarten deals with representation at investigatory interviews, and Gissel deals with bargaining orders based on authorization cards.

68. Answer: A — Clarification

Clarification ensures new hires know their role, responsibilities, goals and how their performance will be judged. Compliance covers rules and paperwork, and Connection covers relationships and information networks. Socialization is a general term for the whole adjustment process, not one of the four levels, which are Compliance, Clarification, Culture and Connection.

69. Answer: D — Intended uses, training data sources, performance results by subgroup and known limitations

A model card is a standard summary of what a model is for, what data it was built on, how it performs overall and for different groups, and where it should not be used. Client lists and pricing belong in a sales proposal. Vendors cannot guarantee legal compliance for the employer, and model cards do not include source code.

70. Answer: D — Causal ambiguity

Causal ambiguity exists when competitors cannot tell which factors create an advantage, so they cannot copy it even when the practices are visible. Path dependency is a related barrier, but it rests on a unique history that takes time to build, not on uncertainty about cause. Economies of scale and switching costs are cost-based barriers unrelated to the stem.

71. Answer: A — Staff authority to advise and recommend

Staff authority is advisory: HR supplies expertise and recommendations, while the line manager, who has direct authority over the employee, makes the decision. Functional authority would let HR impose the decision in its area, which the stem rules out because the production manager has the final call.

72. Answer: D — Pause the termination, begin the ADA interactive process, and check his eligibility for FMLA leave.

Telling HR that a medical condition is causing the absences can be treated as a request for accommodation that triggers the ADA interactive process, and the absences may also qualify for FMLA leave. HR should pause the termination, request reasonable medical information related to the limitations, and explore options such as intermittent leave or a schedule change. The ADA does not require excusing all future absences without limit, and asking for his full medical records goes beyond what is job-related.

73. Answer: A — To keep others from seeing confidential records left on desks or on open screens

A clean desk and screen-lock policy reduces casual exposure of confidential information by requiring papers to be locked away and screens to be locked when staff step away. Its aim is confidentiality, not appearance. Fire and flood protection come from disaster recovery and backup plans, and the policy does not measure system adoption.

74. Answer: C — Comparing HR practices and results with those of high-performing organizations

Benchmarking compares an organization's HR practices and metrics, such as cost per hire or turnover, with those of leading organizations to find gaps and better approaches. Monitoring internal and external trends describes environmental scanning, a broader activity that benchmarking can support.

75. Answer: B — Apologize to her privately, then correct the record with the department heads

Because the blame was public, repairing the relationship requires both a sincere private apology and a public correction to the same audience, restoring the coordinator's reputation. A private apology alone leaves the department heads with a false impression. A vague email that names no one fails to clear her, and waiting lets resentment harden.

76. Answer: D — Review his ratings against performance data in calibration and address his rating standard

The ratings conflict with objective evidence, so HR should bring them into calibration, compare them with the team's results, and coach the manager on the common standard so ratings and merit pay reflect actual performance. Adjusting pay without fixing ratings leaves inaccurate records in place, and HR overriding ratings bypasses the manager instead of correcting the cause.

77. Answer: A — Decline, explain the confidentiality promise, and help him address the concern raised

Trying to identify a respondent breaks the confidentiality promise, risks retaliation, and would damage trust in all future surveys. HR's role is to help the manager treat the comment as data about how he is perceived and respond to the theme. Asking the author to come forward in a team meeting pressures employees and undermines confidentiality just as surely as tracing the comment.

78. Answer: B — Mediation so the clerks reach their own agreement

Mediation suits an interpersonal dispute with no policy violation, an ongoing working relationship and a failed informal attempt, because it lets the parties design a solution they will own. A formal investigation is tempting, but there is no alleged misconduct to investigate, and binding arbitration or discipline would be far more adversarial than the situation requires.

79. Answer: B — It signals that outcomes depend on who people are rather than on rules applied equally to all.

Consistent application is central to procedural justice; uneven enforcement looks like favoritism and makes HR's decisions seem arbitrary, which undermines trust and can create disparate-treatment risk. Administrative inefficiency and dependence on HR are not the reason trust erodes, and the problem lies in enforcement rather than necessarily in the policy's wording.

80. Answer: B — Find which groups are not using the app and ask them why before acting

Adoption data should guide targeted action, so HR should find out where non-use is concentrated and what is causing it, such as device access, skill gaps or unclear expectations, before deciding how to respond. A blanket reminder or companywide training may miss the real barrier. With 45% still on paper, the rollout has not reached its goal.

81. Answer: A — People who learn quickly from new experiences tend to succeed in unfamiliar roles where past skills fall short.

Learning agility is the willingness and ability to learn from experience and apply it in new situations, which matters because higher-level roles bring problems the person has not faced before. It is not about speed in formal courses or technical depth, and it can be developed rather than being a fixed trait.

82. Answer: A — Match the market by targeting the market median

Matching (meeting) the market sets pay at about the market median, which keeps pay competitive without the added cost of a lead strategy. Targeting the 75th percentile or starting the year above market both build in a cost premium, while lagging risks being uncompetitive.

83. Answer: B — To strive for high standards of competence and strengthen their competencies on a continuing basis.

The Code's Professional Development section asks HR professionals to strive to meet high standards of competence and commit to strengthening their competencies on a continuing basis, including expanding their knowledge of HR. It does not require a graduate degree or a fixed number of employer-funded training hours. Deferring to seniority is not part of the standard.

84. Answer: B — Until final disposition of the charge or any related lawsuit, including appeals
EEOC regulations require an employer to keep all personnel records relevant to a charge until final disposition, which includes any lawsuit and the end of the appeal period or appeals. The standard one-year retention rule does not apply once a charge is pending. The EEOC's own determination does not end the duty, because the employee may still sue.

85. Answer: A — They are assumed to have received no benefit from the program.
Phillips's guiding principles are deliberately conservative: when no improvement data are available from a participant, it is assumed that little or no improvement occurred. Program costs for all participants are still fully counted. Extrapolating the respondents' average to non-respondents would likely overstate the benefit, because those who respond tend to be the ones who gained the most.

86. Answer: A — Map
The framework's four core functions are Govern, Map, Measure and Manage. Map establishes context and identifies risks; Measure analyzes and tracks them with tools and metrics; Manage prioritizes and acts on them; and Govern is the cross-cutting function that sets policies, culture and accountability. Measure is the usual trap because it sounds like the step where risks are found, but it assesses risks that Map has already identified.

87. Answer: C — First-impression error
The first-impression (primacy) error occurs when an early judgment drives the whole evaluation and the interviewer looks for confirming evidence. Recency error is the opposite: overweighting what happened at the end. Structured interviews that ask every candidate the same questions and delay rating until the end reduce this error.

88. Answer: C — Explain the underlying theory and method first, then move to the conclusions.
Principles-first (deductive) audiences expect a speaker to build the theoretical or conceptual case before reaching conclusions, and may distrust recommendations offered without that grounding. Opening with the recommendation and practical examples is the applications-first approach common in the United States. Skipping the conceptual discussion would leave a principles-first audience unconvinced.

89. Answer: A — $100,000
Present value = future value / (1 + r)^n = $110,000 / 1.10 = $100,000. Multiplying by 0.90 ($99,000) is a common shortcut error, multiplying by 1.10 ($121,000) calculates a future value, and $110,000 ignores the time value of money.

90. Answer: A — A cohesive, insulated group whose leader states a preference early
Janis identified high cohesion, insulation from outside views and directive leadership that signals a preferred answer as key conditions for groupthink, especially under stress. Groups that lack cohesion are not under the same pressure to conform. Structured decision rules and outside review are among the safeguards Janis recommended.

91. Answer: A — Share of employees overdue on required safety certifications
A key risk indicator gives early warning that a risk is increasing before a loss occurs, and a rising share of employees with lapsed safety certifications signals higher injury and compliance exposure. Cost per hire, training satisfaction and revenue per employee measure how well HR or the business performed, which makes them performance indicators rather than risk indicators.

92. Answer: C — It is prohibited, except where used for medical or safety reasons.

The EU AI Act bans AI systems that infer the emotions of people in the workplace, with narrow exceptions for medical or safety reasons, and this prohibition is already in force. Because it is a prohibited practice, consent or a conformity assessment cannot make it lawful. Treating it as high risk or minimal risk understates the Act's treatment of workplace emotion recognition.

93. Answer: B — Analyze whether the duties truly require on-site presence, such as in-person interaction

Whether physical presence is essential depends on the actual duties, such as face-to-face collaboration, in-person supervision, access to on-site equipment, or the need for immediate response. The employer's judgment is important evidence but not conclusive, and the employer may choose among effective accommodations rather than the employee's preferred one. Whether peers telework is relevant evidence, not the deciding test.

94. Answer: D — Authority to secure resources, clear cross-department obstacles and visibly back the change.

An executive sponsor provides the authority and political capital a project needs: funding, removal of barriers that cross departments, and visible leadership support that signals the change matters. Scheduling, configuration and training are execution tasks handled by the project manager, technical staff and trainers.

95. Answer: C — Keep them informed through regular updates and give them ways to raise their concerns.

Stakeholders with high interest but low power should be kept informed: share regular, honest updates and give them channels to provide input, which builds support and surfaces practical problems early. Close management, including decision rights, is for high-power, high-interest stakeholders. Keeping satisfied fits high-power, low-interest groups, and minimal monitoring of highly interested employees invites resistance and disengagement.

96. Answer: C — Focus on whether the specific behaviors occurred and were abusive, regardless of the standards he sets

The issue is the manager's conduct: yelling, swearing and threats can be abusive even when standards are legitimate, so HR should determine whether those behaviors happened. The complainants' performance histories do not decide whether the conduct occurred, and treating their records as the first question can look retaliatory. Good team results do not excuse abusive methods, and conduct can be bullying whatever the manager says he intended.

97. Answer: B — Investigators decide whether policy was violated; legal conclusions are for courts and agencies.

Investigators determine facts and whether conduct broke company policy, which is often stricter than the law. Writing that "sexual harassment occurred" is a legal conclusion that could be read as an admission of liability in later litigation. There is no duty to report internal findings to the EEOC, and the accused's signature has nothing to do with the wording of the findings.

98. Answer: C — $50,000 total for both categories combined

For employers with 15 to 100 employees, Title VII caps compensatory damages for future and non-economic losses plus punitive damages at $50,000 combined per plaintiff. So the $200,000 award ($120,000 + $80,000) is reduced to $50,000. The cap is not applied separately to each category, and $100,000 is the cap for employers with 101 to 200 employees.

99. Answer: B — 60 percent

Internal fill rate = internal fills / total vacancies filled x 100 = 15 / 25 x 100 = 60 percent. Using external hires as the numerator gives 40 percent, dividing internal by external fills gives 150 percent, and dividing 10 by 15 gives 67 percent.

100. Answer: C — Secure management support by linking the training to business goals and agreeing on how staff time will be covered

Organizational analysis checks whether the environment will support training, and a lack of management support is a major barrier to both attendance and later transfer. HR should first gain leaders' commitment by tying the program to business results and solving the coverage problem with them. Shortening or reformatting the program without that support risks weakening it, and asking nonexempt employees to train after work raises wage-and-hour issues.

101. Answer: C — Deliver the news in a private live conversation, by video if needed, and then follow up in writing.

Sensitive individual news calls for a rich, private, two-way channel so the manager can explain, answer questions and respond to the employee's reaction; video works when meeting in person is not possible. Written documentation should follow the conversation, not replace it. Email is still a lean channel, and telling him after the change takes effect is unfair and damages trust.

102. Answer: A — Do not discipline her, because discussing wages with coworkers is protected concerted activity under the NLRA.

Section 7 of the NLRA protects nonsupervisory employees, union or not, when they discuss wages and working conditions with one another. A rule banning pay discussions is itself likely unlawful, and signing the handbook does not waive the employee's rights. Lighter discipline is still discipline for protected activity, so HR should advise against any warning and review the handbook rule.

103. Answer: A — Bookings are the signed contract value; revenue is recognized as the service is delivered

Bookings measure the value of contracts signed in a period, while revenue is recognized as the company delivers the service, here one-third of the contract per year. Cash received is tempting but differs from both, because a customer may prepay or pay late without changing when revenue is earned. Revenue is neither an after-tax figure nor profit.

104. Answer: C — Address the specific performance problems with the employee and set clear expectations

The issue is performance, so the manager should discuss the specific problems, find the cause and set expectations, which may include reviewing whether the schedule is a factor. Canceling the arrangement right away assumes a cause that has not been established. Waiting until the annual review lets the problem continue, and penalizing the whole team is unfair to those performing well.

105. Answer: D — A sustaining sponsor

Conner distinguishes initiating sponsors, who launch and legitimize a change, from sustaining sponsors, who are managers closer to the work who keep up support and accountability with their own people. Change agents implement the change but do not hold the authority over the employees involved, and targets are those who must change.

106. Answer: C — Enter the date now, initial and date the entry with today's date, and attach a note explaining it

Employers should correct I-9 errors openly: add or correct the information, initial and date the change with the current date, and attach a short explanation. Writing in an old date is backdating, which looks like concealment. Destroying the original and replacing it is far more serious. Leaving a known error uncorrected is not required and is not best practice.

107. Answer: B — Comparing current processes and capabilities with the desired future state

A gap analysis describes the current state, defines the desired future state and identifies the gaps that the new system or process changes must close. Comparing prices with budget is a cost review, and measuring resolution time is a service metric. A training needs review is narrower than a gap analysis.

108. Answer: B — Employees, managers and leaders who use HR services

HR's internal customers are the people inside the organization who use its services: employees, managers and executives. Leaders are one group, not the only one. Applicants, vendors and buyers of the company's products are external stakeholders.

109. Answer: B — Report the status as red, explain the cause and impact, and propose recovery options for the sponsor's decision.

Status reporting is only useful if it is accurate and timely; a three-week slip against a fixed go-live is a red status, and the sponsor needs the cause, impact and options in order to decide. Softening the color to yellow while hoping to recover ("watermelon" reporting) delays the sponsor's ability to act and erodes trust when the slip surfaces later. Who caused the delay does not change the project's status, and holding the report withholds information the sponsor needs now.

110. Answer: C — Employees who work in the same establishment, which is generally a distinct physical place of business

The Equal Pay Act prohibits pay differences between employees 'within any establishment,' which usually means a distinct physical place of business. In unusual cases, such as centralized hiring and pay decisions, separate locations can be treated as one establishment, but the general rule is the same establishment. Comparisons across employers or labor markets are not part of the EPA test, and matching job titles do not by themselves establish equal work.

111. Answer: B — The figures use different day counts, so a standard method is needed first

Thirty-two business days is about 45 calendar days, so Plant A may actually be slower than Plant B. The plants must agree on one day-count convention before their numbers can be compared. Either convention can work if it is applied consistently, so discarding Plant A's data is not necessary. Switching to the median does not fix inconsistent units.

112. Answer: C — A claims-made policy

A claims-made policy covers claims made and reported during the policy period, which is why companies often buy tail coverage when they cancel or switch carriers. EPLI and D&O policies are usually written this way. An occurrence policy covers incidents that occur during the policy period no matter when the claim is filed. An umbrella policy adds limits above underlying policies, and first-party coverage protects the insured's own property or losses rather than claims by others.

113. Answer: C — State what is decided, admit what is still unknown, and commit to a date for the next update.

In uncertain change, credibility comes from sharing known facts, being honest about what is undecided, and saying when more will be known. A blanket promise that no jobs will be affected cannot be guaranteed and destroys trust if cuts follow. Silence lets rumors fill the gap, and managers do not yet have the answers either.

114. Answer: C — Work with leaders to address the leak quickly, confirming what is and is not decided

Once information is out, silence lets rumors fill the gap and damages trust, so leaders should speed up communication and be honest about what has and has not been decided. Investigating the leak may be appropriate, but it should not come before stopping the rumors. Calling the email meaningless when decisions have been made would be misleading and would harm leaders' credibility.

115. Answer: D — Analyze the data for disparities under guidance from employment counsel.

Analyzing turnover by demographic group is lawful and helps detect possible discrimination, and involving counsel can help protect the analysis and guide how findings are handled. Sending raw data without review risks misinterpretation and poor documentation. Hiding the breakdown defeats the purpose and leaves real problems unaddressed.

116. Answer: D — The manager can practice wording and responses to likely reactions

Role play lets the manager try out wording and practice handling emotional or defensive reactions in a safe setting, which builds confidence and skill. It is not a fact-finding step, a way to obtain HR approval for the record, or a place to predetermine discipline before the conversation occurs.

117. Answer: C — People treat one integrity lapse as revealing character, so an apology must be backed by sustained, verifiable changes

Observers weigh a single integrity violation as strong evidence about character, while one competence failure is seen as a fixable lapse. An apology admits the violation, which confirms the negative judgment about integrity, so words alone rarely repair it; consistent behavior over time and safeguards that make conduct verifiable are needed. Legal exposure may be a real concern in some cases, but it is not the reason apologies are less effective at restoring integrity-based trust.

118. Answer: A — Activate the incident response plan with legal and IT to confirm what data was affected.

The first step is to bring in the incident response team, including legal and IT, to work with the vendor to establish what data and which people were affected; that drives containment and any required notifications. Notifying applicants before the scope is known risks inaccurate messages, though timely notice will likely follow. Terminating the contract or issuing public statements before facts are known can complicate the response.

119. Answer: B — 15 calendar days

The employer must give the employee at least 15 calendar days to return a requested medical certification, unless it is not practicable despite diligent, good-faith efforts. A 5-business-day period is the employer's deadline for the eligibility notice, not the employee's deadline for certification. The employer can allow more than 15 days but cannot require less.

120. Answer: A — The employer remains liable under Title VII and the ADA for discriminatory results from tools it uses

Employers are responsible for the selection procedures they use, including tools purchased from vendors, so a discriminatory outcome can create liability under Title VII and the ADA regardless of who built the tool. A contract may let the employer seek indemnification from the vendor, but it does not eliminate the employer's own liability to applicants or split it by agreement. Disparate impact liability also does not require intent.

121. Answer: D — Respected peers who are comfortable with technology and have time to help

Effective super-users are credible, well-regarded peers who learn technology readily, communicate well and have time freed up to support coworkers in their own areas. Relying on supervisors' authority produces compliance rather than help at the point of need. Volunteers without credibility, or IT staff outside the business units, are less likely to be trusted and consulted by coworkers.

122. Answer: C — Show the simple math, six departures times $8,000, or about $48,000 a year, and compare it with profit

For a small-business owner, a simple calculation using the company's own numbers is most persuasive: 6 x $8,000 = $48,000 a year, which can be compared with profit or the cost of a retention fix. Benchmarks and general research percentages are less concrete, and customer anecdotes show impact without putting a dollar figure on it.

123. Answer: B — Ask the vendor for its validation study and impact data for this job, and review them against the results

The employer, not just the vendor, is responsible for adverse impact caused by tools it uses. HR's first step is to get the evidence behind the vendor's claims, including validation studies relevant to this job and adverse impact data, and to compare them with its own results. Marketing claims are not evidence, ending the tool before reviewing the data is premature, and there is no requirement to report internal analyses to the EEOC.

124. Answer: D — Weigh the request against business needs and company values, then decide and document why

When no policy applies, HR should make a reasoned judgment based on operational impact, fairness and organizational values, and document the rationale so similar requests can be handled consistently. Automatic denial or approval skips that judgment. Handing the decision to the manager alone risks inconsistent treatment across employees, which is exactly what documentation and HR involvement prevent.

125. Answer: D — Route the requests through change control, showing cost and schedule impact for a decision

Informal additions are classic scope creep; the project manager should log them, analyze their effect on cost, schedule and risk, and let the sponsor make an informed decision. The sponsor does have authority over scope, which is why outright refusal is wrong, but adding work without assessing trade-offs undermines the approved baseline. Cutting testing to absorb new features hides the real cost and raises the risk of a failed launch.

126. Answer: D — The walkout is likely protected concerted activity, so firing the bakers would be unlawful

A spontaneous walkout by nonunion employees to protest working conditions is protected concerted activity, as the Supreme Court held in NLRB v. Washington Aluminum. Threatening or carrying out discharge for joining it violates Section 8(a)(1). The NLRA does not require a union to call the strike or advance notice in this setting, and paying the wages owed does not cure an unlawful firing.

127. Answer: B — Analyze the role's duties, rate it with the company's job evaluation method, and check market data for matched jobs.

Sound job evaluation starts with a job analysis, rates the job's content with the same method used for other roles to keep internal equity, and checks external competitiveness against survey jobs matched on duties rather than titles. Assuming parity with engineers skips the analysis, and building a grade around one candidate's ask undermines the structure. Title matching is unreliable because AI titles vary widely in content.

128. Answer: C — Employees are more motivated by measures they can see their own actions affect

Line of sight means employees can see how their actions influence the metrics that drive their payout; without it, the incentive feels like luck and does little to change behavior. Stock price and companywide measures are often far removed from an individual employee's control.

129. Answer: C — Spillover error

Spillover error occurs when ratings from a prior period carry over into the current one regardless of current performance. Strictness would mean harsh ratings across the whole team, and recency would favor her strong recent performance rather than ignore it.

130. Answer: A — A vendor that fails or is sold mid-contract could disrupt service and data access

Over a multi-year contract, the employer depends on the vendor to keep operating, supporting the product and protecting data. A vendor in financial trouble may cut support, be acquired or fail, putting critical HR processes at risk. Financial strength does not set prices or service credits, and the vendor does not assume the employer's liabilities.

131. Answer: A — Explain that internal candidates must be free to compete, and help plan her transition.

A build strategy depends on managers letting strong people move; if managers can hoard talent, high performers learn that the only way to advance is to leave. HR should protect the candidate's right to compete and address the manager's real concern with a transition plan. Holding her candidacy for six months sounds like a compromise, but it lets the role be filled by someone else and sends the same hoarding message.

132. Answer: A — Confirm the grant terms with finance and charge only time the assistants actually spend on the program, with records

Restricted funds must be spent as the grant agreement allows. If the assistants do documented work for the funded program, that portion may be allowable, but finance or the grants manager should confirm the terms. Temporarily borrowing restricted funds, relabeling jobs or using an arbitrary split without time records is misuse of grant money that can lead to repayment demands and loss of funding.

133. Answer: B — At least 3 years

The FLSA requires employers to keep payroll records, collective bargaining agreements and sales and purchase records for at least 3 years. Two years is the retention period for supplementary records such as time cards and wage rate tables, which is the most common confusion.

134. Answer: D — Review the territory data with her and adjust the quota or add support if warranted

Goals motivate only when employees believe they are attainable, and the quota was set on data that no longer reflects her territory. Reviewing current data together allows a fair adjustment or added support where it is warranted. Refusing to look at the facts ignores a legitimate concern, and cutting the quota without analysis or reassigning her skips the needed review.

135. Answer: C — Explain the concern and propose reporting total turnover with voluntary and involuntary rates clearly labeled.

Presenting a voluntary-only rate as total turnover misleads decision-makers. Breaking turnover into clearly labeled voluntary and involuntary rates gives executives useful, accurate data and offers the director a legitimate way to tell the story. Handing the director both numbers simply passes along the choice to mislead, and going straight to the hotline skips a reasonable first conversation.

136. Answer: A — Report the claim to the insurer promptly and let it decide compensability under state law.

Remote employees are covered by workers' compensation, and whether a home injury arose out of and in the course of employment depends on state law; many states treat short personal-comfort breaks, such as getting coffee, as part of the workday. HR should report the claim to the carrier promptly and let the insurer and state rules decide. Denying the claim on the manager's view misstates the law, and paying bills directly or delaying the report can violate state reporting requirements.

137. Answer: A — A few metrics tied to those priorities, such as vacancies, overtime, absence and incidents, against targets

An effective executive dashboard shows a small set of measures linked to the leader's goals, with targets and trends so the reader can spot problems quickly. A long list of every metric buries what matters on one page, and activity counts show HR's effort rather than results. Benchmarks for common HR metrics do not reflect this VP's stated priorities.

138. Answer: A — Use shift huddles, break-room displays and a mobile text alert

Deskless workers are best reached through channels built into their workday, such as supervisor-led shift huddles and visible break-room displays, supported by a mobile channel they can access. Forwarded emails and intranet posts depend on access these workers lack. A mailed letter could supplement the effort but offers no chance for questions and is easy to overlook.

139. Answer: D — Compare injury rates at similar production levels to see if overtime still matters

Production volume may drive both overtime and injuries, so it is a possible confounding (third) variable. Holding volume constant shows whether overtime has its own link to injuries before the company commits to a cap that may not address the real cause. Correlational data can inform safety decisions once confounds are checked, and supervisor opinions do not test the relationship.

140. Answer: B — So the overall score reflects each region's share of the workforce, not its response rate.

Without weighting, the high-responding region is overrepresented in the company-wide figure, which skews it toward that region's views. Weighting each region by its share of total headcount makes the combined score represent the workforce. Giving low-response regions even less influence would worsen the distortion, and weighting does not change any region's own score.

141. Answer: B — Service level results, issue trends and upcoming changes in leave needs

A QBR is a structured review of the relationship, so the employer should bring data on SLA performance, trends in the issue log and changes on its side (such as new locations or policies) that the vendor must prepare for. Collected complaints are anecdotal, and the vendor supplies its own roadmap. Focusing only on open tickets misses patterns and planning.

142. Answer: A — Gather specific examples and data, and define the expected standard and next steps

Effective preparation means having concrete, objective evidence of the performance gap and a clear picture of what good performance looks like and what support or follow-up will happen. Canvassing coworkers about attitude shifts the focus from observable performance to subjective impressions. Reading a script makes the conversation feel rigid, and preparing a termination letter assumes an outcome a first conversation should not produce.

143. Answer: C — The vendor's documented accuracy procedures and support for FCRA compliance

Under the FCRA, consumer reporting agencies must follow reasonable procedures to ensure maximum possible accuracy, and employers have their own disclosure, authorization and adverse action duties. Inaccurate reports harm applicants and create legal risk for the employer. Speed and price matter, but not more than accuracy. A vendor's promise to absorb liability can't remove the employer's own FCRA obligations.

144. Answer: D — The total cost and service quality of each option compared with in-house capability

A make-versus-buy decision compares the full cost, quality and capability of doing the work internally with buying it, including transition and vendor-management costs. Peer practice and staff preference are inputs at most, not deciding criteria. The liability choice is tempting but unrealistic: plan sponsors keep fiduciary and compliance responsibility under ERISA even when they hire an administrator.

145. Answer: C — Learning and growth measures are leading indicators, so the gaps may hurt future results

In the balanced scorecard, learning and growth measures are leading indicators that drive future process, customer and financial performance. Strong current profit is a lagging result and can hide capability problems that will show up later. Treating the learning measures as lagging or optional misreads the cause-and-effect logic of the scorecard.

146. Answer: A — The 15-point difference between the required 85% and the actual 70%

A performance gap is the difference between desired (required) performance and actual performance: 85% minus 70% equals a 15-point gap. The 30% unresolved figure measures distance from perfection, not from the standard. The current 70% rate is the actual level only, and the 15% allowance is part of the standard, not a gap.

147. Answer: B — The engaged employee is emotionally committed to the organization's goals and gives discretionary effort.

Engagement means emotional commitment to the organization and its goals, shown through discretionary effort beyond the minimum. Satisfaction is contentment with the job and its conditions; a satisfied employee may be comfortable and plan to stay without investing extra effort. Happiness, few complaints, and tenure can all exist without engagement.

148. Answer: C — Explain that HR must act on threats, will limit who is told and will protect her from retaliation.

A threat combined with physical aggression raises workplace safety concerns, and the employer is now on notice, so HR can't promise to do nothing. HR should be honest that it must act, share information only with people who need it and protect her from retaliation. Waiting may feel respectful, but it leaves a possible safety risk unaddressed. A written, signed complaint isn't needed before HR can act.

149. Answer: D — Give employees individual total rewards statements showing the dollar value of benefits along with their pay

The problem is that employees do not see the value of their benefits, not that pay is uncompetitive. Total rewards statements show each employee the full value of pay plus benefits (here, about 35% on top of pay) and help correct the belief that competitors pay more. Moving money into raises or adding benefits spends more without fixing the perception gap, and another pay study repeats work the data already answer.

150. Answer: A — 4.0

Reports per 100 employees = (reports / employees) x 100 = (180 / 4,500) x 100 = 0.04 x 100 = 4.0. The figure 0.04 forgets to multiply by 100, 25.0 divides employees by reports, and 40.0 multiplies by 1,000 instead of 100. Normalizing report volume this way lets a company compare its reporting rate over time and against external benchmarks.

151. Answer: A — Treat it as a PWFA request and discuss options such as having others handle the heavy lifting.

The PWFA covers known limitations related to pregnancy, childbirth or related medical conditions, which includes recovery from childbirth such as a C-section. The limitation need not be an ADA disability. The employer should engage with her about accommodations like reassigning heavy lifting, and it may not require leave if another reasonable accommodation would let her keep working.

152. Answer: B — Agree on the goal and a first small deliverable, then set a short check-in so she can move forward and refine as she learns.

Navigating ambiguity is a core leadership skill, and the coach's job is to build it rather than remove it. Clarifying the outcome and agreeing on a small first step with a check-in gives enough structure to start while she learns to proceed without perfect instructions. A detailed outline solves the immediate problem but builds dependence, and reassigning or simply pressuring her does not develop the skill.

153. Answer: D — $663.00

COBRA premiums may not exceed 102% of the plan's total cost for similarly situated active participants. The maximum is $650 x 1.02 = $663.00. Charging $650 forgoes the 2% administrative fee, $975 is the 150% rate allowed only during a disability extension (months 19 to 29), and $676 mistakenly adds a 4% fee.

154. Answer: A — Confirm his allowance was set correctly and explain how the policy sets it.

HR should verify that the allowance was calculated correctly under the policy and current data, then explain how it is determined, which supports consistent treatment of all assignees. Matching one person's anecdotal comparison would create inequity and precedent, asking the provider to change its data undermines objectivity, and refusing to discuss the concern damages trust.

155. Answer: C — Attitudinal structuring

Walton and McKersie described four subprocesses: distributive bargaining, integrative bargaining, attitudinal structuring and intraorganizational bargaining. Attitudinal structuring concerns how the parties shape their relationship, including trust, respect and cooperation. Integrative bargaining addresses joint problem solving, distributive bargaining divides fixed resources, and intraorganizational bargaining aligns each side internally.

156. Answer: C — Review the supervisor's reasons for the cut and compare them with how other employees' hours were set.

The FLSA prohibits retaliation against employees who complain about wage violations, and a sharp cut in hours soon after a complaint warrants prompt review. HR should first gather facts on the reason for the cut and whether others were treated the same. Disciplining the supervisor before reviewing the facts is premature, most courts and the DOL treat internal wage complaints as protected without a government filing, and discretionary scheduling can still be retaliatory.

157. Answer: D — Decline, since plan data cannot be used for employment purposes, and refer him to HR support options.

PHI held by the group health plan may be used only for plan administration and may not be disclosed to a supervisor or used for employment-related decisions without the employee's written authorization. A manager's good intentions do not change this. The coordinator should refuse and point the manager to proper channels, such as the EAP or an accommodation process that the employee herself can start.

158. Answer: C — To judge the risk that the provider can't serve for the full contract term

A multiyear dependence on a vendor that runs payroll is risky if the vendor fails, is sold or cuts service. Financial review is a key part of vendor due diligence because it shows whether the provider is stable enough to support the organization for the full contract. Looking for pricing leverage is a side benefit at most, not the reason for the review.

159. Answer: D — The employer promises a benefit set by a formula and bears the investment risk of funding it.

In a defined benefit plan, the employer promises a retirement benefit based on a formula, usually tied to salary and years of service, and must fund it regardless of investment performance, so the employer bears the investment risk. Plans in which the benefit depends on contributions and investment returns, with risk borne by the employee, are defined contribution plans such as 401(k) and profit-sharing plans.

160. Answer: A — Concrete experience, reflective observation, abstract conceptualization, active experimentation

Kolb's cycle moves from having an experience, to reflecting on it, to forming concepts or generalizations from that reflection, to testing those ideas in new situations, which produces new experiences. A common error is to place concept formation before reflection, but reflection on the experience comes first.

161. Answer: D — Danger pay

Danger pay compensates for threats to personal safety such as war, terrorism or civil unrest. A hardship allowance covers difficult living conditions such as harsh climate, isolation or poor infrastructure, and a foreign service premium rewards the general disruption of an overseas move.

162. Answer: C — Analyze the pay tiers and propose adjustments that restore planned differentials

A minimum wage increase often requires ripple adjustments above the new floor so that higher-skill roles keep meaningful differentials; HR should analyze the tiers, cost the options and recommend adjustments. Paying new hires below the required minimum is illegal, doing nothing invites turnover among leads, and a one-time bonus leaves the ongoing compression in place.

163. Answer: C — A compelling direction that is clear, challenging and consequential

Hackman's enabling conditions include being a real team, a compelling direction, an enabling structure, a supportive organizational context and expert coaching. He found that larger teams often perform worse, that rewards should recognize team rather than individual performance, and that teams need authority to manage their own work.

164. Answer: D — Compare scrap rates by operator training status and shift, and ask engineering whether equipment plays a role

Before treating training as the cause, HR should test whether scrap varies with training status or shift and rule out equipment or process problems. That confirms whether training is the right fix and how much of the $40,000 it could recover. Retraining everyone or calculating ROI assumes the cause, and a survey of confidence does not show what actually drives scrap.

165. Answer: C — Verify the request with the CEO using a known phone number before sending any data.

Urgency, secrecy and a request for bulk W-2 data are classic signs of business email compromise, a scam that criminals use to file false tax returns and steal identities. The clerk should confirm the request through a separate, known channel and report the email to IT security. Replying to the same email only reaches the impostor, and a password-protected file still hands the data to the scammer, who will receive the password as well.

166. Answer: A — The state, under its own unemployment insurance law

Unemployment insurance is a federal-state partnership. Federal law sets broad requirements and funds administration through FUTA, but each state sets its own eligibility rules, benefit amounts and duration and decides claims. The Department of Labor oversees the system without deciding individual eligibility. The employer can contest a claim, but it does not decide eligibility.

167. Answer: A — Performance reflects results in the current role, while potential reflects capacity to grow into larger roles.

Performance measures how well someone delivers in the current job, while potential estimates the ability to succeed in bigger or different roles in the future. The two are related but distinct, which is why a strong performer is not automatically a high-potential employee.

168. Answer: B — Describe the situation, the specific behavior and its impact

The Situation-Behavior-Impact model replaces vague labels like "bad attitude" with an observable behavior in a specific context and its effect, which gives the employee something concrete to change. Restating or documenting a vague message does not make it actionable. Enlisting coworkers to deliver feedback is inappropriate and can create a hostile dynamic.

169. Answer: B — Provide a reasonable accommodation or an alternative way to be assessed

The ADA requires reasonable accommodation in the application process, which can include an alternative format or test that measures the job-related skill without penalizing the disability. Treating everyone identically is not a defense when a test screens out a qualified person because of disability. Waiving all assessment goes beyond what is required, and while limited documentation may be requested when a disability is not obvious, HR should begin the interactive process rather than block discussion.

170. Answer: A — Acknowledge his reaction, then look with him at patterns across rater groups and what might be driving them.

A defensive reaction is common, so the coach should acknowledge it and then steer toward themes that appear across rater groups, which are harder to dismiss than single comments. Revealing rater identities breaks the confidentiality that makes 360 data honest, and pressing for a plan before he accepts the data rarely produces real change.

171. Answer: C — Yes, through individual coverage because her work involves interstate commerce

The FLSA covers employees in two ways: enterprise coverage, for businesses with at least $500,000 in annual gross volume or for hospitals, schools and public agencies, and individual coverage, for employees personally engaged in interstate commerce or the production of goods for it. Regularly processing out-of-state orders and shipments is interstate commerce, so the clerk is covered even though the shop is not. The FLSA has no 15-employee threshold.

172. Answer: D — Pay compression

Pay compression is a narrowing of pay differences between employees with different experience, skills or levels. Inversion is the more severe case where newer or junior employees actually earn more, and red-circling refers to pay above the range maximum.

173. Answer: D — Keep the bot for routine questions and add scheduled manager check-ins and a peer buddy.

The bot is meeting its purpose of answering routine questions; the gap is social connection, which comes from relationships with managers and peers. Adding check-ins and a buddy builds that connection while keeping the efficiency gain. More bot content or more orientation sessions do not create relationships with the new hire's actual team.

174. Answer: A — No, because the employee must make the request, and the employer need not advise him of the right

Weingarten rights belong to the employee, who must ask for representation. The employer has no duty to tell the employee about the right or offer a representative, unless a contract or policy requires it. Weingarten covers investigatory interviews the employee reasonably believes may lead to discipline, not meetings held only to announce a decision already made.

175. Answer: B — Supervisor discussion, written grievance to management, senior-level review, arbitration

Grievance procedures typically start informally with the employee, steward and supervisor, move to a written grievance reviewed by higher management, escalate to senior-level union and management representatives, and end in arbitration only if the dispute remains unresolved. Arbitration is the final step, not an early one.

176. Answer: C — 5.0%

Overtime % of payroll = overtime pay / total payroll = $180,000 / $3,600,000 = 5.0%. Dividing by payroll minus overtime ($3,420,000) gives about 5.3%, which uses the wrong base because the total already includes overtime. The 20.0% figure inverts the ratio, and 0.5% misplaces the decimal.

177. Answer: C — Have a person compare the recordings with the transcripts and adjust her score if it is warranted.

A human review of the recordings tests her claim directly and corrects the score if the tool erred; if it did, HR should also check whether other agents with accents are affected. Applying the same tool to everyone is not fair if it is less accurate for some speakers. A permanent exemption overreacts before the facts are known, and accent coaching puts the burden of the tool's flaw on the employee.

178. Answer: C — Have leaders define and announce who now holds each approval

Delayering moves decisions, so leaders need to reassign decision rights explicitly and communicate them, which fixes the gap without undoing the restructuring. Restoring the layer reverses the change, open swapping can create coverage and skill-mix problems, and routing every swap to the director creates a new bottleneck.

179. Answer: D — It lets the employer see the worker perform on the job before making a permanent offer

Temp-to-hire works as an extended working interview: the employer observes actual performance and fit before committing to a permanent hire, lowering the risk of a bad hire. The host employer still has safety responsibilities during the assignment. A worker hired directly by the employer must complete a new Form I-9 with that employer.

180. Answer: D — More supervisor support and more control over how agents handle calls

The job demands-resources model holds that job resources such as social support and autonomy buffer the strain caused by high demands and drive engagement. Tighter scripts reduce autonomy, a key resource, even if they seem to simplify the work. More monitoring and public metrics add pressure rather than resources.

181. Answer: D — Roll the team's responses into the next-higher group and explain the minimum group-size rule.

Minimum reporting sizes protect anonymity, so HR should combine the team's data with a larger group and explain why, which keeps the promise made to respondents while still using their input. With only three responses, the manager could likely identify individuals even if sworn to confidentiality. Comments are often the most identifiable data, and deleting valid responses discards useful information.

182. Answer: A — "In Tuesday's client call, you interrupted the client three times, and she ended the call early."

SBI names a specific situation, describes observable behavior and states the impact. The statement about Tuesday's call names when it happened, what the person did and the result. Saying the person seemed not to care gives a time and place but guesses at intent instead of describing behavior. "Always" generalizes, and "become a better listener" is advice with no specific situation or behavior.

183. Answer: B — Retaliation covers any action that might dissuade a reasonable worker from complaining, not just discipline.

Under the Supreme Court's Burlington Northern standard, retaliation includes any materially adverse action that might dissuade a reasonable worker from making or supporting a charge. Targeted, intensified monitoring of a complainant can meet that test even without formal discipline. There is no automatic one-year presumption, and no written monitoring policy is required.

184. Answer: C — Listen, then encourage her to raise it with the manager first

Unless the issue involves misconduct or the manager cannot be approached, the director should listen respectfully and coach the employee to address it with her manager first, offering support if that fails. Resolving it directly undercuts the manager. Refusing to listen discourages employees from speaking up, and passing the complaint to the manager without her knowledge may feel like a breach of trust.

185. Answer: D — Create a step-by-step checklist that technicians use at the moment they perform the reconciliation.

The technicians already know the process, so the problem is recall of a complex, infrequent task, which is a classic case for a job aid rather than more training. A checklist used during the task supports accurate performance at the point of need. Monthly e-learning adds training time without supporting her at the moment of performance, and an annual refresher still leaves months before the next quarterly reconciliation, so memory decay and step errors would continue.

186. Answer: D — Meet with the broker to review the missed deadlines against the service standards and agree on a corrective plan.

Vendor problems are best handled first through a direct performance conversation tied to the contract's service standards, documenting expectations and a corrective plan. Launching an RFP may become necessary but skips the chance to fix the relationship and lacks documentation, while withholding payment may breach the contract and escalates the conflict prematurely.

187. Answer: B — Nonresponse is concentrated in one group whose views may differ from those of others.

A high overall response rate does not ensure representativeness if nonresponse is concentrated in one group. Night-shift workers may have different experiences with schedules, supervision and resources, so their absence can skew the results. Seventy percent is a strong response rate, and nonresponse bias is a nonsampling error that does not cancel out with time.

188. Answer: B — Make sure all deferrals are deposited, restore lost earnings, and fix the payroll process.

Late deposit of employee deferrals is a fiduciary breach and prohibited transaction under ERISA, because the employer held plan assets. The correction is to deposit the deferrals, restore earnings participants lost because of the delay, and fix the process; the DOL's Voluntary Fiduciary Correction Program offers a formal path. Depositing the principal alone does not make participants whole.

189. Answer: B — Phase in new workers' heat exposure over their first days and schedule water, rest and shade.

Most heat-related illnesses and deaths happen to workers in their first few days on the job because their bodies are not yet acclimatized. Gradually increasing new workers' exposure, combined with scheduled water, rest and shade, is the core of heat illness prevention that OSHA has long promoted under the General Duty Clause. Extra water alone does not address the lack of acclimatization, and relying on self-reporting misses workers who don't recognize early symptoms. Moving every crew to night work is an extreme step that does not fit the facts.

190. Answer: D — After extended good-faith bargaining, both sides have firmly held positions on key issues and further talks appear futile.

Impasse exists when, after good-faith negotiations, the parties have exhausted the prospects of reaching agreement, so that further bargaining would be futile. The Board looks at factors such as bargaining history, length of negotiations, the importance of the issues, and the parties' understanding. A pending information request, only two meetings, or a recent signal of flexibility each suggests that bargaining has not been exhausted, and an employer cannot create impasse simply by declaring it.

191. Answer: B — Limit their bonding leave to a combined total of 12 weeks

When spouses work for the same employer, the employer may limit them to a combined 12 weeks for birth and bonding, placement for adoption or foster care, and care for a parent with a serious health condition. The couple decides how to divide the combined 12 weeks; the law does not require an equal split, and the employer cannot deny one spouse entirely. Each spouse keeps any remaining weeks for other qualifying reasons, such as their own serious health condition.

192. Answer: D — Allows the free gratification of desires versus regulating them through strict norms

Indulgence versus restraint, Hofstede's sixth dimension, measures whether a society allows relatively free gratification of basic desires related to enjoying life and having fun, or suppresses and regulates that gratification through strict social norms. The other choices describe long-term orientation, power distance and individualism versus collectivism.

193. Answer: C — Explain that this would likely be misclassification, since the relationship would not change.

Worker status depends on the real relationship (who controls the work, schedule and tools, and whether the worker runs an independent business), not on labels, contracts or invoicing arrangements. A worker with the same duties, schedule, manager and equipment is still an employee in substance, so the conversion would expose the firm to back taxes, wage claims and benefits liability. A signed contractor agreement is the tempting answer, but agencies and courts look past the paperwork.

194. Answer: C — Share the time-to-fill data, explain the steps involved, and agree on a realistic timeline and interim coverage.

Managing expectations means using data to reset unrealistic expectations while still helping the client meet the underlying need, such as with temporary coverage. Agreeing to an impossible deadline and cutting screening raises the risk of a bad hire, while a flat refusal protects the process but damages the partnership and leaves the business problem unsolved.

195. Answer: B — Hold short private meetings early in the week, with HR present, and explain next steps clearly

Best practice is a private, brief and respectful conversation, early in the week so employees can begin using outplacement and benefits resources, with HR present to handle questions and serve as a witness. The message should be clear and final, with written information on pay, benefits and next steps. Long debates about individual selection invite argument, and an email first is impersonal and lets news spread before conversations take place.

196. Answer: A — Objectives, scope, sponsor, key stakeholders and a high-level timeline

A project charter authorizes the project at the start and sets its high-level frame: why it exists, what is in and out of scope, who sponsors it, who has a stake and roughly when it will finish. Detailed task assignments and schedules belong in the project plan and work breakdown structure, which are built after the charter is approved.

197. Answer: A — Bring both shifts' leads together to agree on a handoff standard

A facilitated joint agreement lets both shifts define what clean means and how handoffs will work, which builds ownership and resolves the shared-resource problem. A sign-off log imposed without agreement may be completed without real change. Warnings assume fault without solving the problem, and hiring a cleaner adds cost without addressing the cooperation issue.

198. Answer: B — Section 8(b)(2), causing or attempting to cause an employer to discriminate against an employee

Section 8(b)(2) makes it unlawful for a union to cause or attempt to cause an employer to discriminate against an employee, and the only lawful basis for a union-requested discharge is failure to tender required dues and fees under a valid union-security clause. Internal criticism of leadership is not such a reason. The employer that complies also violates Section 8(a)(3).

199. Answer: B — 2%, which is 50% of the full matrix amount

Time-in-position proration multiplies the matrix amount by the share of the review period worked: 6 / 12 = 50%, and 50% x 4% = 2%. Giving the full 4% ignores the proration policy.

200. Answer: C — 2.5 spells per employee

The frequency rate counts how often absences occur: 300 spells / 120 employees = 2.5 spells per employee. Dividing days lost by employees (900 / 120 = 7.5) measures severity, not frequency, and 900 / 300 = 3.0 is the average length of each spell. Dividing employees by spells inverts the formula.

201. Answer: A — Discuss with the manager the risk of losing him and ways to cover his work so he can take part.

Hoarding talent puts both retention and the company's leadership pipeline at risk, so HR should help the manager see that blocking growth may drive the analyst to leave, and then plan coverage together. Accepting the refusal ignores the risk, and enrolling him over her objection damages the working relationship. Escalating before trying to resolve it with the manager skips the collaborative step.

202. Answer: B — Ask employees through a short survey or focus groups what content and format they find useful.

Before changing anything, HR should learn why readers lost interest, and asking the audience is the most direct way to find out. A redesign or a different schedule may not address the real cause and could make the problem worse. Requiring readership treats the symptom and does not make the content more useful.

203. Answer: B — 30%

Internal fill rate = positions filled internally ÷ total positions filled = 18 ÷ 60 = 30%. Dividing internal by external hires (18 ÷ 42 ≈ 43%) uses the wrong base, 70% is the external fill rate, and 18% confuses the count with a percentage.

204. Answer: A — Explain that this degree of control points to employee status and set the worker up as an employee.

Classification depends on the actual working relationship, not on labels or the parties' agreement, and a full-time worker on a set schedule under the company's control is very likely an employee under federal and state tests. Misclassification exposes the company to back wages, taxes and penalties. A signed contractor agreement is the tempting choice, but agencies and courts disregard it when the facts show control.

205. Answer: C — Count the time as hours worked, pay for it and set clear rules for after-hours work

Work the employer knows or has reason to know about is suffered or permitted and counts as hours worked, even if it was not requested. Thirty minutes of regular nightly work is neither trivial nor hard to record, so the de minimis rule does not apply. The company may enforce a rule against unauthorized work, but it must still pay for the time already worked.

206. Answer: B — Identify the roles that are most critical to the business strategy and hardest to fill.

Succession planning starts by deciding which roles matter most, based on strategic impact and replacement difficulty, so effort goes where risk is greatest. Assessing people, naming successors and building development plans all depend on knowing which roles the program covers.

207. Answer: C — 2.0

The DART rate counts only days-away, restricted or transferred cases: (4 x 200,000) / 400,000 = 2.0. Using all 10 recordable cases gives 5.0, which is the total recordable case rate, not the DART rate. Using 100,000 or 20,000 hours as the base gives 1.0 or 0.2.

208. Answer: D — Several reporting channels, so employees can bypass a supervisor who is involved

An effective complaint procedure offers multiple avenues, such as HR, another manager and a hotline, so that no employee must report to the person who may be causing the problem. Courts look at this when deciding whether an employer's procedure was reasonable. Supervisor-first rules, short written deadlines and witness requirements all discourage reporting.

209. Answer: C — Survey employees about what keeps them from making referrals now.

Because the program itself has not changed, HR needs to learn why employee behavior did, such as slow follow-up on referred candidates, morale concerns or roles that are harder to fill. Raising the bonus or running a campaign assumes the cause is money or awareness. Abandoning the program gives up a source that often yields strong, well-retained hires.

210. Answer: D — Power to pause or block a tool that fails its review

A governance committee that can only advise has little effect if tools that fail review stay in use, so the ability to pause or block deployment gives its findings teeth. Approving every individual hiring decision would turn the committee into an operational bottleneck rather than an oversight body. Pricing is a procurement matter, and vendors rarely allow source code to be published.

211. Answer: A — Explain the policy to the COO and invite the son to apply through the same posted, competitive process.

Favoritism that bypasses the hiring policy undermines fairness, can create discrimination risk and morale problems, and sets a poor example from senior leadership. HR should hold to the policy and give the candidate a fair chance through the normal process. A token one-day posting meets the policy in form only and is still a predetermined hire.

212. Answer: D — Scope, roles, expectations, confidentiality, time and cost

Contracting sets the working relationship: what the engagement covers, who does what, what each side expects, how information will be handled, and the time and resources involved. Interventions are chosen after diagnosis, findings come from the diagnosis phase, and evaluation and closure happen at the end of the engagement.

213. Answer: C — Employees can judge how much to rely on answers and know when to seek out a person.

Transparency that a chatbot is AI lets employees calibrate their trust and know when to seek a human for complex or sensitive matters, which supports informed reliance and credibility. Disclosure does not remove the employer's responsibility for wrong answers. Satisfaction is not the reason, and identifying as AI does not replace any notice obligations about recording.

214. Answer: A — Review the rehire policy with the vice president and explain why it must be applied consistently.

The policy clearly makes the former employee ineligible, and applying it consistently protects fairness and reduces discrimination risk from selective exceptions. HR should explain this directly to the vice president first and escalate only if pressure continues. A probation period or documented business reason would still be an exception made for a personal friend, which is the kind of favoritism the policy is meant to prevent.

215. Answer: B — The employer, because it chose the tool and its selection decisions remain its own.

Employers remain responsible under federal antidiscrimination law for the selection procedures they use, including tools bought from vendors; accountability cannot be handed to an algorithm. A vendor warranty may give the employer a contract claim against the vendor, but it does not remove the employer's own liability. Vendor validation is helpful evidence, but it does not excuse adverse impact that the employer cannot justify.

216. Answer: B — The cost of employer-paid coverage above $50,000 is taxable income to the employee.

Under the Internal Revenue Code, the cost of the first $50,000 of employer-paid group term life coverage is tax-free, but the IRS-table cost of coverage above $50,000 (here, $90,000) is imputed income subject to income tax and FICA. That is why a benefit he did not buy appears on his pay stub. The rule is tied to the $50,000 amount, not to a multiple of salary.

217. Answer: A — Check the record against payroll and source documents to confirm whether it is an entry error

An extreme value this far from peers most likely reflects a data entry error, such as an hourly or monthly amount keyed as annual pay, but it must be verified. Removing it or switching to the median before checking could hide either a real error that needs correcting in the HRIS or a genuine pay issue.

218. Answer: C — Complainant first, then the accused, then witnesses, with follow-up interviews as needed before findings.

The complainant is usually interviewed first to establish the specific allegations, and the accused is then interviewed so that he or she can respond to each one before any conclusion is reached. Witnesses follow, and the investigator returns to any party when new evidence needs a response. Giving the accused only a chance to rebut draft findings comes too late, because the conclusions have already been formed without hearing that side.

219. Answer: A — As useful information that may reveal real design flaws and concerns the rollout must address.

Resistance often carries valuable information, especially from experts who know the work. Here, the specialists are pointing to accuracy gaps that could cause real harm to employees. Waiting for resistance to fade, treating it as misconduct, or answering it with more messaging about savings ignores the substance of the concern.

220. Answer: D — As a hostile environment claim, where the affirmative defense may apply

Ellerth held that an unfulfilled threat, with no tangible employment action, is analyzed as hostile environment harassment and must be severe or pervasive. Because no tangible action occurred, the employer can raise the Faragher/Ellerth affirmative defense. The claim is not barred simply because she lost no pay, and a written threat is not required.

221. Answer: C — Recruit respected second-shift employees as change champions to explain and support the app

Change champions who work the same shift can reach coworkers in person, answer questions and model use of the app, filling the gap that emails and postings left. Another email repeats a channel that has not worked, signed acknowledgments create paperwork rather than understanding, and delaying all six plants is a costly overreaction to a targeted communication gap.

222. Answer: B — Light-duty time does not count against her 12-week entitlement

Time spent performing light-duty work does not count against an employee's FMLA leave entitlement, and an employer cannot require an employee to accept light duty in place of FMLA leave. Her right to restoration to the original or an equivalent position is held until the end of the applicable 12-month FMLA leave year. Accepting light duty voluntarily does not waive her FMLA rights.

223. Answer: B — Without a baseline, HR cannot show whether any later change resulted from the tool.

A pre-launch baseline is the comparison point for judging whether the pilot improved results, which is the core of any credible ROI or effectiveness claim. Pricing and model training are not the purpose of baseline measurement, and no federal rule requires these metrics before adopting a tool.

224. Answer: C — A view of the quality of service and hires from the client's side

Time and cost show efficiency but not whether the recruiting team met its internal clients' needs. Hiring manager satisfaction captures perceptions of candidate quality, communication and partnership, which helps identify service gaps. Productivity requires a separate ramp-up measure, spending is tracked in cost data, and a satisfaction survey does not serve as proof of nondiscrimination.

225. Answer: D — That the investigation is done, the concern was confirmed and action was taken

The complainant should learn that the matter was taken seriously, that the investigation is complete, its general finding and that appropriate action was taken. HR should also remind the complainant of the anti-retaliation policy and to report any further problems. The specific discipline is usually kept confidential to protect the coworker's privacy, but saying nothing at all erodes trust in the process.

226. Answer: D — The vendor can link answers to individuals, but only group results are reported

In a confidential survey, identities are known to the administrator (usually a vendor), which allows demographic cuts and data linking, but results are reported only in aggregate. In an anonymous survey, no one can connect a response to a person. Letting managers see individual answers breaks confidentiality no matter what they promise.

227. Answer: D — Most CBAs require just cause for discipline and provide a grievance and arbitration process.

The at-will presumption applies only when no agreement says otherwise, and nearly all CBAs include a just-cause standard enforced through grievance and arbitration. The NLRA itself does not require just cause; it bars discharge for union or protected concerted activity and requires bargaining over terms. There is no general federal pre-discipline hearing right for private-sector union members.

228. Answer: D — Compare each group's claims trend over time, noting that healthier employees may be more likely to join

In a voluntary program, healthier employees often self-select into participation, so the 18% gap may reflect who joined rather than what the program did. Comparing each group's change over time (ideally from a pre-program baseline) and naming the self-selection risk gives a more honest estimate. Reporting the raw gap overstates the effect, and a simple before-and-after comparison ignores other causes of cost changes.

229. Answer: B — Deciding whether the company should enter a new market segment

Strategy formulation involves analyzing the environment and choosing the organization's direction, such as which markets to enter. Allocating budgets, redesigning roles and training managers are implementation activities that put an approved strategy into action.

230. Answer: D — Have the post taken down and notify the privacy officer to assess a possible HIPAA breach

The photo discloses protected health information, so the priority is to limit further exposure and have the privacy officer conduct a breach risk assessment and any required notifications. HR can then investigate and apply discipline consistent with policy. Waiting for a complaint ignores the employer's own HIPAA duties. The complaint about a busy shift may be protected, so discipline should target the privacy violation rather than the complaint.

231. Answer: A — Fixed-pie bias

The fixed-pie bias, sometimes called the mythical fixed pie, is the assumption that the other side's interests are directly opposed to one's own, which causes negotiators to miss integrative trade-offs. Anchoring is undue influence from an initial number. Confirmation bias involves seeking information that supports existing beliefs, and escalation of commitment involves persisting in a failing course of action.

232. Answer: B — It is judged by the totality of the circumstances and is likely lawful here, though risky

Under Rossmore House, questioning about union activity is not unlawful in itself; the Board looks at the totality of the circumstances, such as the background, the nature of the information sought, the questioner's rank, the place and method, and the truthfulness of the reply. A casual question to an open supporter, with no threats or requests for names, is usually not coercive. HR should still coach supervisors to avoid such questions, because a different context can tip the balance.

233. Answer: B — Set engagement norms at the start and build in regular interaction, such as polls or breakouts

Virtual engagement improves when expectations are set up front and the format gives people frequent reasons to participate, such as polls, chat prompts and small-group breakouts. Singling out individuals can embarrass them and chill candor in a focus group. Muting everyone until the end turns a listening session into a lecture and makes multitasking more likely.

234. Answer: A — Teach basic financial terms using the company's own key numbers, showing how each team's work affects those results

Open-book management works when employees learn the few numbers that matter, in the company's own terms, and see how their daily work moves them. Full financial statements without training overwhelm most employees, and a generic course does not connect to the company's results or employees' roles. A single annual presentation informs but does not build understanding or engagement.

235. Answer: C — The ability and willingness to learn from experience and apply it in new situations

Learning agility is the ability and willingness to learn from experience and then apply those lessons to succeed in new or unfamiliar situations. It is widely used as an indicator of leadership potential. Fast course completion, deep single-area expertise and frequent job changes do not capture the transfer of learning to new conditions.

236. Answer: B — Championing the group with senior leaders, removing barriers, and tying it to strategy

An executive sponsor gives the group visibility and influence: championing it with senior leaders, helping secure resources, removing obstacles and connecting its goals to business strategy. Day-to-day planning and meetings belong to the employee leaders who run the group. Membership should be open to all, so gatekeeping membership is not a sponsor function.

237. Answer: B — Have the question removed and stop storing the birth-year answers

Asking for birth year serves no scheduling purpose and can be used as evidence of age discrimination under the ADEA, so the question should be removed and stored responses isolated from decision-makers. Making it optional still signals interest in age. Graduation year is a well-known proxy for age, and telling interviewers to ignore the field leaves the information in the system.

238. Answer: C — Investigate the complaint and confirm the PIP is well supported before it continues

HR must investigate the complaint promptly and impartially and review the PIP to confirm it rests on documented, legitimate performance issues, so it can continue without looking like a response to the complaint. Accelerating the plan could be seen as retaliation, and suspending it indefinitely is not required if it is legitimate and can leave real performance problems unaddressed.

239. Answer: A — A shift premium may be lawful, but it is risky here because women have been shut out of that shift.

A bona fide shift differential can be a factor other than sex, but only if it is open to both sexes and not used to disguise sex-based pay. In Corning Glass Works v. Brennan (1974), the Supreme Court held that day and night shifts are not different working conditions under the EPA. Here women were never offered the night shift, so the premium likely reflects sex. Shift premiums are not banned outright, so the blanket-ban option is wrong.

240. Answer: B — Tailor the change to her preferences, since enrichment may not motivate her

Employees with low growth need strength often respond to enrichment with stress rather than motivation, so the redesign should fit the person, for example by adding autonomy gradually or in limited areas. Assuming autonomy motivates everyone ignores this moderator, and delaying or threatening her does not address fit.

241. Answer: A — To give the family a realistic preview so they can make an informed choice.

A look-see visit gives the assignee and family a realistic preview of housing, schools, daily life and the work setting, which supports an informed decision and reduces the risk of early failure. Its purpose is not negotiation, it is not generally an immigration requirement, and productive work during the visit could raise work-authorization issues.

242. Answer: B — Comparing projected labor demand with projected labor supply to identify surpluses or shortages

Gap analysis compares the workforce the organization will need (demand) with the workforce it is expected to have (supply). The difference shows where it will face shortages or surpluses and guides recruiting, development or reduction plans. Pay comparisons and individual performance gaps are separate analyses with different purposes.

243. Answer: D — Make an offer in the lower part of the range and check it against current incumbents' pay

New-hire pay should reflect qualifications and experience, so a candidate who meets only minimum requirements generally starts near the lower part of the range. Checking against incumbents' pay protects internal equity. Starting at the maximum leaves no room for growth and can pay a new hire more than experienced peers.

244. Answer: C — Acknowledge the concerns, suggest a mental health professional or the EAP, and adjust the coaching.

Coaches are not trained to treat mental health conditions, so when clinical signs appear, the ethical step is to acknowledge them, refer the client to a qualified professional or EAP, and pause or adjust the coaching as needed. Moving into therapy-like work exceeds the coach's role. Telling the supervisor breaches confidentiality, and ignoring the signs fails the client.

245. Answer: C — Boulwarism, a take-it-or-leave-it approach combined with direct appeals to employees that the NLRB has found to be bad faith

The approach takes its name from Lemuel Boulware of General Electric; the NLRB found GE's version to be bad faith, and the Second Circuit upheld that finding in 1969. The violation lies in the combination of a fixed, non-negotiable package and a communications campaign that bypasses the union and casts it as unnecessary. Hard bargaining is lawful, but this conduct shows the employer is not genuinely open to give-and-take. Pattern bargaining involves copying settlements from other employers, which the facts do not describe.

246. Answer: C — USERRA covers employers of all sizes, so reemployment rights apply

USERRA applies to virtually all employers, regardless of size, including businesses with only one employee. A service member who gives advance notice, serves within the cumulative 5-year limit, is released under honorable conditions and reapplies on time is entitled to prompt reemployment. Size thresholds such as 15 employees apply to other laws, and USERRA protects short and long periods of service alike.

247. Answer: C — Leniency error

A leniency error inflates ratings across all employees regardless of actual performance. A strictness error is the opposite, deflating everyone's ratings. Central tendency clusters ratings at the midpoint, and the halo effect works within one person's ratings rather than across the whole team.

248. Answer: A — Assess the new complaint on its merits, scaled to the allegations, without discipline for complaining.

Each complaint should be assessed on its own facts, though the scope of the review can be proportionate to the allegations. Disciplining someone for complaining, or creating hurdles to complaining, invites a retaliation claim; only a complaint shown to be knowingly false and made in bad faith may justify discipline. HR can address any related conduct or performance issues separately and consistently.

249. Answer: D — The strategy lacked the resources and talent plan needed to carry it out

A common cause of implementation failure is not allocating the budget, people and capabilities a strategy requires. Without them, the strategy cannot succeed no matter how sound it is. Abandoning the market or adding sales incentives skips the real gap, and waiting another year delays fixing it.

250. Answer: B — Name what the employee did and the result it produced for customers or the team

Specific recognition tells the employee exactly which behavior to repeat and shows that the manager noticed. A gift card or a wider audience may add appeal, but the message still does not say what was done well. Holding praise for the annual review loses the value of timely reinforcement.

251. Answer: B — Observing an employee at work for a short period, often to explore whether a career direction fits.

Job shadowing means following and observing someone in their job for a brief time, usually a day to a few weeks, which makes it well suited to early career exploration and realistic previews of a role. Job rotation involves actually doing different jobs over longer periods. Long-term guidance from a senior leader describes mentoring, not shadowing.

252. Answer: C — Filtering of upward information

Filtering occurs when senders manipulate information, often by passing along only what they think the receiver wants to hear, so it is a classic upward communication barrier. Selective perception is tempting, but that concerns how a receiver interprets information, and here the plant manager never receives the bad news at all. Nothing suggests the manager is overloaded or that terms are misunderstood.

253. Answer: B — Detailed plans, clear rules, and firm timelines for each phase of the change

High uncertainty avoidance cultures are uncomfortable with ambiguity and prefer structure, rules and predictability, so detailed plans and clear timelines reduce anxiety during change. Broad goals with freedom to experiment suit low uncertainty avoidance cultures. Withholding updates until decisions are final leaves people in the ambiguity they find most stressful.

254. Answer: A — Time-to-fill ends when the offer is accepted; time-to-start also counts the days until the hire's first day.

Time-to-fill typically runs from requisition approval (or posting) to the candidate's acceptance of the offer, while time-to-start extends to the new hire's first day of work and so captures notice periods and onboarding delays. The reversed definition is the most common mix-up. Whatever definitions an organization adopts, they must be written down and applied consistently so the metrics can be compared over time.

255. Answer: B — Meet privately with the supervisor to hear his concerns and set clear expectations

A private conversation lets the manager learn whether the supervisor has real concerns that should be addressed, while making clear that leaders are expected to support the strategy in front of their teams. Discipline or reassignment as the first step skips that conversation. Asking employees to report on the supervisor damages trust and does not address the cause.

256. Answer: A — Family history is genetic information, and health data must be kept confidential and separate from personnel files.

Under GINA, family medical history counts as genetic information, and the ADA requires that employee medical information obtained through a wellness program be kept confidential and stored apart from personnel records. Both laws permit voluntary wellness programs, so a flat ban is wrong. Using a vendor does not shift the employer's obligations, because the employer remains responsible for how the program it sponsors collects and uses the data.

257. Answer: D — Update payroll and tax registrations for the new state and review its employment laws

Because employment and tax obligations generally follow where the employee works, the company is out of compliance until it registers in the new state, corrects withholding and unemployment insurance, confirms workers' compensation coverage and reviews that state's wage, leave and notice rules. The policy violation can be addressed separately and consistently. Firing or ordering a move does not fix the past noncompliance, and waiting lets the exposure grow.

258. Answer: B — Discuss the barriers with her, then ask her manager to set aside protected project time.

The facts point to a resourcing conflict, not a performance problem: she was assigned without any change to her day job. The lead should confirm the cause with her and then fix the capacity issue with the manager who controls her time. Asking to replace her or taking over her tasks skips that step and may lose the payroll expertise the project needs.

259. Answer: D — The laws of the state where the employee physically performs the work

As a general rule, wage-and-hour, leave, payroll tax and many other employment laws follow the employee's physical work location. The company's headquarters or a manager's location does not displace the protections of the state where the work is done. A choice-of-law clause cannot waive another state's mandatory employment protections, so the employer must comply where the employee works.

260. Answer: D — Moving her from her usual duties to the dirtiest, least desirable tasks in the same job

Under Burlington Northern v. White (2006), retaliation covers any action that might well dissuade a reasonable worker from making or supporting a charge, and the Court upheld a claim based on reassignment to more arduous, dirtier duties within the same job. Applying neutral rules evenly is not retaliation. A single snub such as a missed lunch is the kind of petty slight the Court said is generally not enough.

261. Answer: A — Acknowledge within 7 days; give feedback within 3 months

The EU Whistleblowing Directive requires internal channels to acknowledge receipt within 7 days and to give feedback within a reasonable time not exceeding 3 months from acknowledgment. Multinational employers with EU operations need processes that meet these deadlines. Shorter or longer time frames reflect common confusion with other compliance rules.

262. Answer: D — Timeliness

Timeliness concerns whether data is updated when changes occur. The transfers are recorded but the HRIS reflects them late, so the records lag behind reality. Completeness would apply if the department field were blank, and validity would apply if a value did not fit the allowed format or code list.

263. Answer: C — Product divisional structure

Grouping self-contained units around product lines, each with its own functions and its own leader accountable for results, is a product divisional structure. A functional structure would have one company-wide marketing or finance group, a geographic design divides by region, and a matrix adds a second reporting line rather than giving each unit its own full set of functions.

264. Answer: D — When it controls the worker's daily work and discriminates, or knows of agency bias and fails to act

EEOC guidance treats a client as a joint employer when it has enough control over the worker, such as directing daily work. The client is then liable for its own discrimination and for agency discrimination it knew or should have known about and failed to correct within its control. Paying wages is just one factor, and contract terms do not override actual control.

265. Answer: D — Cues and consequences at work that encourage or discourage applying what was learned

Transfer climate describes the situational cues (such as goals, reminders and manager expectations) and consequences (such as feedback, rewards or penalties) in the workplace that support or inhibit use of trained skills. A positive climate is a key part of the work-environment input in transfer models. Trainees' attitudes toward learning are trainee characteristics, a separate input.

266. Answer: D — 15% participation; retention 6 percentage points higher

Participation = 240 / 1,600 = 15%. The retention gap is 92% - 86% = 6 percentage points. Dividing members by non-members (240 / 1,360) gives 17.6%, the relative difference (92 / 86 - 1) gives about 7.0%, which is a percent change rather than a point gap, and 42.9% is the relative reduction in turnover (6 / 14). The gap shows an association, not proof that ERG membership causes higher retention.

267. Answer: A — A Type II error

A Type II error (a false negative) is failing to detect an effect that really exists. A Type I error is the opposite: concluding there is an effect when there is none. Regression to the mean and selection bias can distort results, but neither is the name for wrongly concluding that a real effect is absent.

268. Answer: C — After good-faith bargaining reaches a genuine impasse, if the changes match its final offer

Once the parties have bargained in good faith to a genuine impasse, the employer may implement changes that are reasonably comprehended within its final offer. Notice periods alone do not replace bargaining, and a single rejected proposal is not an impasse. Mediators can help the parties but do not certify impasse; whether an impasse exists is decided by the NLRB if challenged.

269. Answer: A — A sponsor who uses influence to advocate for her when roles open up

Mentors give advice and guidance, while sponsors actively advocate, recommend people for roles and spend their own credibility on them. The facts point to a lack of advocacy, not a lack of skill or advice, since her results match those of peers who were promoted with a leader's backing. More coaching or another mentor would add guidance she already has.

270. Answer: B — 60 calendar days before the first employment losses

The federal WARN Act generally requires covered employers (100 or more employees, excluding part-time workers) to give at least 60 calendar days' written notice of a plant closing or mass layoff. Thirty days is the period within which employment losses are counted, and 90 days is the aggregation window, which makes them common mix-ups. Some state laws require longer notice, but the federal rule is 60 calendar days.

271. Answer: D — A current liability owed to the government

Withheld income taxes belong to the employees and are held by the employer until remitted, so they are a current liability, often called withholding taxes payable. They are not an employer expense, because the cost is already part of gross wages, and they are due within days or weeks rather than in more than a year.

272. Answer: C — Analyze retirement eligibility by role to find where critical skills are most at risk.

Before acting, HR needs to know where the risk sits: which critical roles and scarce skills have the highest concentration of eligible employees. That analysis shapes later steps such as knowledge transfer, succession and targeted hiring. Across-the-board hiring and incentives are premature without it, and pressing older workers for retirement dates can invite age discrimination concerns.

273. Answer: A — Clarify with the CEO what signals prompted the concern and which groups and outcomes matter most

A broad question has to be turned into a focused, answerable one before analysis begins. Learning what the CEO observed, which units are involved and what business outcome is at stake lets HR define the question and choose the right data. Running every correlation is a fishing expedition that tends to produce spurious findings rather than an answer.

274. Answer: B — Decentralization of decision-making authority

Pushing decision rights down to lower levels, closer to local markets, is decentralization. Span of control concerns how many people report to a manager, formalization concerns written rules and procedures, and specialization concerns how narrowly jobs are divided.

275. Answer: C — The attitude goal, because it is not specific or measurable enough to show whether it was met.

PIP goals should be specific, measurable and tied to job requirements, with a timeline, support and regular check-ins. A goal of "a better attitude" gives no way to judge success and invites disputes; it should be restated as observable behaviors, such as complaint counts or call-quality scores. Sixty days is a common PIP length, and weekly check-ins are a strength.

276. Answer: D — Allow it to stay, because coworker discomfort alone is not undue hardship or harassment.

Displaying religious items in a personal workspace is a religious practice that Title VII may require an employer to accommodate. Groff noted that coworker dislike of a religious practice is not by itself an undue hardship. A single passive verse that does not target anyone is unlikely to create a hostile environment. HR should apply its display rules consistently and step in only if the display becomes disruptive or harassing.

277. Answer: A — Use breakout rooms of three or four people with a short task to report

Small breakout groups with a clear task lower the barrier to speaking and give everyone a role, which is especially effective for reluctant virtual participants. Cold-calling silent people can embarrass them and shut them down further. Threatening consequences undermines psychological safety, and more lecture reduces engagement rather than increasing it.

278. Answer: B — 1:16

Non-managerial employees = 595 - 35 = 560, so the ratio is 35:560, or 1:16. Dividing total headcount by managers (595 / 35) gives 1:17, which counts the managers as their own direct reports. The other figures come from subtracting or adding the 35 managers a second time.

279. Answer: A — Set a challenging but attainable reduction target based on current data, such as 35% down to 28%

Goal-setting research shows performance rises with difficulty only while people believe the goal is attainable; a goal seen as impossible kills commitment. A data-based stretch target keeps the challenge without losing buy-in. Dropping the goal removes focus, and privately watering down a public goal undermines credibility.

280. Answer: D — Compare actual hours and pay rates by role with the estimate to see whether hours, rates or both drove it

A labor cost variance comes from either volume (more hours, such as overtime or scope growth) or rate (higher-paid staff or contractors, premium pay). Breaking the overrun into those parts shows the actual cause before anyone is held accountable or estimates are changed. Padding future estimates by 20% hides the cause, and judging the project manager before knowing the driver puts action ahead of facts.

281. Answer: C — Her full weekly salary, since the employer closed

Under the salary basis rules, an exempt employee who performs any work in a workweek must receive her full salary for that week, and deductions are not permitted for absences caused by the employer or by the operating requirements of the business, such as a weather closure. Paying only for Monday would be an improper deduction that could jeopardize the exemption. Employers may substitute accrued leave under some policies, but the employee's total pay must still equal the full salary.

282. Answer: D — 36 months

Divorce or legal separation is a qualifying event for the spouse, and qualifying events for dependents such as divorce, death of the employee, Medicare entitlement of the employee and loss of dependent-child status allow up to 36 months of coverage. Eighteen months applies to termination or reduction in hours, and 29 months applies only when an 18-month period is extended for a disability.

283. Answer: D — No, she can challenge the invalid release without first returning the severance.

In Oubre v. Entergy Operations (1998), the Supreme Court held that an employee who signed a release that fails OWBPA requirements need not tender back the severance before suing under the ADEA. A release that does not comply cannot bar the ADEA claim, and requiring repayment first would undercut that rule. Any recovery may later be reduced, but repayment is not a precondition.

284. Answer: B — Explain that more control adds joint-employment risk and route pay and discipline through the agency

The more control a client company exercises over workers' pay, discipline and terms of employment, the more likely it is to be treated as a joint employer and share liability. HR should keep those decisions with the agency and work with it on response times. Documentation does not reduce control, and allowing direct discipline still adds to the company's exposure.

285. Answer: B — Explain that the policy pays severance only for a signed release

When severance is not otherwise owed, an employer may lawfully condition it on a release, and the release needs that consideration to be valid. Paying it anyway or in part undermines the policy and consistent treatment, and earned final wages must be paid regardless, so they cannot be held to force a signature.

286. Answer: D — Say she cannot comment on rumors or confidential matters and that employees will be told what they need to know.

The HR manager must honor the confidentiality obligation without lying: a neutral statement that she cannot discuss rumors or confidential matters, plus assurance that employees will be informed appropriately, protects both the deal and her credibility. Denying the rumor is dishonest and will damage trust when the sale is announced. Disclosing it, even in confidence, breaches her agreement, and redirecting him to an uninformed supervisor simply avoids the question.

287. Answer: A — A worker whose pay goes to a bank account also used by another employee and who has no benefit elections.

Ghost employees are fictitious or departed workers kept on payroll so someone else can collect their pay. Red flags include pay deposited to an account shared with another employee and an absence of the normal footprint of a real worker, such as benefit elections, tax form changes or time-off use. Seasonal overtime, garnishments and heavy leave use are all signs of a real, active employee.

288. Answer: D — Enlist the central connectors early as change champions to help spread and shape the message

ONA maps the informal networks through which information and influence flow. Involving well-connected employees early lets HR use their credibility to spread accurate information and gather feedback, increasing adoption. Protecting connectors from overload can matter, but sidelining them during a change wastes the influence ONA was meant to find. Promoting people based only on network position is not a sound basis for selection, and relying only on formal leaders misses the informal channels.

289. Answer: B — Ask each what they need to work well and build options from that

Interest-based resolution looks beneath stated positions to needs such as concentration and comfort, which can lead to solutions like headsets, a call room or a space heater that satisfy both. A midpoint compromise leaves both dissatisfied. Having the manager decide or relocating one person may end the clash but misses solutions that serve both.

290. Answer: B — Treat the on-call time as hours worked, since the limits keep them from using it freely.

On-call time off the premises becomes hours worked when the restrictions are so tight that employees cannot effectively use the time for their own purposes. A very short response time, a tight geographic limit and frequent calls together point strongly to compensable time. A stipend does not satisfy the FLSA if it falls short of pay owed for all hours worked, and the time counts whether or not a call comes in.

291. Answer: D — Negative transfer

Negative transfer occurs when prior learning interferes with performance of a new task, which is what happens when well-practiced habits from the old controls produce errors on the new model. Positive transfer is when prior learning helps new performance. Skill decay is the loss of trained skills through disuse, which is not the problem here because the drivers are actively applying old habits.

292. Answer: C — Illusion of unanimity

Janis described the illusion of unanimity as the false assumption that silence means agreement, which leads the group to believe everyone supports a decision. The illusion of invulnerability is excessive optimism about the group's choices, collective rationalization is discounting warnings, and mindguards shield the group from information that challenges its views.

293. Answer: A — Give one consistent, documented reason for the firing and attach the warnings and related policy.

A strong position statement is accurate, complete and supported by documents, and it states the same legitimate reason the company gave at the time. Adding new or shifting reasons is a common sign of pretext. Holding back key documents weakens the response, and replacing the documented safety reason with a vaguer one undermines the employer's credibility.

294. Answer: A — Share specific examples of confusing phrases and help the executive rewrite in plain language.

Specific, behavior-based coaching helps the executive see which phrases cause confusion and how to say the same thing in plain, globally understood language, while keeping an engaging, personal style. Subtitles translate the words but not culture-bound idioms, and separate regional sessions fix the problem after the fact. Removing all humor is an overcorrection, since inclusive humor can still build connection.

295. Answer: C — To align each unit's goals and measures with the enterprise strategy

Cascading translates enterprise objectives into unit-level objectives and measures so that every department's work supports the overall strategy. It does not replace the enterprise scorecard or give departments free rein. Using scorecards mainly to rank managers misses their purpose of alignment and strategy execution.

296. Answer: A — Employees take cues from what their direct supervisor does, which signals that the new tool is truly expected.

Role modeling by the immediate supervisor is one of the strongest signals of what behavior is truly valued, so visible use tells employees the change is real and safe to try. Supervisors are not usually more expert than trainers. Training still matters, since awareness and knowledge are prerequisites for change; it simply does not substitute for visible sponsorship. Monitoring and enforcement do not explain faster voluntary adoption.

297. Answer: B — That the union must represent him on the same basis as members, and he may file a charge with the NLRB.

Conditioning grievance processing on a fee charged only to nonmembers treats employees differently based on membership, which breaches the union's duty of fair representation and can violate Section 8(b). HR can tell the employee about his right to file an NLRB charge without taking sides in the union's internal affairs. Processing the grievance outside the contract and without the union would bypass the exclusive representative.

298. Answer: B — Short, clear safety directions: where the threat is and whether to shelter or evacuate.

In an active emergency, the first message must tell people what to do right now to stay safe, in brief, plain language. Background details can wait and may be unconfirmed. Telling people to carry on as usual or to wait for later details could put them in danger.

299. Answer: B — $450,000

Incremental cost is the change in total cost caused by the decision: $400,000 + $50,000 = $450,000. The $2,450,000 figure is the total cost of both shifts, which includes costs the plant already incurs, and $1,225,000 is the average cost per shift, which is not relevant to the add-or-don't decision.

300. Answer: B — Provide clear direction on the team's purpose, goals and individual roles.

A new team is in the forming stage, when members are uncertain and depend on the leader, so a directive style that clarifies purpose, goals and roles works best. Stepping back or delegating fits later stages, once the team has the cohesion and skills to manage itself. Drawing out conflict over decision rights is a storming-stage task, not the first priority.

301. Answer: A — An employee privately asks to have her own review score raised, with no mention of coworkers

Purely individual gripes that seek only a personal benefit and have no link to group action are generally not concerted. Seeking coworker support for a group request, speaking for others, and helping a coworker press a wage claim all involve or are aimed at group action about working conditions. A private request to change only one's own rating is the most individual of the four.

302. Answer: C — Use a structured selection process that also assesses adaptability and family readiness

Expatriate assignments often fail because of poor cultural adjustment and family issues rather than technical skill, so selection should assess adaptability, motivation and family readiness alongside expertise. Rejecting the engineer without assessment is premature, since he may still be a good fit. Language classes help but do not address adjustment or the spouse's career.

303. Answer: B — Common competency model worldwide, with locally designed recruiting methods

Glocalization keeps a shared global framework, such as one competency model, while letting each country adapt how it is put into practice, such as recruiting channels. Identical benefits everywhere is a purely global approach that ignores local law and norms, and fully separate models are purely local. Headquarters-run interviews centralize control rather than balancing global and local.

304. Answer: B — Earlier access to non-redundant information and influence over how it flows

Burt argues that brokers who span structural holes gain information benefits, reaching diverse, non-redundant information sooner, and control benefits, shaping how information and opportunities move between groups. Brokerage does not confer formal authority. Emotional support is typically a benefit of strong, dense ties, not of bridging positions.

305. Answer: B — The employee is paid below the range minimum by an amount equal to 15% of the range width.

Range penetration = (pay - minimum) / (maximum - minimum) = ($47,000 - $50,000) / $20,000 = -15%, so a negative result means pay is below the minimum by 15% of the $20,000 width. The $3,000 shortfall is only 6% of the $50,000 minimum, so reading the result as a percentage of the minimum is wrong. Penetration is measured from the minimum, not the midpoint.

306. Answer: C — It gives everyone one approved, up-to-date source, so answers stay consistent.

A single source of truth gives managers and employees one approved, current place to check, which reduces conflicting information and lets HR correct answers in one spot. It supports manager conversations rather than replacing them. It does not transfer legal responsibility, and it cannot guarantee that anyone reads the full plan document.

307. Answer: C — Meet with stakeholders to reset milestones and secure the resources needed to finish

When an initiative falls behind, the manager should re-plan with stakeholders, adjusting milestones, reassigning work or adding resources so the project still supports the company goal. Holding the original deadline without added resources is unrealistic, and pausing or deferring the project gives up on a goal the business needs this year.

308. Answer: A — 4.5:1

WCAG Level AA requires a contrast ratio of at least 4.5:1 for normal text. The 3:1 ratio applies to large text, and 7:1 is the stricter Level AAA requirement for normal text.

309. Answer: D — Raters may adopt a new response set, shifting scores without judging performance better

Research on rater error training shows it can teach raters to avoid certain rating patterns, such as clustering or high ratings, which changes distributions without improving accuracy and can even reduce it. Frame-of-reference training, which builds a shared understanding of what performance looks like at each level, is the better-supported way to improve accuracy.

310. Answer: B — $10,000

The overlap runs from the grade 4 minimum ($50,000) to the grade 3 maximum ($60,000), so it equals $60,000 - $50,000 = $10,000, or half of grade 3's $20,000 width. The $20,000 and $25,000 figures are the widths of grades 3 and 4, and $15,000 is the gap between the two maximums.

311. Answer: D — Assignments that close those gaps, such as owning part of the budget and joining bargaining

Succession development should target the specific gaps between the successor's current capabilities and the role's demands, and on-the-job assignments such as owning a budget and taking part in bargaining build those skills most effectively. Deepening production skills builds on an existing strength, a generic course does not address her gaps, and waiting defeats the purpose of a 1-2 year readiness plan.

312. Answer: D — Have her functional manager gather input from both project managers first

In a matrix, the formal reviewer is usually the functional manager, but a fair review requires input from the project leaders who see the work. Rating only technical skills ignores most of her performance, and separate or single project-manager reviews leave out perspectives and create conflicting records.

313. Answer: D — Report turnover of 10% for referrals versus 20% for job boards, and shift more effort to referrals while tracking results.

Referral turnover is 5 / 50 = 10%, and job board turnover is 18 / 90 = 20%, so referral hires left at half the rate. Comparing raw counts (18 versus 5) overstates the gap as more than threefold. Even with a clear difference, the data show an association, not proof of cause, so shifting effort while monitoring results is sounder than eliminating a source outright.

314. Answer: C — 10.0%

Percent change = (new - old) / old x 100 = (275 - 250) / 250 x 100 = 25 / 250 x 100 = 10.0%. Dividing by the ending headcount instead (25 / 275) gives 9.1%, and 25.0% treats the raw change of 25 employees as a percentage. 110.0% is the ending headcount as a percentage of the starting headcount, not the increase.

315. Answer: C — Apply company policy, explain the benefits impact and assess coverage before deciding

Without FMLA coverage, the request is governed by company policy and business needs, so HR should apply the policy, confirm how the change affects her benefits eligibility and assess whether the team can still meet its deadlines. Denying a request is not automatically discriminatory when it is based on consistent, legitimate criteria. Ignoring the medical plan's eligibility terms can create problems with the plan and the insurer.

316. Answer: A — Thank her, check her pay against the company's survey data, and explain what HR finds

Crowd-sourced data often has unclear job matches and unverified entries, but the employee's concern still deserves a real review. HR should compare her pay with the company's validated market data and range, then explain how pay is set and what it found. Dismissing her concern damages trust, and adjusting pay to unvetted data is inconsistent with the company's practice.

317. Answer: D — Yes, if she reasonably and in good faith believed the conduct was unlawful

Opposition is protected when the employee reasonably and in good faith believes the practice is unlawful, even if it turns out not to be. Requiring an actual violation would discourage employees from raising concerns early. Complaints made in bad faith are not protected, and internal complaints are a classic form of opposition activity.

318. Answer: C — Meet with him to explain the plan's purpose and how the data will be used, and address his concerns directly.

Resistance like this usually stems from a specific concern, here a fear of budget cuts, so the HR partner should first build understanding and trust by explaining the purpose, how the data will be used and what is in it for the department. Escalating before trying to resolve the concern damages the relationship and may be needed only if dialogue fails. Quietly pulling the data deepens mistrust, and excluding the department leaves the plan incomplete.

319. Answer: B — Feelings are kept in check and rarely shown openly during discussion.

Neutral cultures value emotional control: people keep their feelings in check, and an even, controlled manner signals professionalism. Affective cultures express emotions openly through words, gestures and tone, and see that expression as natural. A visitor from an affective culture may misread neutral colleagues as cold or uninterested.

320. Answer: D — Keep the job-based cutoff, since an arbitrary jump could raise adverse impact, and manage volume another way.

Under Title VII, a selection practice that causes adverse impact must be job related and consistent with business necessity, so a cutoff should reflect the proficiency the job actually requires. Raising it only to cut volume, with no link to job requirements, can increase adverse impact and would be hard to defend. Validity does not justify any cutoff, a temporary change still treats applicants inconsistently, and hiring by arrival order throws away the test's value.

321. Answer: D — Self-selection bias, because those who choose to respond may differ from those who do not.

When participation is opt-in, people with strong opinions, or those who are most engaged or most upset, are more likely to respond, so the results may not represent the workforce. Acquiescence bias is a response style that affects answers once someone participates, not who participates. Interviewer bias requires an interviewer, and recall bias concerns memory of past events.

322. Answer: B — $72,000

Blended rate = 0.60 x $70,000 + 0.40 x $75,000 = $42,000 + $30,000 = $72,000. Reversing the weights gives $73,000, and a simple average of the two medians gives $72,500.

323. Answer: A — Acknowledge her report, preserve the screenshot, and escalate the issue for prompt review.

The first priorities are to respond to the employee respectfully, keep the evidence, and get the tool owner to review the output and fix or restrict it quickly. Waiting for a vendor explanation before replying leaves the employee unheard. A company-wide warning or a permanent shutdown are drastic steps that should follow, if at all, from understanding what happened.

324. Answer: C — Invite concerns openly, respond to them without blame and show what she does with the input

Psychological safety grows when a leader actively invites input, reacts constructively and demonstrates that speaking up leads to action. Mandates and review consequences add pressure rather than safety, and a survey routed to her own manager delays the behavior change she can make immediately.

325. Answer: D — Listen neutrally, ask for specific examples, and assess whether the concerns call for follow-up

An exit interviewer should listen without defending anyone, gather specifics and then decide whether the information calls for action, such as an inquiry, coaching or a look at turnover data for that team. Comments that suggest a pattern of mistreatment and flight risk should not be filed away just because the speaker is leaving. Passing her comments straight to the supervisor breaches trust and could invite retaliation against colleagues who remain.

326. Answer: B — Use the system's delegation feature to give the assistant approval rights for the two weeks

Most MSS systems let a manager delegate specific approvals to another user for a set period, which keeps the work moving while recording every action under the delegate's own login. Sharing a password breaks individual accountability and gives the assistant access to everything the manager can see. Holding timecards can delay pay, and HR approving hours it cannot verify weakens the control.

327. Answer: C — To detect agreeing with everything; their scores are reversed before items are combined.

Some respondents tend to agree with statements regardless of content, which is acquiescence bias. Mixing in reverse-worded items helps detect and offset that pattern, and those items are reverse-scored (for example, 5 becomes 1 on a 5-point scale) so a high score always means a favorable response. Leaving them as given would make the combined index meaningless, since high scores would mean opposite things on different items.

328. Answer: A — Send a written demand with prepaid shipping and check state law before any deduction

A clear written demand with prepaid return shipping is the practical first step, and the device can also be locked remotely to protect data. Deductions for unreturned property are tightly limited: many states require written authorization or prohibit them, and under the FLSA a deduction cannot reduce a nonexempt employee's pay below minimum wage or overtime due. Withholding final pay can violate state final-pay laws, and a police report is a later option if the demands fail.

329. Answer: B — Use a short set of planned probes, written in advance, that any interviewer may ask any candidate.

Structure comes from standardization, and planned probes keep follow-up consistent while still letting interviewers clarify vague answers. Banning all probes is not required and can leave interviewers with too little information to rate an answer. Improvised or selectively used probes bring back the inconsistency and bias that structure is meant to remove.

330. Answer: C — Adopt a BYOD policy and use app-level security that can wipe company data from a lost phone

A bring-your-own-device policy combined with mobile device management or app-level controls lets employees use the app while enforcing passcodes and encryption and allowing company data in the app to be wiped remotely if a phone is lost or the employee leaves. The vendor does not control the security of each employee's phone. Issuing company phones is costly, and full control of personal phones is overly intrusive and hurts adoption.

331. Answer: B — Reinstatement with back pay plus interest, minus what the employee earned in the interim

The Board's standard remedy for an unlawful discharge is an offer of reinstatement to the same or a substantially equivalent job, plus back pay with interest. Interim earnings from other work are deducted from back pay. The NLRA does not provide double or liquidated damages, and reinstatement does not depend on filing a grievance.

332. Answer: D — Combine a validated culture survey with focus groups, interviews, and observation of daily practices.

Culture has visible and hidden layers, so a sound assessment combines quantitative data across the workforce with qualitative methods that surface underlying norms and assumptions. Written statements show espoused values, not actual culture, and executives alone often see a different culture than frontline staff. Engagement scores measure employee attitudes and are not designed to describe shared norms and assumptions.

333. Answer: B — Correct it quickly on the same channels, confirm there is no threat, explain the error, and offer EAP support.

A false alarm must be corrected quickly through the same channels that carried it, so everyone who got the alert also gets the correction. Briefly explaining what happened, what will prevent a repeat and where to get support acknowledges the real stress employees felt and protects trust in future alerts. Waiting for the full review or relying on informal messages leaves people anxious and uninformed.

334. Answer: D — Speak directly to the workers in short segments and check that they understand.

Good practice with an interpreter is to look at and address the listeners directly, pause after short segments so the interpreter can convey them accurately, and check understanding along the way. Talking to the interpreter instead of the workers sidelines them, and long passages increase the risk of omissions. A bilingual supervisor lacks interpreter training and may raise impartiality and confidentiality concerns.

335. Answer: C — Thank her for being open and ask what would make staying more attractive

Her openness is a chance to learn what is driving the search and whether the company can address it; the cause may be growth, flexibility, or the manager relationship rather than pay. An immediate counteroffer guesses at the cause, and recruiting a replacement or warning her signals distrust and may push her out the door.

336. Answer: B — Rebalance requisition loads using workload data and track the effect

The data points to an overload problem rather than a performance problem, since a recruiter carrying more than twice the typical requisition load will slow down regardless of skill. Redistributing work or adding support, then tracking whether time to fill recovers, addresses the cause. A performance plan blames the individual, overtime is unsustainable, and lowering standards trades speed for quality.

337. Answer: C — 2.0

Deviations from the mean are -3, -1, -1, -1, 0, 0, 2, and 4; their squares are 9, 1, 1, 1, 0, 0, 4, and 16, which sum to 32. The population variance is 32 / 8 = 4, and the standard deviation is the square root, 2.0. Stopping at the variance gives 4.0; dividing by n - 1 (the sample formula) gives about 2.1; and averaging the absolute deviations (12 / 8) gives 1.5.

338. Answer: D — The employer voluntarily recognizes the union after it shows signed cards from a majority of the unit.

An employer may voluntarily recognize a union that demonstrates majority support, most often through authorization cards, without an NLRB election. Recognizing a minority union is unlawful assistance under Section 8(a)(2), so a 30% showing is not enough. Filing a petition only starts the election process, and supervisors are not employees under the NLRA.

339. Answer: C — Work with managers to define observable behaviors for each value and use them as review anchors.

Turning values into specific, observable behaviors makes them actionable and lets managers rate employees consistently. New wording does not make values more concrete, and a single overall rating keeps the same vagueness that caused inconsistent reviews. Letting each manager define the values makes ratings even less consistent.

340. Answer: D — Explain that department-level patterns may not hold for individual employees

Drawing conclusions about individuals from group-level averages is the ecological fallacy: a relationship across departments can be caused by differences between departments, such as technology or management, and need not apply to individuals within them. Individual training decisions should rest on individual-level data such as skill gaps. A stronger or larger department-level analysis has the same limitation.

341. Answer: D — Replace the coded terms with neutral descriptions of the actual duties and required skills.

Research on gendered wording shows that masculine-coded terms like "aggressive" and "dominant" can reduce how appealing a posting feels to many women, so the best fix is to describe the job's real duties and requirements in neutral language. An EEO statement does not undo the effect of the wording itself, and swapping in feminine-coded terms simply introduces a different slant.

342. Answer: C — Advise against the move, because a jointly signed safety letter is protected concerted activity

A letter signed by several employees about workplace safety is classic concerted activity for mutual aid or protection. Moving the author to a worse shift because of it is adverse action that would likely violate Section 8(a)(1), regardless of pay. Citing a chain-of-command policy does not cure retaliation for protected activity, and delaying the move to hide the motive is still unlawful.

343. Answer: C — The ability to understand and describe how the system reached a recommendation

Explainability is the degree to which people can understand and describe the factors and logic behind an AI system's output, which HR needs in order to justify decisions and detect bias. Producing consistent results is reliability, sharing source code is a form of transparency that may not make reasoning understandable, and explaining policies is a chatbot feature.

344. Answer: B — Removing the essential function is not required, but other options should be explored

Eliminating an essential function is not a reasonable accommodation, because the ADA protects qualified individuals who can perform essential functions with or without accommodation. The employer should still consider other options, including reassignment to a vacant position. Moving straight to termination skips the interactive process.

345. Answer: A — Look into the interview stage, since a good bottom line does not excuse adverse impact at one step

In Connecticut v. Teal (1982), the Supreme Court held that a favorable bottom line does not shield an employer from liability for adverse impact at a particular step of the process. HR should review the interview stage, including its structure, scoring and job-relatedness. Removing the interview without analysis is premature, and waiting for overall results to change leaves known stage-level impact unaddressed.

346. Answer: A — Observation; workers may change their behavior because they know they are being watched.

Direct observation captures what people actually do on the job, which works well for physical, repetitive tasks like picking. A key limitation is the observer effect, also called the Hawthorne effect, in which workers act differently when watched. Observation is better suited to short-cycle tasks than to long or mental ones, and inflated self-reports are a limitation of interviews and questionnaires, not observation.

347. Answer: A — Help it draft a charter with an executive sponsor, specific waste goals and tracking.

An employee green team works best with a clear charter, visible leadership support and measurable goals, such as a target reduction in waste with regular tracking, which also gives the CFO the results he wants. An informal group with no targets tends to fade, and handing the effort to one manager removes the employee ownership that drives engagement. Forcing participation undercuts the voluntary energy that prompted the request.

348. Answer: D — Esteem needs

Recognition gives employees respect, status and a sense of accomplishment, which are esteem needs. Social needs concern belonging and relationships, which recognition can support indirectly but does not primarily address. Safety and physiological needs relate to security and basic survival, which are met mainly through pay, benefits and safe working conditions.

349. Answer: A — Work diary or log method

In the work diary or log method, employees record what they do and how long it takes over a set period, which captures varied and infrequent tasks. The critical incident technique collects examples of especially effective or ineffective behavior rather than a running record of daily activity.

350. Answer: A — An employee skills inventory

A skills inventory records employees' skills, experience, education and career interests, so HR can see who could fill future roles from within. Labor market reports describe external supply. Engagement surveys and exit interviews provide useful retention data but do not catalog what employees can do.

351. Answer: C — Ask each overdue manager's leader to follow up directly, citing the legal requirement and the deadline

When a requirement is legally mandated and time is short, legitimate authority is the right lever: direct follow-up from each manager's own leader, referencing the legal obligation, is the most likely to produce completion. More reminders have already failed. Incentives treat a mandatory duty as optional, and publicly shaming departments can damage relationships HR will need later.

352. Answer: D — Ask remote staff where the gaps are, then adapt HR's service channels and hours

Service design should start from the needs of the people being served, so HR should gather specific input from remote employees and then adjust channels (virtual office hours, chat, virtual events) and timing to close the gaps. Requiring office visits shifts the burden to employees, and pointing to the portal ignores the access and inclusion issues they raised. Routing everything through one person may create a bottleneck without addressing the root cause.

353. Answer: A — Record what she said and what was observed, such as her changing the time she gave from 3:00 to 3:45.

Interview notes should capture key statements, verbatim where possible, and factual observations, leaving credibility judgments for the analysis section where they can be tied to evidence. Noting the specific change in the time she gave is objective and useful. Calling her "evasive" or rating her credibility in the notes is still a conclusion, not an observation, and can make the notes look biased.

354. Answer: C — Help them agree on splitting the overtime between the teams

Compromising is appropriate when goals are moderately important, both sides have reasonable claims and a deadline requires an expedient solution. A problem-solving session next week is tempting, but payroll closes in two hours, so collaboration is not feasible. Awarding hours by request order ignores the merits of each team's need.

355. Answer: D — 2%, meaning the company could be highly selective

Selection ratio = hires / applicants = 18 / 900 = 2%. A low ratio means many applicants competed for each opening, so the employer could be very selective, and valid selection tools add the most value in this situation. 50 comes from inverting the ratio (900 / 18). A low ratio points to a large applicant pool, not a small one.

356. Answer: A — They are ignored, except that ordinary eyeglasses or contact lenses are considered

The ADAAA reversed Sutton v. United Air Lines and requires that substantial limitation be assessed without regard to the ameliorative effects of mitigating measures such as medication, hearing aids and prosthetics. The one exception is ordinary eyeglasses or contact lenses that fully correct visual acuity, whose effects are considered.

357. Answer: D — Supervisors about restrictions, first aid staff, and government investigators

Medical information must be kept confidential and in separate files. The ADA allows disclosure to supervisors and managers about necessary work restrictions and accommodations, to first aid and safety personnel if emergency treatment may be needed, and to government officials investigating compliance. Supervisors generally do not need the diagnosis, and curious coworkers have no right to the information.

358. Answer: C — Identifying skill gaps to plan the employee's training for next year

Developmental uses of appraisals focus on improving the employee, such as identifying training needs, coaching and career planning. Administrative uses support personnel decisions, including merit pay, promotions, layoffs and terminations. Merit increases, reduction-in-force selection and promotion rankings are all administrative decisions.

359. Answer: A — Paid, supervised on-the-job training combined with related classroom or technical instruction

Apprenticeships combine structured, supervised on-the-job training with related technical instruction, and apprentices are paid employees whose wages typically rise as they gain skill. Job shadowing lacks the structured instruction and length, a school program lacks the on-the-job training, and internships are a different, usually shorter arrangement.

360. Answer: A — 25.0%

First-year turnover uses the cohort's hires as the denominator: 35 / 140 = 25.0%. Dividing by the 105 who stayed gives 33.3%, and 75.0% is the cohort's first-year retention rate. Dividing by company headcount (35 / 1,000 = 3.5%) mixes the cohort with long-tenured staff and hides early attrition.

361. Answer: D — It offers no consideration beyond what she is already legally owed.

A release is a contract, and a contract needs consideration: something of value the person is not already entitled to receive. Final wages and vacation pay that the law requires the company to pay cannot serve as consideration, so the company must add something extra, such as severance pay or subsidized COBRA premiums. Releases do not need a notary, have no general 30-day offering window and can be used for involuntary terminations.

362. Answer: D — Work with leaders to quickly issue a clear, factual statement to all employees

Rumors fill an information vacuum, so the best first step is a prompt, factual message from a credible source, ideally with a way for employees to ask questions. Silence lets the rumor grow. Disciplining employees for discussing job security on social media can violate their NLRA Section 7 rights, and trying to get posts removed delays the response without correcting the record.

363. Answer: C — Home pay continues, plus a per diem or expense reimbursement

Short-term assignments typically keep the employee on home payroll and benefits and add a per diem or reimbursement for lodging, meals and incidentals, because the family usually does not relocate. A full balance-sheet package is designed for long-term assignments, and localization suits permanent transfers.

364. Answer: B — Interview the witnesses and the employee now, and be ready to modify the discharge if the facts do not support it.

Just cause requires a fair and objective investigation before discipline, including hearing the accused employee's side. Gathering the facts now lets HR decide whether the discharge is supported and avoids defending a decision that arbitrators often overturn for lack of due process. Upholding the discharge without facts or reinstating without facts are both premature, and a resignation settlement may not be warranted until the evidence is known.

365. Answer: A — 15

The number of unique pairs is n(n - 1) / 2 = 6 x 5 / 2 = 15. Answering 30 forgets to divide by 2 and counts each pair twice, 36 squares the number of employees, and 21 uses n(n + 1) / 2, which wrongly includes comparing each employee with himself or herself.

366. Answer: C — Global social capital

Javidan's model has three parts. Social capital covers intercultural empathy, interpersonal impact and diplomacy, which together let a leader build trusting relationships across cultures. Psychological capital is the tempting choice, but it refers to openness and attitude, such as passion for diversity and self-assurance, rather than relationship building, and intellectual capital is knowledge of global business and cultures. Cultural capital is not one of the three components.

367. Answer: B — 5:1

The interview-to-hire ratio compares interviews with hires: 50 interviewed / 10 hired = 5:1, meaning about five interviews per hire. 20:1 compares screened candidates with hires, 4:1 compares screened candidates with interviews, and 100:1 compares applicants with hires.

368. Answer: B — The NLRA excludes state and local government employers, so the NLRB lacks jurisdiction

The NLRA's definition of employer excludes the United States, states and their political subdivisions, so a city's own employees are not covered. Their labor rights, if any, come from state public-sector bargaining laws. The Railway Labor Act covers railroads and airlines, not city bus systems, and individuals as well as unions may file NLRB charges in covered workplaces.

369. Answer: B — Decline to change the rating and help the VP document any current performance issues going forward.

Altering a finalized rating to support a decision already made falsifies a business record and would look like pretext if the termination were challenged. The ethical path is to keep the record accurate and address any real performance problems through current documentation and normal processes. Proceeding immediately with an at-will termination contradicted by the record creates the same pretext risk.

370. Answer: A — Review time records, workload and scheduling data with the shift supervisor to learn why overtime falls to those six employees

Concentrated overtime can come from staffing gaps, skills only those employees have, supervisor habits or misuse, so HR should look at the facts before acting. Approval rules, rotation or warnings may be useful later, but choosing one now assumes a cause. Warning the employees also treats them as wrongdoers before any evidence exists, and hours actually worked must be paid either way.

371. Answer: A — The employer's share of the employee's health insurance premium

The hidden paycheck is the money the employer spends on the employee that does not appear in gross pay, such as its share of insurance premiums, its matching FICA taxes, retirement contributions and unemployment and workers' compensation costs. Employee deferrals, withholdings and premium deductions come out of the employee's own pay, so they are not added value from the employer.

372. Answer: B — Treat it as a rough data point and combine it with other sources before setting the pay range.

With only three widely varying data points, one organization can swing the average heavily, so the figure is unstable and should be weighed with other information such as published surveys, similar roles, and internal equity. Treating the three-company average as the market rate gives false precision. There is no fixed ten-organization rule; small samples are usable with caution.

373. Answer: D — Post the role per policy and assess all applicants against job-related criteria, including her favored candidate

Following the posting policy and using consistent, job-related criteria protects fairness, reduces discrimination risk and builds trust in internal mobility, and the favored candidate can still win on merit. Documenting a preselected choice does not replace a fair process. A token posting is a sham that damages credibility, and the absence of objections does not override policy.

374. Answer: B — Announce the delay promptly, briefly explain why, give the new date and tell employees what to do meanwhile.

Honest, timely communication preserves trust during a change. Telling employees promptly why the launch moved, when it will happen and what to do in the meantime prevents confusion and wasted effort. Waiting lets rumors spread, a vague notice leaves employees guessing, and informal mentions produce inconsistent messages.

375. Answer: D — Reliability

In the trust equation, reliability reflects the repeated experience that a person does what she says she will, when she says she will. Credibility concerns the accuracy and expertise of what she says, and intimacy concerns how safe others feel sharing sensitive matters with her. Self-orientation is the denominator, and lowering it means focusing on the other party rather than oneself.

376. Answer: C — The employer need not lower the standard but must consider help in meeting it

An employer is not required to lower quality or quantity standards that apply uniformly as an accommodation. It must, however, consider accommodations that would help the employee meet the standard, such as equipment, schedule changes or workspace modifications. Termination without exploring those options risks a failure-to-accommodate claim.

377. Answer: A — 15%

ROE = net income / shareholders' equity = $1,200,000 / $8,000,000 = 0.15, or 15%. Inverting the ratio ($8 million / $1.2 million) gives 6.7, and decimal errors produce 1.5% or 150%.

378. Answer: B — Decline to bargain over the penalty in the interview and continue the investigatory questions

In a Weingarten interview, the representative may assist and counsel the employee, but the employer has no duty to bargain with the representative. HR can politely decline to discuss the penalty and continue gathering facts. The union may challenge any discipline later through the grievance procedure.

379. Answer: B — It keeps one person from both setting up a fake or favored vendor and authorizing payments to it.

Separation of duties is an internal control: when one person cannot both create a vendor and approve its invoices, fraud such as fictitious vendors or kickback schemes requires collusion and is easier to detect. Its purpose is fraud prevention, not speed or price negotiation, and it does not involve the external auditor reviewing every vendor.

380. Answer: C — The faltering company exception

The faltering company exception allows reduced notice for a plant closing when the employer was actively seeking financing or business in good faith and reasonably believed that giving notice would have prevented it from obtaining that help. It does not apply to mass layoffs. The unforeseeable business circumstances exception covers sudden external events and can apply to both closings and layoffs.

381. Answer: D — Confidential data may be retained or used by the provider outside the company's control.

Personal AI accounts fall outside the company's contracts and security controls, so sensitive investigation details may be stored, reviewed or used to train models, risking confidentiality breaches and privacy claims. Using AI for drafting does not by itself invalidate findings, and there is no EEOC notice requirement or right to a live interview tied to AI use.

382. Answer: A — Convenience allows ending with notice and no reason; cause requires a breach

Termination for convenience lets a party end the contract without giving a reason, usually with advance notice and payment for work already done. Termination for cause depends on the other party's material breach and often requires written notice and a chance to cure. Swapping the two definitions is the most common error.

383. Answer: C — Survey employees on commute modes, distances and barriers to set a baseline and targets.

Commuting emissions are Scope 3 emissions, and an effective reduction program begins with data on how employees travel, how far and what keeps them from using alternatives. That baseline shows which options, such as carpool matching, shuttles, remote work or transit benefits, will have the most effect, and it lets the company measure progress. A transit subsidy may do little in a suburb with limited service, and parking fees or chargers chosen before the data is in may misfire or create employee relations problems.

384. Answer: A — Compare total layoff costs, such as rehiring, retraining and unemployment tax effects, with cutting hours

Short-term layoffs often cost more than they appear to: rehiring and retraining expenses, lost skilled workers who do not return, and higher unemployment insurance costs. Comparing those costs with spreading reduced hours across the workforce lets leaders choose based on total cost. Bringing in agency staff makes no sense when the problem is too much labor, and a voluntary leave plan should follow the cost comparison rather than replace it.

385. Answer: C — The first is an interest dispute; the second is a rights dispute

Interest disputes concern what the terms of a new or renewed agreement will be, such as wage rates. Rights disputes concern the interpretation or application of the existing agreement, such as how a seniority clause was applied. Treating both as rights disputes is tempting because both involve contracts, but only the second turns on an agreement already in force.

386. Answer: D — Listen, acknowledge his concern and focus on what she can do

De-escalation starts with active listening and acknowledging the other person's concern, then shifting to solutions within the account manager's control. Leading with contract terms tends to escalate the dispute. Handing off the account or ending calls avoids the problem rather than addressing it, though escalation is appropriate if the behavior becomes abusive.

387. Answer: D — Mentees' development goals matched to mentors' experience, with input from both on preferences

Matches work best when they are built around what the mentee wants to develop and what the mentor can offer, and letting both parties state preferences improves commitment. Personality similarity repeats last year's mistake of optimizing rapport over purpose. Pairing within the reporting line can blur the mentor's role with performance evaluation and limits the mentee's perspective.

388. Answer: A — Compare the fully loaded cost of new hires with the ongoing cost of the overtime

The decision turns on cost: the overtime premium for the hours worked versus the fully loaded cost of new hires, including benefits, payroll taxes, recruiting and training. Comparing only base wages understates the cost of hiring. Worker preferences and local benchmarks can inform the decision but do not show which path costs less for a workload expected to continue.

389. Answer: B — Form small cohorts that meet with a trained coach regularly to work on shared challenges and peer learning.

Group coaching gives many people access to a skilled coach at lower cost per person and adds peer learning on the common problems new supervisors face. Coaching only the top 8 leaves most new supervisors without support during a risky transition, and self-paced modules or lightly trained managers rarely provide real coaching.

390. Answer: B — Report it at once to the privacy or IT security team under the incident response plan.

The first step is to escalate immediately so the incident response team can contain the exposure, such as recalling or purging the email, and assess what happened. Notification decisions for employees and regulators depend on that assessment and on applicable law. Handling it quietly within HR skips the required process and can delay containment.

391. Answer: C — Preserve the note and refer it to security and the threat assessment team to evaluate.

An anonymous threat should be treated seriously and evaluated by people trained to assess it, so HR should preserve the note as evidence and bring in security and the threat assessment team, which can decide whether to involve police and how to protect the accounting staff. Interviewing accounting employees may become part of the inquiry, but doing it before an assessment is made can tip off the author and spread fear. A company-wide email has the same problem, and dismissing the note ignores a possible warning sign.

392. Answer: A — The buyer, because the seller is responsible only for events up to the closing

Under WARN's sale-of-business rule, the seller is responsible for notice of layoffs up to and including the effective date of the sale, and the buyer is responsible afterward. The acquired employees become the buyer's employees at closing, so a layoff the week after closing is the buyer's responsibility. The statute does not impose joint liability just because layoffs follow a sale soon after.

393. Answer: C — Defer judgment so that no idea is criticized while ideas are being generated.

Brainstorming depends on deferring judgment, encouraging quantity and wild ideas, and building on others' suggestions; evaluation comes afterward. Judging ideas as they are offered suppresses creativity, and having the most senior person speak first tends to anchor the group around that person's view.

394. Answer: A — It sounds like you're carrying a lot, and work is hard to manage right now.

Empathy means understanding and reflecting the other person's experience from her point of view, which keeps the focus on her and invites further conversation. Sympathy expresses pity or sorrow from the listener's side; it is kind, but it keeps more emotional distance. Sharing a similar story shifts attention to the listener, and advising her to keep busy minimizes her situation.

395. Answer: C — Alert the pilot sponsors, look into the cause, and consider adding a quality measure to the incentive.

The pilot is revealing an unintended consequence: rewarding speed alone is encouraging employees to trade accuracy for volume. HR should raise the issue promptly, investigate, and consider adjusting the design, such as adding an accuracy component. Keeping the pilot unchanged protects the study design but lets customer-facing errors keep growing, and ending it at once discards useful information about a fixable design flaw.

396. Answer: B — 0.05; when few applicants are hired, a valid test can add a lot of value.

Selection ratio = number hired / number of applicants = 15 / 300 = 0.05. A low ratio means the employer can be very selective, so a valid test that ranks applicants accurately has more room to improve the quality of hires. Dividing applicants by hires gives 20, and 0.95 is the share rejected, not the selection ratio.

397. Answer: A — 40

Frontline supervisors needed = frontline employees / target span = 480 / 12 = 40. Adding the four managers needed to supervise those 40 supervisors gives 44, which goes beyond the frontline count the question asks for. Treating each team as 13 people (including the supervisor) gives about 37, and 48 uses a 1:10 span.

398. Answer: B — It likely violates Section 8(b)(3), because the union's duty to bargain in good faith bars preconditions to meeting.

Section 8(b)(3) imposes the same duty to bargain in good faith on unions that Section 8(a)(5) imposes on employers. Refusing to meet unless the other side first concedes a substantive point is a precondition to bargaining and is evidence of bad faith. A party may hold firm on a mandatory subject at the table, but it cannot make agreement a condition of coming to the table at all.

399. Answer: B — $14,000

Benefits cost per employee = total benefits cost / employees = $6,300,000 / 450 = $14,000 a year. The $1,167 figure is the monthly amount ($14,000 / 12), not the annual one, and the other two figures misplace the decimal.

400. Answer: B — Coach her on raising it with him directly, and offer help if that fails

For minor interpersonal issues, HR builds capability and keeps relationships healthy by coaching employees to resolve them directly, while making clear HR is available if the direct approach fails. Stepping in on her behalf or escalating to a manager turns a small issue into a formal matter and can damage the working relationship. Having her document incidents delays a simple conversation and adds formality the situation does not need.