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SHRM-CP

Practice Questions

Set 9

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 9 — Answer Key

Quick key first, then a full explanation for every question

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

Answers and Explanations

1. Answer: D — Less administrative work for HR and more accurate data, since employees enter their own

ESS lets employees update addresses, tax withholding and direct deposit, enroll in benefits and view pay stubs themselves. This cuts routine HR data entry and phone calls, and data is more accurate because the person who knows it enters it. ESS does not reduce the number of policies or change insurance premiums, and it shifts transactions, not employee relations duties.

2. Answer: B — Coaching is structured and goal-focused; mentoring shares a more experienced person's career wisdom.

Coaching is typically a structured, time-bound relationship focused on specific goals and performance, while mentoring is usually a longer-term relationship in which a more experienced person shares knowledge and guidance. Coaches can be internal or external, and mentors are often not the mentee's manager. Addressing past emotional issues is the role of therapy, not coaching.

3. Answer: B — Tell him to stop directing these messages to coworkers who have objected

Title VII does not require an employer to accommodate religious expression that imposes on coworkers who have made clear it is unwelcome, and continued conduct could create a hostile environment. Directing him to stop with those coworkers addresses the problem while leaving him free to hold his beliefs. A blanket ban on religious discussion goes too far and could itself raise discrimination concerns, and asking coworkers to put up with it ignores their complaints.

4. Answer: C — Prepare plans for both outcomes, with steps triggered by the decision

Scenario-based planning lets the nonprofit line up recruiting sources, job descriptions, and timelines in advance and act quickly once the decision arrives, without committing funds it may not receive. Hiring before the award risks layoffs if the grant is denied, and waiting to plan wastes the four months of lead time.

5. Answer: C — Compliance

Compliance means the target does what is asked but with minimal effort and without believing in the request. Commitment would involve internal agreement and extra effort to make the change succeed, and resistance would involve refusing, arguing or delaying. Identification is a term from Kelman's model of social influence, not one of Yukl's three outcomes.

6. Answer: A — HR can verify that rankings rest on job-related factors and explain decisions to employees who ask.

For high-stakes decisions such as promotion, being able to see which factors drive a ranking lets HR confirm they are job-related, spot proxies for protected traits, and give employees a credible explanation. Transparency does not exempt a model from adverse impact analysis or validation. Fewer promotions is not a legitimate goal and does not reduce legal exposure.

7. Answer: B — To allow ordinary courtesies while preventing gifts that could influence or appear to influence decisions

A nominal value limit draws a practical line: small tokens such as logo items are a normal courtesy, while anything of greater value risks creating a sense of obligation or the appearance of favoritism. The policy protects the integrity of business decisions. Tax treatment and gift sharing are not the purpose of the limit.

8. Answer: A — Acknowledge the specific act, take responsibility and commit to change

An effective apology names the specific behavior, accepts responsibility without excuses and states what will be different. Leading with explanations sounds like an excuse, and "sorry if you felt" shifts responsibility to the employee. Public praise later may help but does not repair the harm without an acknowledgment.

9. Answer: B — Set temporary structures, short-term goals and frequent check-ins

This is Bridges' neutral zone, the uncomfortable in-between period after the ending and before the new beginning. Bridges recommends temporary systems, short-term goals and frequent communication to give people stability and a sense of progress. Marking endings is a tactic for the ending phase, which has already passed, and staying silent increases anxiety.

10. Answer: B — 85.0%

The stability index divides employees with one year or more of service by the headcount one year ago: 272 / 320 = 85.0%. Using today's headcount (272 / 340 = 80.0%) mixes in new hires who could not yet have a year of service. 15.0% is the share of the original group who left, and 94.1% just compares the two headcounts.

11. Answer: A — Bargaining power of buyers

Buyer power is high when a single customer accounts for a large share of a seller's sales, which lets that customer push for lower prices and better terms. Supplier power is the mirror image, involving the firms that sell inputs to the manufacturer. Rivalry and substitutes do not describe one customer's leverage.

12. Answer: B — Explain that mediation is not appropriate and begin an investigation of the claims

Mediation depends on parties who can negotiate freely, and a significant power imbalance plus alleged intimidation and retaliation threats make that unrealistic and potentially harmful. Allegations of misconduct by a supervisor call for a prompt, impartial investigation. Letting the employee choose is tempting, but the employer must address alleged misconduct regardless, and placing that choice on an intimidated employee may pressure her.

13. Answer: A — Begin the interactive process with him to find an effective accommodation and log the accessibility gap with the vendor.

The ADA requires an interactive process to identify an effective accommodation (such as screen-reader compatibility, magnification or non-color cues), and the underlying design gap should go to the vendor so the tool meets accessibility standards. Requiring medical certification before any discussion is premature when the limitation is known and the need is obvious, and documentation may be requested only as reasonably needed. A coworker reader or the legacy tool may be stopgaps, but choosing them without talking to him skips the process and may not be effective.

14. Answer: A — As a cost center, so HR must show how its spending supports business results

HR usually is a cost center: it incurs costs but does not directly generate revenue, so its budget is managed on spending and HR leaders must show the value it adds. A profit center is accountable for both revenue and costs, which fits a business unit rather than a typical HR function. Investment and revenue centers are also accountability types that do not fit most HR departments.

15. Answer: B — Agree on weighted criteria such as cost, speed and impact, then score each option.

A decision matrix makes the choice transparent: stakeholders agree on criteria and their weights, and each option is scored against them. This builds buy-in and ties the recommendation to what matters most. Choosing on cost alone ignores impact, deferring to one leader skips the analysis, and running three pilots at once is costly and makes results hard to compare.

16. Answer: D — Share data on how client expectations are shifting and how AI can help teams meet them.

Kotter's first step is creating urgency, which works best when people see a credible external reason to change and a path to succeed. Sharing market data framed around helping teams meet client needs builds urgency without threat. Threatening job reviews creates fear and resistance. Forming a guiding coalition and celebrating wins are real Kotter steps, but they are later steps, not ways to create urgency.

17. Answer: B — Fewer management layers between frontline employees and the top of the organization

For a given headcount, each manager oversees more people when spans are wider, so fewer managers are needed at each level and the organization ends up with fewer layers (a flatter structure). Narrow spans have the opposite effect, creating taller hierarchies. Layers depend on both headcount and span, so saying the span has no effect is wrong.

18. Answer: D — Show the turnover tied to scheduling in operations terms, such as overtime, training hours and missed shipments

Managers act on issues framed in terms of their own goals. Translating scheduling-related turnover into its operational costs (overtime to cover vacancies, time spent training replacements, missed output) makes the business impact clear. Comments and benchmarks describe the problem but not its cost to operations, and going over the manager's head before trying a stronger business case damages the relationship.

19. Answer: B — Explain which records must be kept to meet legal obligations, and delete or anonymize other data per the retention schedule.

Legal retention obligations, such as payroll and I-9 recordkeeping rules, generally take precedence over a deletion request, but data that no longer serves a purpose should be disposed of under the retention schedule. Explaining this is honest and consistent with storage limitation. Telling her archived records were deleted would be deceptive, and deleting everything would break federal recordkeeping rules.

20. Answer: C — To show what would have happened without the program so its effect can be isolated

A control group experiences the same conditions as the pilot group except for the program, so differences in outcomes can be attributed to the program rather than to seasonality, company events or other factors. Without it, any change could have happened anyway.

21. Answer: C — Systematic error, because it shifts every score by the same amount in the same direction.

Systematic error biases scores consistently in one direction, so it affects accuracy even though the rank order of candidates stays the same. Random error varies unpredictably from one measurement to the next and tends to cancel out over many observations. Whether the error was accidental does not determine its type; its consistent, one-directional pattern makes it systematic.

22. Answer: C — 125 FTEs

FTEs equal total scheduled hours divided by the full-time schedule: (100 x 40 + 50 x 20) / 40 = 5,000 / 40 = 125. The figure of 150 is headcount, which counts each part-time employee as a full person. Counting only the full-time staff gives 100, and halving everyone gives 75.

23. Answer: D — Assign a trained liaison to each family to share verified updates and connect them with benefits and EAP.

A designated, trained liaison gives each family one consistent contact, shares only verified information, and helps them get workers' compensation, benefits and EAP support. A group email sharing each worker's condition would expose private medical information, and speculating about causes before the investigation ends creates legal and accuracy risks.

24. Answer: B — Base selection on documented, job-related criteria such as needed skills and performance records

Subjective criteria such as attitude and fit are hard to defend and can mask bias, increasing disparate treatment and disparate impact risk. Defensible RIF selection uses objective, job-related criteria tied to future business needs and supported by documentation, followed by an adverse impact review. Seniority is objective but may discard needed skills, and nothing in the facts suggests a union contract requires it.

25. Answer: C — 10%, showing an overall difference in pay but not whether women and men in equal jobs are paid unequally

The unadjusted gap is (men's median - women's median) / men's median = ($80,000 - $72,000) / $80,000 = 10%. Dividing by the women's median instead gives 11.1%, a common error. A raw gap reflects differences in job mix, level and tenure as well as any pay discrimination, so it cannot show whether equal work is paid unequally; that requires an adjusted analysis such as regression or cohort comparison.

26. Answer: B — Involve the charge nurses in testing and refining the process so their coverage concerns shape the rollout.

The charge nurses are informal leaders with real expertise about coverage, so involving them in design and testing addresses their concerns and turns them into advocates. Mandating use may get compliance but not commitment from influential people. Data from other sites helps but does not address their specific concerns, and exempting them undermines the change.

27. Answer: C — To signal the rules do not aim to limit Section 7 rights, though it cannot cure overbroad rules

A savings clause tells employees that the policy is not meant to interfere with their Section 7 rights, which can help in how a rule is read. The NLRB has held that a general disclaimer does not save a rule that is otherwise unlawfully broad, so the specific rules must still be narrowly drafted. The clause has no effect on NLRB jurisdiction and does not narrow the policy to union-represented employees.

28. Answer: D — 12,000 participants

Break-even units = fixed costs / (price - variable cost per unit) = $240,000 / ($50 - $30) = $240,000 / $20 = 12,000 participants. Dividing fixed costs by price alone gives 4,800, dividing by variable cost alone gives 8,000, and misplacing the decimal in the $20 contribution margin (using $2) gives 120,000.

29. Answer: A — Provide an interim measure, such as assigning ladder tasks to others, until documents arrive.

The EEOC's PWFA regulations encourage interim accommodations while the interactive process continues, and unnecessary delay can itself violate the law. Removing ladder work for now keeps her working safely. Forcing her onto leave is barred when another reasonable accommodation exists, and the PWFA does allow reasonable documentation for limitations that are not predictable assessments.

30. Answer: D — As a mandatory subject, so the employer must give the union notice and bargain before making the change

Hours of work, including shift length and schedules, fall within 'wages, hours, and other terms and conditions of employment' and are mandatory subjects. With no contract language waiving the union's right, the employer must give notice and bargain before changing shifts. Nothing in federal wage law prohibits 12-hour shifts; the FLSA only requires overtime pay for hours over 40 in a workweek for nonexempt employees.

31. Answer: D — A team of eight is too small to expect a normal distribution, so forced ratings may misstate actual performance.

Normal distributions describe large populations; a small group, especially an experienced and selected one, can easily be mostly strong or mostly weak performers. Forcing eight people into fixed percentages can make ratings arbitrary and unfair to individuals. Rounding categories, adding scale points, or averaging in peer ratings does not fix the basic problem that the group is too small for the curve to apply.

32. Answer: B — Avoidance of accountability

Lencioni defines avoidance of accountability as team members' reluctance to call out peers on behaviors or performance that hurt the team, leaving the leader as the only source of discipline. Fear of conflict concerns avoiding debate over ideas, whereas this example concerns failing to hold peers to agreed standards.

33. Answer: C — Request a short meeting tying the project to the acquisition and naming decisions needed

A distracted sponsor is best re-engaged by making the request easy and relevant: a brief meeting that links the project to the sponsor's current priority (career paths can help retain talent from the acquisition) and lays out the specific decisions needed. Longer status reports add to the sponsor's load without prompting action, and having the committee decide bypasses the sponsor's authority. Asking for a replacement is premature before a direct attempt to re-engage.

34. Answer: C — Review this year's actual spending and adjust for the activities in the new business plan

A sound budget starts from real spending data and then adjusts for planned changes, such as recruiting and onboarding for the new location. Adding a flat percentage repeats any past errors and ignores the business plan. A wish list from staff is not tied to business needs, and other firms' budgets reflect their own priorities and cost structures.

35. Answer: B — Explain what changed and why before the effective date, brief managers, and collect signed acknowledgments.

A policy change should be communicated before it takes effect, with a clear summary of what is different, why and when it starts. Briefing managers prepares them to answer questions and apply the rule consistently, and written or electronic acknowledgments document that employees received the change. Passive posting, late acknowledgments and leaving it to each manager all risk uneven notice and inconsistent enforcement.

36. Answer: D — Meet with claims staff to pin down the delays, and work with IT and the vendor to fix them.

Workarounds signal a real problem with the tool or process, so HR should first find out from users what is slow and help get it fixed. Banning spreadsheets without fixing the cause hurts productivity and morale, and refresher training assumes the problem is skill rather than performance. Tolerating shadow spreadsheets leaves data scattered outside approved systems and wastes the tool investment.

37. Answer: B — Prorate the goal for the time he was working and rate him on performance in that time

The FMLA bars employers from using FMLA leave as a negative factor in employment actions, including performance ratings. Prorating the goal to the roughly 40 weeks worked and rating actual performance during that time avoids penalizing the leave while holding him to the same standard. An automatic rating or skipping the review is not required and does not reflect his actual performance.

38. Answer: A — Define the business need, complete privacy, legal and bias review, then pilot with monitoring.

A sound approval workflow starts with the business problem, then checks privacy, legal, security and bias risks before a controlled pilot with monitoring. Running a full pilot before legal review exposes the company to risk, and signing contracts before defining the need reverses the logical order.

39. Answer: A — Meet with him to explain the reasoning and help him apply the policy next time

Rebuilding the relationship means a direct, respectful conversation that explains the policy basis for the decision and invests in the manager's capability so future discipline holds up. Imposing a lesser penalty to placate him would undermine the appeal process and consistency. A formal, distant stance leaves the rift in place, and going through his director avoids the direct conversation the relationship needs.

40. Answer: A — Testing whether regional turnover is related to changes in customer satisfaction

HR metrics are counts and rates that describe what happened, while HR analytics examines relationships between HR data and business outcomes to explain or predict results. Testing how turnover relates to customer satisfaction is analysis. Adding detail, adding year-over-year comparisons, or presenting the same figures on a dashboard still reports metrics without analyzing their link to outcomes.

41. Answer: A — Explain that HR must act, while limiting disclosure to those who need to know

Once HR knows of possible harassment, the employer is on notice and must take prompt, effective action; waiting can create liability and harm other employees. HR can keep the matter as confidential as the investigation allows and address her fears of retaliation. An informal word with the team lead skips the fact-finding needed to decide what corrective action fits.

42. Answer: B — Hallucination, in which a generative model produces plausible but false content

A hallucination is output that sounds authoritative but is fabricated, such as a policy section that does not exist. Drift is a gradual decline in performance as conditions change, overfitting is a training problem that hurts generalization, and data poisoning is a deliberate attack on training data. None of those describes inventing a citation.

43. Answer: C — Process flowchart

A process flowchart (process map) lays out each step and handoff in sequence, which shows bottlenecks, rework and waiting time. A cause-and-effect diagram sorts possible causes into categories but does not show the order of steps. A Pareto chart ranks causes by frequency, and a scatter diagram shows the relationship between two variables.

44. Answer: A — A grace period of up to two and a half months or a limited carryover, but not both in the same plan

IRS rules let a health FSA offer either a grace period of up to two and a half months after the plan year or a carryover of a limited, inflation-indexed amount into the next year, but a plan cannot offer both. Unused balances cannot be refunded in cash, which would violate the use-it-or-lose-it rule, and FSA funds cannot be moved into an HSA. A six-month grace period or an unlimited carryover is not permitted.

45. Answer: A — Respect local norms for titles, give clear direction, and invite input gradually and privately.

In high power distance cultures, employees expect a clear hierarchy and direction from leaders, so imposing an informal, flat style creates discomfort and silence. The manager can adapt by respecting local norms, providing direction and creating safe, gradual ways for staff to contribute, such as one-on-one conversations. Insisting on the headquarters style is ethnocentric, while dropping all input overcorrects and loses useful ideas.

46. Answer: B — Revise the goals now to reflect new priorities, documenting the change and the date in the performance record

When business direction changes, goals should be updated promptly so employees work on what matters now, and the revision should be documented so year-end ratings are fair and defensible. Rating against obsolete goals or adjusting informally at year-end creates confusion and inconsistency, and rating only effort and attitude drops measurable expectations for half the year.

47. Answer: B — Define fit by core values and behaviors and also assess culture add

Undefined culture fit invites bias and personal similarity judgments, so HR should define fit in terms of job-relevant values and behaviors and also consider what new perspectives a candidate adds. Dropping fit entirely loses a legitimate factor, and a second reviewer or better explanations still rely on the same undefined standard.

48. Answer: C — Coach him to prepare and lead the conversations himself, with HR present at first and then stepping back

Building a manager's capability means gradually shifting responsibility to him through preparation, practice and support until he can lead these conversations alone, with HR still available for high-risk cases. Continuing to lead them keeps the dependence in place. Abruptly withdrawing support or escalating to his director damages the partnership before coaching has been tried.

49. Answer: C — Employees are judged only on results and decide when and where they work

In a ROWE, employees have full control over when and where they work and are evaluated solely on the results they deliver. Requiring set online hours keeps a time-based expectation that a ROWE removes. A results-based bonus is a pay design, not a work arrangement, and making flexibility conditional on targets is not how a ROWE works.

50. Answer: A — Person analysis

Person analysis looks at individual employees or groups to determine who needs training and what kind, typically by comparing their current performance with required standards. Task analysis identifies the knowledge, skills and behaviors a job requires, but it does not determine which people lack them. Organizational analysis examines strategy, resources and support for training across the company.

51. Answer: C — Senior leaders explain why the business is changing; each supervisor explains how it affects the team.

Change management research (for example, Prosci's studies) finds that employees prefer to hear the business reasons for change from senior leaders and the personal impact from their immediate supervisor. Senior leaders carry credibility on strategy, while supervisors know how the change will affect each person's day-to-day work. Having senior leaders deliver everything misses the trust employees place in their own manager on personal questions.

52. Answer: C — Federal rules require keeping applicant records for one year from the record or the hiring decision

EEOC rules under Title VII and the ADA, along with ADEA regulations, require employers to keep applications and other hiring records for one year from the date the record was made or the personnel action was taken, whichever is later. A charge or lawsuit extends that period until the matter ends. Three years is the FLSA period for payroll records, not the general rule for applicant records.

53. Answer: D — Senior roles demand fast learning in new situations that experience does not cover

Learning agility is the willingness and ability to learn from experience and apply that learning in new, unfamiliar situations. Because more senior roles bring challenges that past experience does not prepare people for, agility predicts success better than current performance or technical mastery. It is related to, but distinct from, general intelligence.

54. Answer: B — 6.0%

Utilization rate = users / eligible employees x 100 = 84 / 1,400 x 100 = 6.0%. Dividing 84 by 1,000 gives 8.4%, and dividing 1,400 by 84 gives about 16.7, an inverted formula. A result of 0.6% comes from misplacing the decimal point.

55. Answer: A — Making required employer contributions lets the plan skip the ADP and ACP nondiscrimination tests.

A safe harbor 401(k) plan makes a required employer contribution, either a qualifying match or a nonelective contribution, and gives the required notices. In exchange, it is treated as passing the ADP test and, for matches meeting the rules, the ACP test. Safe harbor plans still file Form 5500 and remain subject to fiduciary duties, and safe harbor contributions generally must be fully vested rather than exempt from vesting rules.

56. Answer: A — Internal motivators, such as self-esteem, job satisfaction, and quality of life

Knowles noted that adults respond to external motivators such as promotions and pay, but that the most potent motivators are internal, including self-esteem, job satisfaction and quality of life. External rewards are a common answer because they do motivate, but andragogy ranks them below internal pressures. Competition and fear of discipline are not central to the model.

57. Answer: A — Meet with operations supervisors to acknowledge the failures, hear their specific problems, and agree on fixes

Repair starts with owning the impact and listening, which also produces the details needed to fix the real problems. Pointing to training shifts blame onto the department, and a vendor pitch ignores the damage already done. A rollback might later prove to be one of the agreed fixes, but deciding it without the supervisors' input skips the step that rebuilds trust.

58. Answer: B — Enable others to act

Enable others to act means fostering collaboration by building trust and facilitating relationships, and strengthening others by sharing power and information. Delegating approval authority, sharing budget data and creating working groups do all three. Inspiring a shared vision concerns describing a compelling future, and challenging the process concerns experimenting and innovating.

59. Answer: C — Ask for evidence the tool is valid for nursing jobs or plan a local validation before relying on it.

Validity is specific to jobs and settings, so evidence from software companies does not show the tool predicts nursing performance; the employer needs job-relevant evidence or a local study before relying on it. Assuming results transfer is the core mistake. More software-company references repeat the same gap, and an 80% check measures adverse impact, not whether the tool predicts performance.

60. Answer: B — Teach the steps in the order they are performed, then have learners practice the whole procedure

For a fixed procedure, a job-performance (chronological) sequence matches how the task is done and helps learners build an accurate mental model of the steps, followed by whole-task practice. Grouping by equipment or difficulty breaks the natural order, and practicing a 12-step lab procedure without instruction risks errors with patient samples.

61. Answer: D — They tie each rating point to specific examples of observable job behavior.

BARS anchor each point on the scale to concrete descriptions of effective and ineffective behavior drawn from job analysis, so raters share a common reference instead of interpreting vague labels. Forced distribution sets quotas for rating levels, which is a different method that does nothing to define what each level looks like.

62. Answer: D — Assess internal interest and local labor supply to set a sourcing plan

Workforce planning starts by analyzing supply: how many current employees will move to the new shift and what the tight external market can provide, then setting sourcing channels and timelines. Posting immediately or handing everything to an agency skips that analysis, and overtime cannot sustainably staff a full additional shift.

63. Answer: C — To show the full value of pay and benefits, including employer-paid costs

A total rewards statement is a communication tool that shows employees the full value of their employment, including base pay, incentives and the employer's often-unseen spending on benefits, retirement and payroll taxes. It is not a legal disclosure like the summary plan description and not a tax filing like Form W-2. Its aim is to improve understanding, appreciation and retention.

64. Answer: D — Role-play a short script that states the decision early and covers next steps

Layoff notifications go best when the message is delivered clearly within the first minute or two, followed by logistics such as pay, benefits and support resources; rehearsing builds the supervisor's confidence. Opening with a long business case delays the news, raises anxiety and invites debate. Giving informal heads-ups risks leaks and inconsistent messages, and taking the meetings away from him removes the employees' direct manager from a conversation he should own with HR's support.

65. Answer: A — To reduce the risk that courts treat the handbook as a contract limiting at-will termination

Courts in many states have found that handbook promises, such as discipline steps or job security, can create an implied contract. A clear, prominent disclaimer reduces that risk and preserves at-will employment. A disclaimer cannot override anti-discrimination or wage-hour laws, and it cannot limit employees' NLRA right to discuss working conditions.

66. Answer: B — They state messages directly and rely on explicit, detailed words

In low-context communication, meaning is carried mainly by explicit words, so speakers tend to be direct and put details in writing. Relying on shared history, implied meaning, nonverbal cues and relationship-building is characteristic of high-context communication. Understanding the difference helps HR adapt messages for global teams.

67. Answer: D — His verbal notice is enough; he needs no approval and cannot be made to find his own cover.

Under USERRA, advance notice of service may be oral or written, and the employee does not need to ask permission or provide orders before leaving. Staffing the absence is the employer's responsibility, so the employer cannot make the Reservist find a replacement. Applying the same rule to everyone does not help, because USERRA gives servicemembers rights other employees may not have.

68. Answer: A — A histogram showing employee counts in each tenure band

A histogram groups a continuous variable into bands and shows how many cases fall in each, which reveals the shape, center, spread and skew of a distribution. A line chart of averages and a pie chart of totals each collapse the data and hide its shape, and a scatter plot shows the relationship between two variables rather than the distribution of one.

69. Answer: A — Analyze ways to meet the date, such as cutting scope or adding staff, and show trade-offs

The PM's job is to give the sponsor a realistic picture: what it would take to meet the earlier date, what would be cut or added, and the risks of each option, so the sponsor can make an informed decision. Agreeing and squeezing testing and training invites a failed launch, and flatly refusing ignores a legitimate business need. Offering a workaround may be one option, but deciding it unilaterally takes the choice away from the sponsor.

70. Answer: C — They are likely eligible, because they have a reasonable expectation of being recalled.

The Board allows employees on temporary layoff to vote if they have a reasonable expectation of recall in the near future, judged by factors such as past recall practice, what the employer told them, and business conditions. A five-year history of recall and a communicated recall expectation support eligibility. Eligibility is decided by Board standards, not by agreement of one party.

71. Answer: A — Staffing agency, with 10% of applicants hired

Applicant-to-hire yield = hires / applicants: campus 10 / 200 = 5%, agency 4 / 40 = 10%, job board 18 / 600 = 3%. The job board produced the most hires because of its volume, but the agency turned the highest share of applicants into hires. Cost and quality by source should also be weighed before shifting spending.

72. Answer: D — Adopt and disclose a code for directors, officers and employees, and promptly disclose executive waivers.

NYSE listing standards require listed companies to adopt and disclose a code of business conduct and ethics for directors, officers and employees. Any waiver of the code for directors or executive officers must be promptly disclosed to shareholders. The narrower code covering only senior executive and financial officers comes from SOX Section 406, and no auditor certification of the code is required.

73. Answer: C — Offer to help coordinate priorities with the team and keep the manager's boss informed until a leader is named.

Leading without formal authority means helping the team stay organized and calm while respecting the reporting line. Coordinating priorities and keeping the manager's boss informed fills the gap without overstepping. Making staffing and policy decisions takes authority she does not have, and stepping back or making help conditional on a title leaves the team without support.

74. Answer: A — Hold a brief, private meeting with two company representatives present.

A termination meeting should be private, short and focused on communicating the decision and next steps. Having a second representative, often from HR, provides a witness and support if the employee reacts strongly. Debating the decision prolongs the meeting and suggests it could change, while a one-on-one meeting leaves no witness to what was said.

75. Answer: D — Turnover lags engagement, because disengaged employees often take months to find and accept other jobs.

Engagement is a leading indicator and turnover is a lagging one: employees usually disengage first, then spend time job searching, interviewing, and giving notice before they leave. The claim that surveys trail turnover reverses the actual sequence. Turnover can be tracked monthly, so a reporting schedule does not explain the delay.

76. Answer: B — Correct the record with the documented reason, then prepare managers better.

Shifting reasons undermine the company's case and can later serve as evidence of pretext in a discrimination or retaliation claim. HR should promptly clarify the record with the documented reason and supporting attendance records, then make sure managers who take part in future hearings know the documented reason. Changing the letter after the fact looks like fabrication, and adopting the new reason deepens the inconsistency.

77. Answer: A — Clear, repeated facts about what is changing and when

These employees are in the denial stage of the change curve. People in denial need clear, consistent information, repeated over time, about what is changing and when, so that the change becomes real to them. Making room for anger fits the later resistance stage, and involving people in design fits the exploration stage once they have accepted that the change is happening.

78. Answer: C — 10.6%

Average headcount = (300 + 340) / 2 = 320, and 34 / 320 = 10.6%. Using only the starting headcount (34 / 300) overstates turnover at 11.3%, and using the year-end headcount (34 / 340) understates it at 10.0%, which matters when headcount changed during the year. Dividing by the sum of both headcounts (34 / 640) gives 5.3%.

79. Answer: A — A tax-exempt bona fide private membership club

Title VII's definition of employer excludes the federal government (covered under a separate section), Indian tribes and bona fide private membership clubs that are tax-exempt. Religious organizations are covered employers; they may prefer people of their own religion, and the ministerial exception bars claims by ministers, but they are not excluded from coverage. State and local governments have been covered since 1972, and staffing firms are covered as employers and as employment agencies.

80. Answer: D — Explain that applicant demographic data are kept apart from selection decisions and used only for analysis

Voluntary self-identification data are collected for compliance monitoring and adverse impact analysis and should be kept separate from the application and away from decision-makers. Using race or gender in deciding whom to interview, even with good intentions, exposes the company to disparate treatment claims under Title VII. Documenting reasons or limiting the data to later stages does not remove the problem.

81. Answer: D — Two weeks of required annual training with his Reserve unit

USERRA's five-year cumulative limit excludes several kinds of service, including inactive-duty drills and required annual training, involuntary extensions and involuntary call-ups. Voluntary active-duty tours and extensions the member chooses do count toward the limit. The voluntary six-month tour is tempting because it is Reserve service, but because he volunteered for it, it counts.

82. Answer: D — The designer may qualify because her work relies on originality; the production artist likely not.

The creative professional exemption requires work that depends mainly on invention, imagination, originality or talent in a recognized artistic or creative field. Developing original campaign concepts meets that standard, while resizing images to someone else's specifications is technical work that does not. Working in a creative field is not enough, and a degree is the focus of the learned professional test, not the creative test.

83. Answer: C — Regular phishing awareness training paired with simulated phishing tests and coaching

Training that is repeated and reinforced with simulated phishing emails builds the habit of spotting and reporting suspicious requests, and results show who needs more coaching. A single video fades quickly. Deleting all outside email or blocking every link would disrupt normal business and still miss attacks, and technical filters work best alongside, not instead of, trained staff.

84. Answer: A — As input or activity measures that show volume rather than outcomes

Counts of participants, hours and courses describe what the training function did, which Phillips calls Level 0 input. They are useful for managing capacity and cost but say nothing about reaction, learning, behavior or results. Reporting them as outcomes is a common mistake that overstates what has been demonstrated.

85. Answer: D — At least 80% of flagged applicants would not actually commit theft

When a behavior is rare, even an accurate tool produces mostly false positives. Out of 100 applicants, 10 are flagged but at most 2 will commit theft, so at least 8 of 10 flags, or 80%, are false positives (8 / 10 = 80%). Treating the 10% flag rate or the 2% base rate as the error rate ignores how the two combine.

86. Answer: B — The union may decline to arbitrate a grievance it reasonably and in good faith concludes lacks merit.

Under Vaca v. Sipes, an individual employee does not have an absolute right to have a grievance taken to arbitration. A union that investigates and makes a reasoned, good-faith decision that a grievance lacks merit does not breach its duty of fair representation. Arbitration is costly, and the union controls access to it under most contracts; employer agreement is not required.

87. Answer: D — Any single covered person's claims that exceed $150,000 during the policy period

Specific (individual) stop-loss insurance reimburses the self-funded plan when one covered person's claims exceed the specific deductible, protecting against a single catastrophic case. Aggregate stop-loss is the coverage that applies when total claims for the whole group exceed a set level, often a percentage of expected claims. Stop-loss does not cover administrative fees or ERISA claims-denial lawsuits.

88. Answer: A — Making exceptions to a rule because of a close relationship with the person involved

Particularist cultures give more weight to relationships and specific circumstances than to universal rules, so obligations to friends and family can justify exceptions. Universalist cultures believe rules and contracts should apply equally to everyone, which describes the uniform contracts, detailed codes and equal treatment of friend and stranger.

89. Answer: B — Keep the rituals that drive results and study them for possible use in other stores.

The store's distinctive culture appears to drive its top results and is hard for competitors to copy, so HR should protect it and learn from it rather than standardize it away. Consistency has value, but forcing the script risks destroying a proven source of advantage. A vote or a partial compromise does not address what is actually producing the results.

90. Answer: B — Discuss the conflict and consider an alternative for that module while keeping the conduct rules.

Title VII's accommodation duty can apply to required training when an employee shows a sincere religious conflict. HR should identify the specific objection and consider an alternative, such as excusing the affirmation exercise, while still requiring him to know and follow the anti-harassment and conduct policies. Employers should not judge whether a belief is doctrinally correct, and a blanket exemption from all training goes far beyond the conflict.

91. Answer: B — Review workload and productivity data with the manager to confirm the need.

A workforce planning approach starts by confirming demand with data such as volume trends, productivity and overtime, which shows whether more people are the right answer and how many. Opening requisitions immediately commits the company to permanent cost on an untested request. Checking the budget or offering temps both assume the five-person need is accurate before anyone has analyzed it.

92. Answer: A — The different channels for raising concerns, including an anonymous option, and that retaliation is prohibited

An effective speak-up section offers several channels (manager, HR, compliance, a hotline with an anonymous option), explains what happens after a report, and makes clear that good-faith reporters are protected from retaliation. Requiring supervisor-first reporting fails when the supervisor is the problem. Demanding proof or promising to share reports with the subject discourages people from coming forward.

93. Answer: B — Disregard those details and evaluate her only on job-related qualifications.

Religion is protected under Title VII, and treating mothers differently based on assumptions about caregiving can be sex discrimination, so this information must not affect the decision. Recording it in the ATS or asking about childcare creates evidence of improper consideration. Dropping a qualified candidate because of what the recruiter saw is itself a decision based on protected information.

94. Answer: C — The same job-related knowledge, skills or abilities that the original assessment measures

An accommodation changes how an applicant is tested, not what is tested, so the alternative should measure the same job-related abilities through an accessible format. Lowering the standard or testing different content is not required and would treat applicants inconsistently. Measuring only unaffected skills could drop job-related requirements, and arbitrary content would weaken the selection process's job-relatedness.

95. Answer: C — Six months

In DelCostello, the Supreme Court applied the six-month limitations period from Section 10(b) of the NLRA to hybrid Section 301/duty of fair representation suits. The period generally begins when the employee knew or should have known of the union's final action on the grievance. Business days are not the measure, and longer state contract limitation periods do not apply.

96. Answer: C — Update the HRIS reporting lines and confirm approvers with each team

The problem is a practical gap in implementation, so HR should make the new reporting lines real in the systems that route approvals and confirm who approves what. A sentiment survey and a repeated announcement do not fix approval routing, and sending everything to a senior leader creates a bottleneck instead of using the new structure.

97. Answer: A — $10,000 for the base increase versus $2,000 for the lump sum

A base increase is paid every year it stays in salary: $2,000 x 5 years = $10,000, before any compounding from later percentage raises or pay-linked benefits. The lump sum is paid once ($2,000) and does not raise base pay, which is why lump sums help control long-term fixed costs.

98. Answer: C — Treat the logs as one data point, focus the talk on her output and give her a chance to explain the gaps

Idle time can reflect phone calls, reading paper files or other offline work, so activity data should prompt questions, not conclusions. The conversation should center on results and expectations and let the employee explain. Calling the logs conclusive proof is premature, monitoring should be disclosed under policy rather than hidden, and cutting a nonexempt employee's recorded hours without verifying actual work risks wage claims.

99. Answer: B — No reinstatement duty is triggered, because the offer to return is conditional

An employer's duty to reinstate economic strikers is triggered only by an unconditional offer to return to work. Tying the return to the rehiring of a discharged striker makes the offer conditional, so the strike continues and no reinstatement obligation arises yet. The duty arises only once the union drops the condition.

100. Answer: C — Facilitation

Facilitation uses a neutral third party to guide the process of a discussion, while the participants keep full control of the content and decisions. An arbitrator decides the outcome, and a fact-finder investigates and issues recommendations. Med-arb begins as mediation but gives the neutral authority to decide if no agreement is reached.

101. Answer: C — Review the agreement to determine whether the change must be bargained with the union before it takes effect.

Attendance and discipline rules are mandatory subjects of bargaining, so changing them without bargaining may be an unfair labor practice, and the contract may already set the rules. HR must check the agreement and bargaining obligations first. A pilot or advance notice is still a unilateral change, and polling employees directly can be unlawful direct dealing that bypasses the union.

102. Answer: A — Retirement eligibility dates by role, combined with historical retirement rates

With an older workforce, retirements are the biggest predictable source of separations. Eligibility dates combined with how often eligible employees actually retire give a role-level forecast. Applying last year's rate assumes the age mix has no effect, which is exactly what this workforce makes unlikely. Exit themes and engagement scores mainly explain voluntary resignations, not retirement timing.

103. Answer: C — Pay a completion bonus to associates who stay through the end of the season

A completion bonus ties the reward directly to staying through the period the store most needs coverage, giving associates a reason not to leave before the peak. A sign-on bonus may help recruiting but is paid before the retention risk and gives no reason to stay. Overhiring and faster onboarding work around the turnover rather than reducing it.

104. Answer: A — Each unit's share of total company headcount

HR services such as payroll, benefits and employee relations are largely driven by the number of employees, so headcount is the most common basis for allocating HR costs. Revenue is sometimes used for general overhead but does not track HR workload well. Square footage fits facilities costs, and capital spending fits asset-related costs.

105. Answer: B — Work with her manager on a plan to introduce a successor to each client before she leaves

With limited time, the priority is to transfer relationships, not just information, through joint client meetings and introductions so clients see continuity. Written notes help but do not transfer trust or tacit knowledge of client preferences. Releasing her immediately wastes the chance for a warm handoff, and a counteroffer ignores that she is leaving to relocate.

106. Answer: D — 78%; it follows one hire group over time instead of all exits

Cohort retention rate = employees remaining from the cohort / employees in the cohort x 100 = 78 / 100 = 78%. It tracks a single group of hires, while annual turnover divides all separations in a period by average headcount, including exits by people hired in other years. Because the two use different populations, retention is not simply 100% minus turnover, and 22% is the cohort's loss rate rather than its retention rate.

107. Answer: B — Diagnose the cause, coach him and consider whether another role fits him better

A high-potential employee who is underperforming may be new to the role, poorly matched or facing obstacles, so the first step is to diagnose the cause and coach him, and then consider a better-fit role if needed. Removing him from the list or starting a formal improvement plan skips that diagnosis. Promoting someone who is struggling in his current role adds risk without fixing the problem.

108. Answer: A — Based on who a person is, such as age, family, title, or education

In ascription cultures, status comes from attributes such as age, seniority, family background, gender, education or connections, and titles are used to signal it. In achievement cultures, status is earned through performance and accomplishments, which describes measurable results, peer ratings and rapid advancement.

109. Answer: A — The vendor costs $300 per person, so internal delivery saves $40 each, or $6,000 total.

Vendor cost per participant = $45,000 / 150 = $300. Internal delivery at $260 is $40 less per person, and $40 x 150 = $6,000 in total savings (equivalently, internal total = $260 x 150 = $39,000 versus $45,000). Cost per participant puts quotes stated in different ways on the same basis so they can be compared fairly.

110. Answer: A — High performers in critical roles where turnover would be hardest to absorb

With limited capacity, stay interviews deliver the most value where losing someone would be most costly, such as high performers and people in critical or hard-to-fill roles. Very new hires are better served by structured onboarding check-ins. Low performers and easily filled roles carry less retention risk.

111. Answer: B — $4,800

Total hours are 2 managers x 4 hours x 10 weeks = 80 hours, and 80 x $60 = $4,800. Counting only one manager gives $2,400, doubling the result gives $9,600, and calculating a single week for both managers gives $480.

112. Answer: B — Label containers, keep the safety data sheet accessible, and train staff before first use

OSHA's Hazard Communication Standard requires labeled containers, safety data sheets readily accessible to workers on every shift, and training on the hazards when a new chemical hazard enters the work area, before employees are exposed. Posting the safety data sheet but delaying training does not meet the before-exposure requirement. A sheet locked in an HR office is not readily accessible, and no 30-day training grace period exists.

113. Answer: B — A package lets each side trade concessions on issues it values less for gains on issues it values more.

Negotiating issues together allows logrolling: each party concedes on issues it cares less about in exchange for gains on issues it prioritizes, creating more joint value. Settling issues one at a time tends to turn each into a separate distributive fight. A package does not reduce the number of issues, and it does not require an even split on each one.

114. Answer: D — It builds employees' skills while giving them a financial reason to stay for the agreed period

Tuition assistance is valued by employees and signals investment in their growth, and a service commitment with repayment encourages them to stay long enough for the company to benefit from the new skills. The program does not replace internal training, and repayment terms are typically tied to voluntary departure within the agreed period rather than to any termination.

115. Answer: A — Combination

Combination converts explicit knowledge into new, more systematic explicit knowledge by collecting, sorting and integrating documents. Externalization would involve capturing tacit know-how in writing for the first time. Socialization and internalization both involve tacit knowledge, which is not the focus here.

116. Answer: B — A permanent establishment that makes the company owe tax there

When an employee's activities, such as habitually concluding contracts for the company, create a taxable presence, the company may have a permanent establishment and owe corporate income tax in that country on profits linked to it. Double Social Security tax is handled through totalization agreements and is not a corporate presence issue, and tax equalization is a company policy rather than a legal requirement.

117. Answer: B — Destiny

Appreciative inquiry's 4-D cycle runs from Discovery (what works best now) to Dream (what could be), Design (what should be) and Destiny, sometimes called Deliver (committing to action and sustaining the change). Design produces the plans and principles, but committing to and sustaining action happens in Destiny.

118. Answer: A — Treat it as possible retaliation and review the business reason for the move and the manager's motive.

Retaliation covers any action that might dissuade a reasonable worker from supporting a complaint, and a reassignment that adds a long commute can meet that test even with no pay change. The close timing calls for HR to look at the business reason and the manager's knowledge and motive. Closing the matter applies the wrong standard, and reversing and disciplining before reviewing the facts gets ahead of the evidence.

119. Answer: D — Include temps in safety meetings and coordinate training with the agency

OSHA treats the host employer and the staffing agency as jointly responsible for temporary workers' safety, and the host controls the hazards on its own floor. Including temps in site safety activities while coordinating training duties with the agency closes the gap, whereas leaving safety to the agency or relying on a one-time video does not address site-specific hazards.

120. Answer: B — Holding a stay conversation to learn the employee's goals and concerns

A flight-risk score is a prompt for supportive action, and a stay conversation helps the manager learn what would keep the employee and address it. Withholding development from high-risk employees treats a prediction as fact and can push people out. Revealing the score can feel like surveillance and damage trust.

121. Answer: A — Specific tasks, an owner for each, deadlines, needed resources and success measures

An action plan makes a strategy executable by spelling out what will be done, who owns it, when it is due, what resources it needs and how success will be measured. A plan with only tasks and deadlines lacks the resources and measures needed to fund the work and judge whether it succeeded, and mission statements or broad themes belong to strategy formulation, not action planning.

122. Answer: C — A short code endorsed by the owner, a clear way to raise concerns, and training for supervisors

A small employer needs the essentials: clear written standards, visible leadership commitment, a way to raise concerns safely and supervisors who know how to respond. These can be put in place affordably and scaled later. A full-time officer or enterprise software is out of proportion for 60 people, and copying another company's code ignores this company's own risks.

123. Answer: A — It slots many jobs into grades efficiently with easy-to-understand descriptions

Classification's main advantage is that broad grade descriptions can accommodate a large number of varied jobs and are easy for employees and managers to understand, which suits large public employers. Point factor plans are the more precise and numeric option, and classification still relies on judgment to match jobs to descriptions.

124. Answer: D — Training on the new hazards for employees who may be exposed there, before they begin work in the area

The Hazard Communication Standard requires employers to train employees on hazardous chemicals in their work area at the time of initial assignment and whenever a new chemical hazard is introduced. The audience is the employees who may be exposed, not necessarily the whole workforce, and training must come before exposure, not after an incident. The standard does not set a general annual retraining requirement or allow training to be limited to supervisors.

125. Answer: D — Standard contractual clauses adopted by the European Commission

Standard contractual clauses are Commission-approved contract terms that, together with a transfer risk assessment, provide appropriate safeguards for personal data sent outside the EU and are widely used for intragroup HR transfers. The Privacy Shield was invalidated in 2020. Employee consent is rarely valid as a routine basis because of the power imbalance in employment, and a privacy notice provides transparency but is not a transfer mechanism.

126. Answer: B — In a confidential medical file kept apart from the employee's personnel file

GINA requires that genetic information in writing be kept in a separate, confidential medical file, and it may be stored with ADA medical records. Placing it in the personnel file, even in a sealed envelope or with restricted access, does not meet the separation requirement. Supervisors may not keep genetic information for decision-making.

127. Answer: A — Explain why the change is being made and how it helps managers, demonstrate it, and invite their input.

Buy-in grows when managers understand the reason for the change, see what is in it for them (such as fewer surprises and less year-end work), watch how it works and have a chance to shape it. A mandate secures compliance without commitment, self-study materials alone don't address their skepticism, and cascading through leaders risks mixed messages.

128. Answer: C — Document the dates, meet to discuss the pattern and expectations, and ask whether anything is going on.

A documented, private conversation about the pattern lets the supervisor set expectations and learn whether a protected reason, such as a chronic condition that could qualify for FMLA leave or an ADA accommodation, is involved. Discipline should follow the policy and be applied consistently once the facts are known. Jumping to a final warning assumes abuse without facts, and imposing a note rule on one person may look discriminatory or conflict with sick leave laws.

129. Answer: A — Separating the people from the problem

Separating the people from the problem means dealing with emotions, perceptions and communication directly, so the parties can then attack the problem together rather than each other. Objective criteria and option generation are separate principles that come into play on the substance. Focusing on positions is the opposite of what Fisher and Ury recommend.

130. Answer: A — Simple random sampling

Simple random sampling selects participants from the whole population so that each person has an equal chance of selection. Stratified sampling first divides the population into subgroups and samples within each, and systematic sampling selects every nth person from a list. Cluster sampling randomly selects whole groups, such as locations, rather than individuals.

131. Answer: B — Hold the warning and have HR follow up on possible FMLA leave or ADA accommodation

An employee does not need to use specific words like "FMLA" or "accommodation"; a statement linking absences to a health condition can put the employer on notice and trigger its obligation to inquire further. HR should pause discipline and start the FMLA notice and ADA interactive processes. Disciplining for possibly protected absences creates legal risk, the manager should not demand a diagnosis, and blanket excusal goes beyond what the law requires.

132. Answer: D — Add payroll, IT and finance members to cover integration, security, cost and adoption needs

A system that runs payroll and connects to finance and identity systems affects several functions, so payroll, IT and finance need a voice in the requirements, demonstrations and decision. Including them early surfaces integration and security needs, total cost and adoption concerns before the contract is signed. Asking for feedback after the choice is made is too late, and handing the decision to IT or a consultant loses the HR business requirements and stakeholder ownership.

133. Answer: B — It uses a double negative, so respondents may not know what agreeing means.

Stacking negatives ("do not disagree" and "not fair") makes the item hard to parse, so respondents may answer the opposite of what they mean. The item asks about only one topic, the manager's fairness, so it is not double-barreled. Rewriting it as a simple positive statement, such as "My manager treats me fairly," fixes the problem.

134. Answer: D — GINA permits the certification, but HR should ask only for what the FMLA requires and keep it confidential.

GINA has an exception for family medical history acquired through an FMLA certification of a family member's serious health condition. HR may request the certification but should limit it to the information the FMLA requires, keep it in a confidential medical file and not use it in employment decisions. Asking about genetic tests goes beyond the exception, and GINA protections cannot be waived.

135. Answer: B — Yes, because the employer knows of the work and allows it, so it is hours worked.

Work that the employer suffers or permits is hours worked, which includes work the employer knows or has reason to know about, even if no one asked for it. Here the supervisor knows about the home work and benefits from it, so it must be recorded and paid, including any overtime. If management does not want the work done, it must take steps to stop it rather than accept the benefit.

136. Answer: B — To get enough remote responses for reliable subgroup results while keeping totals accurate.

Oversampling a small subgroup yields enough responses to analyze that group with acceptable precision. Weighting then scales each group back to its true share of the workforce, so the organization-wide results are not distorted. Without weighting, remote employees would be overrepresented in the total, which is why giving them more influence is wrong.

137. Answer: A — Talk with him privately and factually, staying open to a medical or religious cause

A private, respectful and factual conversation is the most direct and dignified approach, and the manager should listen for signs of a medical condition or religious practice that could call for accommodation. A team-wide reminder rarely reaches the person concerned and can embarrass him when coworkers guess who it targets. Using a coworker as messenger breaches privacy, and jumping to discipline skips the conversation that may resolve the issue.

138. Answer: D — 0.7 points; check whether ratings, range position or eligibility explain the difference.

The gap is 3.5% - 2.8% = 0.7 percentage points, which means the group's increases were 20% smaller (0.7 / 3.5). HR should next check whether legitimate factors, such as performance ratings, position in range or eligibility rules, account for it, and whether those factors are themselves applied fairly. Small differences compound over time, so dismissing the gap is risky, while adjusting before understanding the cause or treating it as proof of discrimination skips the analysis.

139. Answer: D — 7

The N/3 guideline gives each participant a number of votes equal to about one-third of the items on the list: 21 / 3 = 7. Three comes from mistaking the divisor for the answer, and 10 is roughly half the list, which spreads votes too widely to narrow the options effectively.

140. Answer: C — Bring the conflict to both managers together so they can agree on priorities, and ask that the rule be clarified.

In a matrix, conflicting priorities should be resolved by the two managers jointly, ideally with a standing agreement on how such conflicts are handled. Assuming the functional manager always wins is not a reliable rule in a matrix, and quietly absorbing the conflict leads to burnout and leaves the underlying problem unaddressed.

141. Answer: C — To set rules for when deferral elections are made and when payments may be distributed

Section 409A governs the timing of deferral elections and the permitted events and timing for distributions; violations trigger immediate taxation plus a 20% additional tax for the employee. Nonqualified plans are usually unfunded, are not subject to nondiscrimination testing, and have no statutory deferral cap.

142. Answer: A — Have the director clarify to the employee that no job or promotion is guaranteed, and document that conversation.

Specific oral assurances of job security and promotion can support implied contract or promissory estoppel claims, especially when the employee relies on them by turning down other offers. The best step is a prompt, documented clarification from the director, followed by coaching managers on what they can promise; a formal retention agreement can be offered if leadership wants one. Relying on the handbook disclaimer leaves the risk in place, and confirming an undecided promotion commits the company to a role it may not have.

143. Answer: B — Revise the rule to require reporting promptly once the employee becomes aware of the injury

OSHA requires a reasonable procedure for reporting injuries that does not deter reports, and it must allow for injuries that are not immediately apparent. A rigid deadline measured from the incident, whether one hour or 24 hours, would still punish workers whose symptoms appear later. OSHA's 24-hour reporting rule covers what employers report to OSHA for serious events, not a deadline for employees.

144. Answer: A — It shows that the status quo has its own costs, giving decision-makers a baseline to compare options.

Decision-makers often assume that doing nothing is free. Quantifying the cost of keeping the status quo, such as continued injuries, claims and lost time, sets a baseline against which the proposed investment can be judged and often makes its value clear. It is a best practice in business cases, not an accounting requirement.

145. Answer: B — Explain the pay range and merit criteria, then discuss a path to growth

The manager should tell her directly and honestly why the raise is not possible now, by explaining the pay range and how merit increases are decided, and should then discuss realistic options, such as development toward a higher-level role or reviewing her workload. A vague budget answer leaves her with no path forward. An unplanned bonus can create inconsistency, and handing the conversation to HR undermines the manager relationship.

146. Answer: A — Analyze total pay including expected overtime and adjust her pay to restore a differential

Supervisor-subordinate differentials should be judged on total cash pay, including the overtime that hourly staff regularly earn; if the gap is negative, HR should adjust the supervisor's pay through base pay or a supplemental payment. Capping needed overtime harms operations and the lead, reclassifying ignores her exempt duties, and doing nothing leaves an inversion that hurts retention.

147. Answer: C — Microlearning delivered in the flow of work

Microlearning delivers brief, focused content, and delivering it in the flow of work means it arrives at the moment the learner needs to apply it, here just before a one-on-one. Action learning involves teams solving real business problems over time, and blended learning combines formats within a structured program. A catalog of e-learning courses lacks the timing and brevity this example shows.

148. Answer: B — Coverage for critical roles, current emergency contacts, pay continuity, and employee communication trees

HR's part of a business continuity plan focuses on people: who covers critical roles, how to reach employees, how to keep paying them, and how to communicate during a disruption. Data recovery belongs mainly to IT, supply chain planning to operations, and insurance and financing to finance and risk management.

149. Answer: D — It provides flexibility when roles change or more than one opens at the same time

A talent pool develops several people for a family of roles, so the organization is not dependent on one named successor and can adapt when roles are redesigned, a successor leaves or multiple vacancies arise. Pool membership does not guarantee promotion, readiness must still be assessed for each candidate, and pools are not about secrecy.

150. Answer: B — Investigate and take prompt corrective action, since it knows of disability-based coworker harassment

The ADA prohibits harassment based on disability, and an employer is liable for coworker harassment it knew or should have known about and failed to address promptly and effectively. Two complaints to a supervisor put the company on notice. Moving the complainant is not the remedy and can look retaliatory, and HR does not need medical proof before stopping mockery of a speech impairment.

151. Answer: B — Hold stay interviews with the remaining key engineers to learn what would keep them.

Stay interviews quickly show what the remaining key people value and what might lure them away, so HR can respond with targeted actions. A blanket raise may be costly and miss the real reasons, which may be work, manager or growth issues rather than pay. Competitors are generally free to recruit, and waiting months for a survey risks more losses.

152. Answer: C — Use an even-numbered scale with behavioral descriptions anchoring each level

An even-numbered scale removes the neutral midpoint that raters default to, and behavioral anchors give raters concrete standards for distinguishing levels. Keeping an odd-numbered scale preserves the very midpoint that invites central tendency, and a single overall rating gives raters even less guidance.

153. Answer: B — "It sounds like you feel frustrated and unappreciated for the extra effort."

Reflecting feelings means naming the emotion the speaker seems to be experiencing, such as frustration or feeling unappreciated. Restating the facts is paraphrasing, a recap is summarizing, and asking about specific tasks is a probing question. All are useful listening skills, but only the response about frustration names the feeling.

154. Answer: C — A business associate agreement requiring the TPA to safeguard the PHI

A vendor that creates, receives, maintains or transmits PHI on behalf of a covered entity is a business associate. HIPAA requires the covered entity to have a business associate agreement that limits the vendor's use of PHI and requires it to safeguard the data and report breaches. Participant authorizations are not needed for payment and health care operations, and data use agreements apply to limited data sets.

155. Answer: C — Review hiring metrics with nurse managers and add measures of quality of hire

An HR metric that improves while the business outcome it should support gets worse is misaligned. HR should work with nurse managers to understand the problem and balance speed with quality-of-hire measures tied to patient care. Slowing all hiring creates staffing shortages that can also harm safety, and retraining managers on onboarding assumes the cause before examining hiring quality.

156. Answer: D — Changes in the applicant pool, jobs, or data over time can erode its accuracy and fairness after deployment.

Model drift occurs when the data a tool sees after deployment differs from its training data, for example because of new job requirements or a different applicant mix, which can quietly reduce accuracy and introduce adverse impact. Ongoing monitoring of outcomes catches this. There is no general federal retraining schedule or one-year validation expiry, and waiting for complaints is reactive.

157. Answer: D — Disclose her board role and recuse herself from the committee's discussion and vote.

A fiduciary role with an organization seeking company money is a conflict even when the role is unpaid, because she owes loyalty to both sides. The standard remedy is disclosure and full recusal, including from deliberations where she could sway others. Abstaining only from the vote still lets her influence the outcome, and most policies permit nonprofit board service once conflicts are disclosed and managed.

158. Answer: B — To apply rating standards consistently across managers and reduce rater bias

Calibration brings managers together to discuss proposed ratings and the evidence behind them so the same standards are applied across teams, reducing leniency, severity and other rater errors. It does not replace manager judgment, and it is not the same as a forced distribution. An employee appeal is a separate process.

159. Answer: A — The manager generates solutions through questions and reflection

Coaching relies on questioning and reflection so the manager develops their own solutions and builds capability. Providing steps or resolving the issue for the manager is directive and creates dependence on HR. Supplying policies gives information but is not coaching.

160. Answer: A — Find lower-priority planned spending that can be deferred and propose shifting it

When a mandatory cost arrives and the total budget is fixed, the right move is to reprioritize: identify planned spending that can be safely deferred and propose the shift through the normal approval process. Postponing past the deadline creates a compliance risk. Charging departments without their knowledge is not transparent, and cutting hours may not meet the regulation's requirements.

161. Answer: A — Software that automatically buys and places job ads based on performance data

Programmatic job advertising uses algorithms to decide where to place ads and how much to spend, shifting the budget toward sites and audiences that produce applicants based on real-time performance data. Flat-fee posting and manual multiposting involve no automated buying, and a screening chatbot acts after the ad has done its work.

162. Answer: A — Extend the plan by about three weeks so he has the full time originally intended

A PIP is fair only if the employee has the support and time it promised, and the company caused the delay. Extending the plan by the lost time restores the intended opportunity and keeps the documentation defensible. Keeping the original date penalizes him for the company's delay, and dropping the training or canceling the plan abandons a performance need the company has already identified.

163. Answer: D — Explain that the EPPA bars most private employers, including retailers, from polygraph testing of applicants.

The Employee Polygraph Protection Act bars most private employers from requiring, requesting or even suggesting lie detector tests for applicants, so a consent form does not cure the problem. The ongoing-investigation exemption applies only to current employees who had access to the property and are reasonably suspected, not to applicants. The applicant-screening exemptions cover only certain security service firms and pharmaceutical makers and distributors, not retailers.

164. Answer: C — 7 calendar days after receiving information that a recordable case occurred

OSHA requires employers to enter each recordable injury or illness on the 300 log and complete a 301 incident report (or equivalent) within 7 calendar days of receiving information that the case occurred. The 24-hour deadline concerns reporting severe injuries to OSHA, and the year-end deadline confuses logging with preparing the annual 300A summary.

165. Answer: B — To find usability, content and process problems on a small scale and fix them before launch

A pilot tests the system with real users in a controlled group so that navigation problems, broken courses, workflow gaps and communication issues surface while they are cheap and easy to fix. It does not replace later testing or feedback, and a single department does not make the purchase decision. Six weeks is far too short to measure long-term ROI, which requires data gathered after full deployment.

166. Answer: C — Accept his written rebuttal and keep it in his file attached to the warning.

Allowing a written rebuttal and filing it with the warning gives a complete, fair record and lets later reviewers see both views; some states require employers to accept such statements. A signature on a warning normally confirms receipt, not agreement. Storing the rebuttal apart from the warning defeats its purpose, because anyone reviewing the warning later would not see the employee's response.

167. Answer: B — A replacement chart names ready backups for key roles now; a succession plan develops talent for future needs.

A replacement chart is a short-term tool that shows who could step into key positions now and how ready they are. Succession planning is broader and longer term, building a pipeline through development so that talent is ready for future roles. Reversing the two definitions is the most tempting trap.

168. Answer: D — Empathy

Empathy is the ability to sense and understand other people's feelings and perspectives, including unspoken ones. Self-awareness and self-regulation concern recognizing and managing one's own emotions, and motivation is an inner drive to achieve. Reading a team's unstated anxiety is empathy.

169. Answer: D — No, because the employer must generally pay for required PPE such as welding helmets and gloves

OSHA requires employers to pay for required personal protective equipment, and welding helmets and gloves are among the items the employer must provide at no cost. The exceptions are narrow and include ordinary safety-toe footwear and prescription safety eyewear that may be worn off the job. That is why saying the employer must pay for all PPE overstates the rule. There is no per-item dollar threshold.

170. Answer: A — The trench, because imminent danger situations are OSHA's top inspection priority

OSHA ranks inspections by priority: imminent danger situations first, then severe injuries and illnesses such as fatalities and amputations, then worker complaints, then referrals, targeted inspections and follow-ups. A trench about to collapse on workers is an imminent danger and comes first. The amputation report is the second priority.

171. Answer: C — Require evidence that the scores predict job performance, plus adverse impact data, before considering it.

Facial and vocal analysis raises serious concerns about scientific validity and can disadvantage candidates with disabilities or from different cultural backgrounds. The employer remains responsible for its selection procedures, so it needs evidence of job-relatedness and adverse impact testing before use. Indemnification does not remove liability, and using the tool as a tiebreaker still lets it decide outcomes.

172. Answer: D — Try to reach him by phone and in writing, document the attempts, and set a deadline to respond.

Job abandonment policies typically treat a set number of consecutive no-call/no-shows as a voluntary resignation, but best practice is to make documented attempts to reach the employee and give a short deadline before finalizing. This helps uncover emergencies such as hospitalization that may involve FMLA or ADA rights. Waiting indefinitely leaves the position in limbo, and asking coworkers on social media raises privacy concerns.

173. Answer: C — Agree on a time-bound corrective action plan with the supplier that addresses root causes, including the company's order timing

Responsible sourcing guidance favors working with the supplier on a corrective action plan that fixes root causes, and here the buyer's own late order changes are part of the cause. Cutting hours without changing order practices simply pushes the problem elsewhere or into hidden overtime. Ending the relationship at once can harm workers and does not fix the issue, and voluntary overtime at 80 hours a week still exceeds widely accepted limits.

174. Answer: D — To agree on shared norms, roles, and communication protocols for the team

A team charter sets out how the team will work together: its purpose, roles, decision rules, meeting and response-time norms and preferred tools. This is especially valuable for global virtual teams, where members bring different cultural assumptions and work across time zones. Performance goals, budgets and reporting lines are handled through other processes.

175. Answer: C — Offer on-site kiosks or QR codes and let staff complete the survey on paid time

The barrier is access and time, so providing an on-site way to respond during paid work time removes both. Sending links to personal email still asks employees to respond on their own time and raises privacy concerns. Tracking names for a drawing undermines the confidentiality that encourages honest responses, and a longer window does not solve the access problem.

176. Answer: C — A post-implementation review

A post-implementation review takes place after the system has been in use long enough to measure results. It assesses whether the expected benefits were achieved and records lessons learned. User acceptance testing happens before go-live to confirm the system meets requirements, and kickoff reviews and requirements walkthroughs occur at the start of a project.

177. Answer: B — Escalate the pattern for an adverse impact review and have gap résumés reviewed manually in the meantime.

Penalizing gaps tied to caregiving and military service can produce sex-based adverse impact and can conflict with USERRA's protection of applicants who served, so the pattern needs prompt review while affected résumés get a human look. Fixing only the veterans' cases ignores the likely sex-based impact on caregivers under Title VII. A facially neutral factor such as work history can still cause unlawful disparate impact.

178. Answer: D — Noncash benefits such as travel, internships for relatives and donations made at the official's request

"Anything of value" is interpreted broadly and is not limited to cash. Travel, meals, entertainment, jobs or internships for relatives and charitable donations directed by an official can all qualify if given corruptly to obtain or keep business. The statute has no minimum dollar threshold, and benefits routed to family members can still be benefits to the official.

179. Answer: A — Give the union timely notice and bargain in good faith over the effects, such as severance and transfers, before implementation.

Under First National Maintenance, an economically motivated decision to close part of a business may be outside the duty to bargain, but the employer must still bargain over the effects, such as severance, transfers and recall. Effects bargaining must occur at a meaningful time, before implementation, so the union has real leverage to discuss alternatives. Dealing directly with employees bypasses the exclusive representative, and waiting until after the closure deprives the union of meaningful bargaining.

180. Answer: D — Agree with the client on the desired outcome of the session and how they will work together.

CLEAR stands for Contracting, Listening, Exploring, Action and Review. The session opens with contracting, in which coach and client agree on the desired outcome and how they will work. Listening is the second stage, so starting there skips the agreement that frames the conversation.

181. Answer: B — A few core competencies tied to key roles that managers can use now

Solutions should fit the organization's size, resources and needs. A small set of core competencies gives the owner the main benefits, such as clearer hiring and feedback criteria, without a burden managers cannot sustain. A full library or an enterprise model would be costly and likely go unused. Doing nothing ignores a real need.

182. Answer: C — So serious allegations, such as fraud or executive misconduct, go quickly to legal or audit for independent handling.

Risk triage makes sure high-stakes allegations, such as fraud, safety violations or misconduct by senior leaders, are routed promptly to legal, compliance or internal audit, which can investigate independently and under privilege when needed. Routine matters can then go to HR. Low-risk reports still need review, and handling every report first-come in HR ignores both urgency and independence.

183. Answer: B — Arrange a prompt, unannounced check of the supplier to verify workers' ages

A credible report of child labor calls for prompt, independent verification, such as an unannounced visit that checks age documents and interviews workers. If confirmed, remediation should protect the children, for example by removing them from work and supporting their schooling. Ending the contract at once can push children into worse work, a written assurance is not verification, and waiting for the annual audit leaves the risk in place.

184. Answer: C — 4.0

Lost-time injury rate = (lost-time cases x 200,000) / hours worked = (3 x 200,000) / 150,000 = 600,000 / 150,000 = 4.0 cases per 100 full-time employees. Using 100,000 hours as the base gives 2.0, multiplying the cases by the ratio of hours to 200,000 gives 2.25, and dividing 200,000 by 150,000 without the case count gives 1.33.

185. Answer: A — An independent auditor's assessment of the vendor's security and data controls over time

A SOC 2 report is issued by an independent CPA firm and covers a service organization's controls for security and, depending on scope, availability, processing integrity, confidentiality and privacy. A Type II report also tests whether those controls worked over a period of time. It is not a government certification, and it is not a vendor self-assessment.

186. Answer: B — Investigate barriers such as awareness and access before deciding its future

Flat results call for diagnosis: HR should learn why employees are not participating, such as poor awareness, inconvenient times or locations, or activities that do not fit needs, and then decide whether to redesign or end it. Cancelling, waiting or adding incentives are all decisions made before understanding the cause, and incentives cannot fix a design that does not meet employees' needs.

187. Answer: D — Train them early, have them coach peers, and pass their feedback to the project team

Change champions are most effective as early-trained, trusted peers who answer questions, coach colleagues and relay concerns and problems back to the project team, creating a two-way channel. Turning them into enforcers erodes the peer trust that makes them useful, and using them merely to forward emails wastes their influence.

188. Answer: C — What type of accommodation she believes she will need to perform the job's functions.

Before an offer, the ADA bars disability-related questions, but EEOC guidance allows an employer to ask what accommodation is needed when an applicant voluntarily says she will need one to do the job. Questions about diagnosis, severity, prior claims or medical records are disability-related inquiries that must wait until after a conditional offer, and even then they must be asked of all entering employees in that job category.

189. Answer: B — Set team response-time expectations for each type of request

The dispute arises from unclear expectations, so defining response times by request type gives both employees a shared standard. Requiring office attendance or monitoring her activity treats the remote employee as at fault when no norm was set. Asking the coworker to adapt leaves the underlying ambiguity unresolved.

190. Answer: A — Review the contract terms and work with the agency on the conversion

The staffing contract governs conversions, so HR should confirm its terms, weigh the fee against the value of hiring now, and coordinate with the agency. Refusing the fee or arranging a workaround to dodge it risks breaching the contract and the relationship, and agency workers can be converted when the contract terms are met.

191. Answer: B — Closing one site costs 80 jobs but protects 1,200 others, so it produces the greatest overall benefit.

Utilitarianism judges an action by its consequences and favors the choice that produces the greatest net good for the most people, as in weighing 80 lost jobs against 1,200 saved. The advance-notice argument is rights-based, because it holds a duty regardless of cost. Sharing the burden evenly reflects justice or fairness reasoning, and the integrity argument reflects virtue ethics.

192. Answer: D — Meet with him one-on-one to understand his concerns and involve his team in requirements.

Resistance from a key stakeholder is best addressed early and directly by understanding the concerns behind it and giving him a meaningful role, which often turns objections into ownership. Escalating to the CEO may win compliance but not commitment, excluding IT until after signing invites integration failures, and another document does not address the concerns he has raised.

193. Answer: A — Her lost wages for the five months, reduced by the $18,000 she earned at the other job.

Back pay is meant to make the employee whole, not to give her a windfall, so arbitrators commonly deduct interim earnings from the amount owed. Accepting comparable work is how an employee meets the duty to mitigate damages, so it does not end her right to back pay. Unless the contract provides otherwise, the full interim earnings, not a fraction, are offset.

194. Answer: C — 10 to 30 percent

The SEC whistleblower program pays eligible individuals 10 to 30 percent of monetary sanctions collected in actions resulting in more than $1 million in sanctions, based on original information they voluntarily provided. The 15 to 25 percent range comes from the False Claims Act's qui tam provisions when the government intervenes, a common source of confusion.

195. Answer: C — Meet with both leaders to set priorities based on strategic impact

When capacity is limited, HR should set priorities with stakeholders using agreed criteria such as strategic impact, which also builds buy-in for the decision. First-come, first-served and equal splits ignore business priorities. Pushing recruiting onto the business units abandons HR's role and risks poor hiring practices.

196. Answer: D — To track sentiment and spot emerging problems so communication and support can adjust.

Pulse surveys give quick, frequent readings during a change, so HR can see confusion or concern early and adjust messages, training or support. They are anonymous, so they are not a tool for singling out individuals. They complement rather than replace the annual engagement survey, and they do not measure budget performance.

197. Answer: C — Estimate each vendor's total cost over the contract term using the same headcount

When fee structures differ, the fair comparison is a total cost over the contract term using the same assumptions, such as projected headcount and expected service use. The lowest headline fee can hide service charges. Comparing only per-employee fees ignores the flat and itemized pieces, and vendors restating their prices does not replace HR's own like-for-like model.

198. Answer: D — A private-sector defined benefit pension plan

The PBGC insures benefits under most private-sector defined benefit plans, including cash balance plans, up to legal limits if the plan ends without enough assets. Defined contribution plans such as 401(k), profit-sharing and 403(b) plans are not insured, because benefits are simply the account balances. Some defined benefit plans, such as governmental and most church plans, are also outside PBGC coverage.

199. Answer: A — Compare turnover rates for each group, controlling for role and tenure, before drawing a conclusion

Because the remote group is much larger, it will have more departures even at the same or a lower rate. Segmented rates, adjusted for role and tenure, show whether remote work is actually linked to higher turnover. Acting on counts, or gathering comments only to confirm a belief, risks a costly policy built on a misreading of the data.

200. Answer: C — Abilene paradox

In the Abilene paradox, a group takes an action that none of its members actually wants because each person wrongly assumes the others favor it and stays silent to avoid rocking the boat. It differs from groupthink, where cohesion and pressure produce genuine agreement on a flawed decision. Social loafing involves reduced effort in groups, and group polarization is the tendency of discussion to push a group toward a more extreme version of its initial leaning.

201. Answer: C — Ask employees why they skip logging, then simplify the process and remind them of its value

Learning the barriers, such as a hard-to-use platform or unclear purpose, lets HR fix the root cause, and simple tools and recognition raise logging rates. Tying bonuses to logging personal volunteering is coercive and may push employees to inflate numbers. Reporting an estimate as actual data is inaccurate, and dropping the metric hides real employee impact.

202. Answer: D — A blended path with a skills check, self-paced modules at varied levels, and coached practice

With widely varied starting skills, an assessment lets each clerk start at the right level, self-paced modules cover different needs, and coached practice builds the applied skills the new role requires. A single course at one pace will lose beginners and bore advanced learners. An unstructured library gives no direction or support, and a bootcamp would overwhelm those starting from the basics.

203. Answer: D — Run a short anonymous survey using validated psychological safety items to gauge the climate.

When fear of speaking up is suspected, an anonymous measure lets employees answer honestly and gives the manager a baseline before she intervenes. An open-door policy relies on the very behavior that fear suppresses, so low traffic would not show whether the climate is safe. Training is an intervention chosen before diagnosis, and asking the previous manager invites a biased view.

204. Answer: A — Compare participants with similar new managers who have not yet been trained, over the same period.

A fair evaluation compares trainees with a group that is similar in every way except the training, such as new managers who have not yet attended, measured over the same time period. The company-wide average includes experienced managers, so new managers would likely trail it regardless of training. Satisfaction scores measure reaction to the course, not whether job performance improved.

205. Answer: A — Explain that 12 hires is too few to draw conclusions and propose a larger test with a comparison group.

With only 12 hires and no comparison group, the 10 successes could easily reflect chance or the manager's usual hiring results rather than the tool. A larger pilot that compares AI-assessed hires with similar hires selected the usual way gives evidence the company can rely on. Surveying the hires measures their reactions, not whether the assessment predicts performance.

206. Answer: C — Within 5 business days

When an employer learns that leave may be FMLA-qualifying, it must notify the employee of eligibility, along with the rights and responsibilities notice, within 5 business days, absent extenuating circumstances. The 15-calendar-day period is the minimum time an employee gets to return medical certification, which is a common mix-up. A 30-day period relates to the employee's advance notice for foreseeable leave.

207. Answer: C — Ethnocentric staffing

Ethnocentric staffing fills key subsidiary positions with parent-country nationals sent from headquarters. Polycentric staffing would put host-country nationals in charge of each subsidiary, and geocentric staffing would choose the best person for each role regardless of nationality.

208. Answer: A — On the afternoon before a long holiday weekend, after most staff leave.

Terminating someone just before a holiday leaves the person without access to HR, benefits contacts or job search resources for days and is widely seen as insensitive. Early in the week lets the employee begin the transition while support is available. Choosing a quiet time and making sure people and paperwork are ready are both sound practices.

209. Answer: D — Formative evaluation, such as reviews and pilot tests, takes place within every phase to improve the program

Evaluation runs throughout ADDIE. Formative evaluation, such as checking the analysis with stakeholders, expert reviews of design documents, and pilot testing of materials, improves the program in every phase, while summative evaluation after delivery judges its overall effect. The other views each limit evaluation to a single point or owner, which misses this ongoing role.

210. Answer: A — Report cost-per-hire by job family and explain that the change in mix drove the increase

The rise reflects what was hired, not lower recruiting efficiency. Segmenting by job family shows that costs were flat within each role and explains the overall change. Cutting spending or switching sources for hard-to-fill roles could slow hiring of critical clinical staff, and a single blended target would hide the mix effect again.

211. Answer: D — "I know exactly how you feel right now."

Saying "I know exactly how you feel" usually comes across as dismissive, because the speaker is not losing a job, and it can provoke anger. Stating that the decision is final, explaining the next steps, and expressing regret are all recommended. Supervisors should also avoid blaming leadership or debating the decision.

212. Answer: B — The open office layout and casual dress norms

Artifacts are the visible, tangible elements of culture, such as layout, dress, ceremonies and stories. Stated values in a code of conduct are espoused values, and deeply held, taken-for-granted beliefs, such as the assumption that leaders know best, are basic underlying assumptions.

213. Answer: D — Suspend the tool's use and have its outcomes and features audited

Evidence that a model penalizes a proxy for sex means it has learned bias from historical data, so HR should stop relying on it and have its outcomes and inputs audited before further use. Deleting one term rarely fixes the issue because other proxies remain. Adding manual review only for women's résumés is itself sex-based differential treatment, and notifying past applicants is premature before the scope of the problem is known.

214. Answer: A — A new analyst works diligently but keeps missing the error-rate standard on monthly reports.

Performance problems involve an inability to meet job standards, often because of skill or knowledge gaps, and are addressed with coaching, training and a PIP. Tardiness, refusing an instruction and skipping safety checks are conduct problems, meaning choices to break rules, which are addressed through progressive discipline. The analyst's effort is not in question, only the results.

215. Answer: B — The allegations, evidence gathered, credibility findings and the conclusion reached

A sound report states the allegations, describes the steps taken and evidence gathered, explains credibility assessments, and states a conclusion with its basis. That record shows the employer acted reasonably if the matter is challenged. Personality descriptions and unrelated personnel history invite bias claims, and transcripts without findings fail to show how the decision was made.

216. Answer: B — Remove the family history questions or make clear the incentive does not depend on answering them.

Family medical history is genetic information under GINA. Employers and group health plans may not offer a reward in exchange for genetic information, so the incentive must be available whether or not employees answer those questions, or the questions should be removed. Storing the data securely is required but does not fix the incentive problem, and the size of the incentive is not the issue.

217. Answer: B — Reinforcing new behaviors so they become the new norm

Refreezing stabilizes the change through policies, rewards and support so people do not drift back to old ways. Building awareness that change is needed happens during unfreezing, and moving toward new behaviors is the change stage. Deciding whether change is needed comes before the model's stages begin.

218. Answer: D — HR may request only enough information to confirm the limitation and need, and HR should handle it.

Under the ADA, when a disability or need is not obvious, the employer may request documentation sufficient to establish the disability and the need for accommodation, but not complete medical records. Medical information should go through HR and be kept confidential rather than collected by the supervisor. Employers may ask for reasonable documentation, so approving without any review is not required either.

219. Answer: A — Listening carefully, avoiding confrontation, and replying after reflection

Reactive cultures prioritize courtesy and respect: people listen closely, avoid open confrontation, use silence and respond after considering what was said. Talkative, emotional people who multitask describe multi-active cultures, and planned, fact-focused, agenda-driven behavior describes linear-active cultures.

220. Answer: B — Report the increase openly, explain what the data shows about the policy's role and present a plan to correct it

Credible HR leaders report bad news promptly and transparently, with analysis of the causes and a recommended fix. Burying the increase or blaming industry trends without evidence harms HR's credibility, especially when exit data points to the policy. Handing over raw data without analysis gives up HR's role as an advisor.

221. Answer: A — 75%

Recall is the share of truly qualified applicants the tool advances: 90 / 120 = 0.75, or 75%. Dividing 90 by the 110 applicants advanced gives about 82%, which is precision, not recall. Dividing 110 by 300 gives the overall advancement rate of about 37%, and 90 / 300 gives 30%, which mixes in applicants who were never qualified.

222. Answer: B — It explains four times as much: 36% versus 9% of the variance

Variance explained is the squared correlation (r squared): 0.60 squared = 0.36 (36%) and 0.30 squared = 0.09 (9%), and 0.36 / 0.09 = 4. Because variance explained rises with the square of r, doubling the correlation quadruples the variance explained. Reading r itself as a percentage of variance explained is a common mistake.

223. Answer: D — Change agent

Helping leaders prepare people for transformation and building capacity for change is the change agent role. Addressing employee concerns may resemble the employee champion role, but the focus here is managing the transition to new ways of working. Administrative expert work centers on efficient HR processes.

224. Answer: B — Equity

Equity means providing different resources based on need so that everyone has a fair chance to reach the same outcome or standard. Equality would give every analyst identical resources regardless of need. Assimilation describes pressure to conform to a dominant norm, and affirmative action refers to specific outreach and placement obligations, neither of which is described here.

225. Answer: D — Encryption at rest protects the stored files, and encryption in transit protects the payroll feed

Encryption at rest protects data while it is stored on disks, servers or backups, such as archived employee files. Encryption in transit protects data while it moves across networks, such as the nightly file transfer to the payroll provider. Each situation needs its own control, and good practice uses both, because data is exposed in different ways when stored and when moving.

226. Answer: C — Show time-to-fill for each location alongside the company-wide average.

Breaking the data out by location reveals the variation that the overall average hides and points leaders to where the problem is. Switching to a company-wide median is a reasonable statistical fix for skew, but a single figure would still mask the two struggling plants. Accepting the average or handing the issue to plant managers leaves the misleading picture in place.

227. Answer: D — What the AI evaluates, at which hiring stage, and how to request an alternative or an accommodation.

A useful disclosure tells applicants what the tool assesses, when it is used, and how to ask for an accommodation or another process, which also supports ADA obligations. Marketing language and a vendor link give applicants nothing they can act on. Treating continued application as blanket agreement is not meaningful notice.

228. Answer: A — When it knew or should have known of the harassment and failed to take prompt corrective action.

Courts apply a negligence standard to coworker retaliatory harassment: the employer is liable if it knew or should have known and did not take prompt, effective action to stop it. Supervisor involvement is not required, and severe coworker harassment can be retaliatory without any tangible job action. Liability is not automatic, because a prompt and effective response is a defense.

229. Answer: C — Install mirrors and physical barriers to separate forklifts and foot traffic

Under the hierarchy of controls, engineering controls such as convex mirrors and physical barriers that separate forklifts from pedestrians are more effective than administrative controls or PPE. Retraining, signs and horn rules rely on people behaving correctly every time. High-visibility vests are PPE, the least effective layer, and do not fix the blind corner.

230. Answer: B — Learners can practice with others and receive real-time feedback that adjusts to how they respond.

Interpersonal skills are learned through practice with real people and immediate, adaptive feedback, which a skilled instructor can provide in live sessions. Self-paced e-learning is the option that offers scheduling flexibility, lower cost at scale, and identical delivery to every learner. Those are strengths of e-learning, not of instructor-led training.

231. Answer: C — It will drop by 5 supervisors, from 15 to 10

Supervisors needed = employees / span. At a span of 8, 120 / 8 = 15 supervisors; at a span of 12, 120 / 12 = 10 supervisors, so 5 fewer are needed. A wider span always means fewer supervisors for the same headcount, so an increase is the reverse of the actual effect.

232. Answer: A — Document a business case with market and equity data and get the required approvals

When an exception policy exists, the recruiter should follow it: build a written justification (market data, the competing offer, impact on peers' pay) and obtain the approvals the policy requires before extending the offer. Making the offer first bypasses controls, and resizing a whole range for one candidate distorts the structure.

233. Answer: A — 16.8%

With stable headcount, annual turnover is about the sum of the twelve monthly rates: 1.4% x 12 = 16.8%. Reporting 1.4% gives the typical month, not the year. The 14.0% figure comes from shifting the decimal instead of multiplying by 12, and 0.12% comes from dividing the monthly average by 12.

234. Answer: D — The buyer's highest acceptable price is at or above the seller's lowest acceptable price.

A ZOPA exists only when the parties' reservation points overlap, meaning the most a buyer will pay meets or exceeds the least a seller will accept. Opening offers and hoped-for prices can be far apart even when a ZOPA exists, so comparing them does not show whether a deal is possible. Strong BATNAs on both sides actually tend to narrow or eliminate the range of acceptable deals rather than create one.

235. Answer: C — The remark can harm the recipient and the team climate whether or not harm was intended.

The impact-over-intent principle recognizes that a remark can exclude or demean someone and damage trust even when the speaker meant well, so the conversation centers on effects and changed behavior. It does not assume malice; it separates the person's intent from the outcome. Intent does matter legally in some claims, such as disparate treatment, so the absolute legal statement is wrong.

236. Answer: C — Check her selection against the stated criteria and compare it with how peers were scored

The timing and the supervisor's role raise a retaliation risk, so HR should first test whether the selection follows the documented criteria applied consistently to comparable employees, ideally with a reviewer other than the accused supervisor. Removing her automatically could itself be preferential treatment and may not be warranted. A written assurance from the supervisor does not verify anything, and keeping her on without review ignores the risk.

237. Answer: C — +25

eNPS = percent promoters (9-10) minus percent detractors (0-6). Promoters are 90 / 200 = 45% and detractors are 40 / 200 = 20%, so eNPS = 45 - 20 = +25. Subtracting raw counts (90 - 40 = 50) skips the conversion to percentages, +45 is the promoter percentage alone, and +10 wrongly subtracts passives instead of detractors.

238. Answer: A — Employees, or someone acting for them, with support from at least 30% of the bargaining unit

An RD petition is filed by an employee, a group of employees, or an individual or group acting on their behalf, and it must be backed by a showing of interest from at least 30% of the unit. An employer that doubts majority support uses a different petition (RM). A rival union seeking to represent the unit files an RC petition.

239. Answer: C — Ask what decisions the manager makes, then show a few key metrics with drill-down detail.

A useful dashboard starts with the user's decisions and goals and highlights a small set of metrics tied to them, with deeper detail available on demand. Showing all 40 at once, even grouped, buries the signals the manager needs. Picking common benchmark metrics without asking what the manager decides may produce a tidy display that does not support the manager's actual work.

240. Answer: D — Reimburse enough that her required work costs do not cut her pay below minimum wage

The FLSA requires minimum wage to be paid free and clear, so expenses the employer requires an employee to bear for its benefit cannot reduce her pay below the minimum. For an employee paid exactly minimum wage, any unreimbursed required expense creates a violation. The FLSA does not generally require full reimbursement of business expenses, which is why the other answers overstate or misstate the rule.

241. Answer: B — By comparing the work the employees actually perform day to day in each job.

Whether jobs are substantially equal under the EPA depends on actual job content, meaning the skill, effort, responsibility and working conditions involved in the work performed. Titles, job descriptions and pay grades do not decide the question. The skill factor looks at what the job requires, not at degrees the people happen to hold.

242. Answer: A — 5 referral hires

Each referral hire saves $6,000 - $2,000 = $4,000. Break-even = $20,000 / $4,000 = 5 hires. Dividing $20,000 by the $2,000 bonus gives 10, dividing by the $6,000 agency fee gives about 3.3 (rounded up to 4), and dividing by $8,000 (fee plus bonus) gives 2.5 (rounded up to 3).

243. Answer: C — Give all vendors the same scripted scenarios built on company processes

Scripted demonstrations require all vendors to show how their systems handle the same real company scenarios, which makes results comparable and exposes gaps. Asking vendors to go deeper on their own features keeps the problem. Rating presenters measures sales skill rather than fit, and recordings do not change what is shown.

244. Answer: B — The hiring manager is getting close to the limit of what the company will pay.

Shrinking concession sizes are a common signal that a negotiator is approaching the reservation point, so further movement will be small. Large or steady concessions suggest more room remains. The pattern itself says nothing about losing interest, and while reciprocity matters in negotiation, decreasing concessions primarily communicate a limit.

245. Answer: C — Assess the son against the role's requirements and build a development plan with a phased handover.

HR adds value by bringing objective assessment and planned development to a family succession, which tests readiness, builds credibility with senior managers and reduces business risk. The owner may still choose his son, but a phased transition gives the son time to close gaps. Rejecting family succession outright, or handing the decision to a manager vote, ignores the owner's legitimate authority and goals.

246. Answer: D — Ask the engineering director to share actions from past surveys and encourage responses

The engineers' stated objection is that surveys don't lead to change, so the most effective approach addresses that concern directly and uses the influence of a leader they respect. Showing what was done with past feedback makes participation feel worthwhile. More reminders, extra time or prizes do not address the credibility gap that is suppressing responses.

247. Answer: B — Reservation point

The reservation point, also called the resistance or walk-away point, is the least favorable deal a party will accept; anything worse is rejected in favor of the BATNA. The aspiration point is what the party hopes to achieve, and an anchoring point is a first number meant to shape the talks. A settlement point is where the deal actually closes, which may sit anywhere in the bargaining range.

248. Answer: C — The business reasons, the effective date and transition period, and how to request an exception or accommodation.

People accept a change more readily when they understand why it is happening, when it takes effect, and what options exist for their situation, including an exceptions or ADA accommodation process. Leading with enforcement invites resistance without explaining anything. Implying the policy is still open when the decision has been made is misleading, and manager preference is not a business rationale.

249. Answer: C — Get scope and containment details from the vendor and involve counsel on notice duties

As a plan fiduciary, the company must act prudently, which starts with learning what data was exposed, whose, and whether the breach is contained, and working with counsel on state breach-notice duties. An alarming email before the facts are known can confuse participants. Switching providers is premature, and the plan sponsor keeps its duty to monitor the vendor and protect participants even when the breach is on the vendor's systems.

250. Answer: B — A digital platform for real-time recognition with rewards employees can choose

A digital platform reaches everyone regardless of location or time zone, allows timely recognition, and flexible-choice rewards let employees pick something meaningful to them. Travel-based options leave out most of a dispersed workforce. Mailing the same merchandise to all employees is not tied to any contribution, so it does not function as recognition.

251. Answer: C — A bar manager who pours drinks on busy nights and can hire staff

Since the 2018 FLSA amendments, an employer, including its managers and supervisors, may not keep any part of employees' tips, so a manager who meets the duties test may not receive pooled tips even when doing line work. Because this employer takes no tip credit, it may include back-of-house workers such as cooks and dishwashers in a mandatory pool. Bussers are customarily tipped employees and may share in any pool.

252. Answer: B — Use structured round-robin turns and directly invite input from members who have not yet spoken.

Structured techniques such as round-robin turns, time limits and direct invitations give every member a voice without excluding anyone. Removing the analyst loses his expertise and may feel punitive, and letting him dominate wastes the group's knowledge and reinforces the silence of others.

253. Answer: A — Document the reason and run the analysis both with and without the employee, noting the effect.

An outlier with a known, legitimate explanation should be documented, and running the analysis both ways shows how much that one record affects the results. Deleting it without explanation removes real data and makes the analysis harder to defend. Replacing the actual pay with the median alters the data and hides how pay was actually set.

254. Answer: A — Focus on the critical criteria, decide with the data in hand, and note assumptions and risks

With a fixed deadline and partial data, a sound decision weighs the criteria that matter most, uses the best available evidence, and documents assumptions and risks so they can be managed later. Defaulting to price or to whichever vendor has complete references lets a single factor override the overall evaluation. A vote based on presentations substitutes impressions for the evidence HR does have.

255. Answer: D — 350 points, Grade 5

Total points = 120 + 60 + 150 + 20 = 350, which falls in the Grade 5 band (350-399). Leaving out working conditions gives 330 (Grade 4), and leaving out effort gives 290 (Grade 3). A total of 350 is the bottom of Grade 5, not the top of Grade 4.

256. Answer: A — Stay neutral, listen to both, and offer to facilitate a discussion on solutions that fit the operation's needs.

HR's credibility depends on being seen as fair and objective, so the generalist should avoid taking sides while still helping, by listening to both and facilitating a solution focused on business needs. Siding with one manager damages the relationship with the other and compromises HR's neutrality. Refusing to engage misses a chance to resolve a conflict that is affecting operations, and forwarding complaints escalates the feud.

257. Answer: C — The HDHP, at a net cost of $1,800 compared with $3,000 for the PPO

PPO: $150 x 12 = $1,800 in premiums, plus the $500 deductible and 20% of the remaining $3,500 ($700), for $3,000. HDHP: $50 x 12 = $600 in premiums, plus the $2,000 deductible and 10% of the remaining $2,000 ($200), for $2,800, less the $1,000 employer HSA contribution, for a net $1,800. Forgetting the HSA contribution gives $2,800, and dropping the PPO's coinsurance gives $2,300.

258. Answer: D — Review whether the 100-pound lift matches real job demands and look for lower-impact alternatives

A test with substantial adverse impact must be shown to be job-related and consistent with business necessity, and an outdated job description and mostly lighter packages raise doubts about the 100-pound standard. HR should first check the test against a current job analysis and consider valid alternatives with less adverse impact. Setting different standards by sex is unlawful under Title VII, and dropping all screening before the analysis may remove a legitimate safety requirement.

259. Answer: A — Explore options such as relief staff or shifted breaks, and deny only if the burden is substantial.

After Groff, the employer must show a substantial burden in the context of its business before refusing an accommodation. HR should look at practical solutions such as floaters, staggered relief or shifting scheduled breaks to align with prayer times. A blanket claim that any stoppage is too costly skips that analysis. Requiring unpaid make-up time may raise wage-and-hour problems for nonexempt workers and is not the first step.

260. Answer: A — Measurable

"Significantly" gives no target that can be measured, so neither the rep nor the manager can tell whether the goal was met; a measurable version would state a specific amount or percentage. The goal does include a deadline (the fourth quarter), so it is time-bound, and increasing sales is clearly relevant to a sales role.

261. Answer: B — Duplicated resources and lost economies of scale across divisions

When each division builds its own support functions, the company pays for parallel staff, systems and contracts and loses the scale it would gain from a shared function. Divisional designs usually speed decisions and sharpen market focus, and dual reporting describes a matrix, not a divisional structure.

262. Answer: C — His oral complaint to payroll can be protected activity under the FLSA

The FLSA bars retaliation against employees who file complaints, and the Supreme Court held in Kasten v. Saint-Gobain that oral complaints can qualify; the Department of Labor and most courts also treat internal complaints to the employer as protected. A sudden move to the night shift could deter a reasonable employee from complaining, so it can be an adverse action even without a pay cut. HR should investigate the timing and the manager's reasons promptly.

263. Answer: A — Regression analysis

Regression analysis uses the statistical relationship between a business driver (here, call volume) and staffing levels to predict future staffing needs. Markov analysis models how employees move between jobs to forecast internal supply, not demand. The Delphi and nominal group techniques rely on expert judgment rather than a statistical model.

264. Answer: D — What worked, what didn't and why, with specific recommendations for future projects

A lessons-learned review looks for root causes of both successes and problems and turns them into recommendations the organization can reuse. Blaming individuals makes people reluctant to speak openly, which undermines the review. Results against targets are useful input, but they don't by themselves explain why things happened or what to do differently.

265. Answer: C — Calmly acknowledge the frustration, explain the reason for the change, and offer to follow up

Responding calmly and respectfully, explaining the business reason, and offering a follow-up conversation shows the whole audience that concerns are heard while keeping the meeting on track. Brushing the employee off signals that dissent is unwelcome, and a legalistic reply sounds defensive. Promising to pause the change on the spot commits leadership to something the HR director has no authority to promise and rewards public confrontation.

266. Answer: C — Present the employee's case and argue how the contract's scheduling terms apply

At the first step, the steward is the employee's advocate: the steward presents the grievance, points to the relevant contract language and tries to resolve the dispute at the lowest level. The steward is not a neutral mediator, because the union owes the employee representation. Decisions about arbitration are typically made later by union officers, after the earlier steps fail.

267. Answer: D — What was planned, what actually happened, why it differed and what to do next time

An after-action review compares what was supposed to happen with what actually happened, explores why there were differences and identifies lessons to sustain or improve. It is a learning tool, not a blame exercise or a satisfaction survey. Questions about goals, owners and budget describe a project status report rather than an AAR.

268. Answer: A — Hold off and follow German rules on grounds, works council input and notice

Germany's Protection Against Dismissal Act applies to employees with more than six months' service in businesses with more than ten employees, so the dismissal must be socially justified, usually after documented warnings for performance. The works council must be heard before any dismissal or the dismissal is void, and the employer must give written notice that respects the statutory or contractual notice period. Severance or pay in lieu does not cure a dismissal that skipped these steps.

269. Answer: A — A responsibility assignment (RACI) matrix for the contract approval process

A RACI matrix spells out who is responsible, accountable, consulted and informed for each task or decision, which directly resolves confusion over decision rights. An organizational chart shows reporting lines but not who decides on specific processes. Team-building may ease friction but leaves the approval question unanswered.

270. Answer: D — The owner's son, who works full time on the production line for his father

Section 2(3) of the NLRA excludes from the definition of employee any individual employed by his parent or spouse, along with agricultural laborers and certain others, so the owner's son cannot vote. Regular part-time employees, employees on leave who are expected to return, and employees on the payroll during the eligibility period are generally eligible voters.

271. Answer: D — Their joint complaint is protected concerted activity, so disciplining them for it would likely violate the NLRA.

Section 7 of the NLRA protects nonsupervisory employees who act together for mutual aid or protection, including joint complaints about pay, whether or not a union exists. Disciplining them for that activity is an unfair labor practice. Protection does not depend on first using an internal grievance process, and concerted activity can occur at work during working time, not only off duty.

272. Answer: A — Small facilitated sessions by team, with ground rules and a commitment to report back

Small, facilitated groups make it easier for people to speak candidly and allow follow-up questions, and committing to report back what was heard and what will be done builds trust. A large town hall limits participation and candor, and a closed-ended survey cannot support dialogue. One-on-one meetings with all 300 employees cannot be completed in two weeks and may inhibit candor with a new leader.

273. Answer: B — The selective enforcement is likely unlawful discrimination against union supporters

Applying an otherwise neutral rule only against union supporters, especially after years of non-enforcement and right after a campaign starts, is strong evidence of antiunion motive under Section 8(a)(3). The neutral wording of the rule does not protect disparate enforcement. If the company wants to begin enforcing the rule, it should announce the change and apply it to everyone consistently.

274. Answer: A — Whether state law allowed it, how the ban is enforced and whether it was protected activity

Recording laws differ by state, with some requiring one party's consent and others all parties' consent, so HR should confirm whether the recording was lawful. HR should also confirm that the no-recording rule is lawful and consistently enforced, and consider whether recording and sharing with coworkers to protest her treatment could be protected concerted activity under the NLRA. Federal law generally allows one-party consent recording, and deleting the file does not settle these questions.

275. Answer: C — Note the refusal with a witness and explain that signing shows receipt only

A signature acknowledges that the employee received the plan, not that he agrees, so the manager should explain this, note the refusal with a witness and proceed; the employee can add written comments. Treating the refusal as insubordination escalates unnecessarily, and delaying or rewriting the plan gives the employee control over a legitimate management process.

276. Answer: D — Giving raters a shared standard for what each level of performance looks like

Frame-of-reference training calibrates raters by defining performance dimensions and practicing with examples of each performance level, so different managers apply the same standard. It is not meant to force ratings into a distribution, and while feedback delivery and goal setting are useful skills, they are not its focus.

277. Answer: C — Map and clean fields, restrict access, validate against source records, and test before go-live.

A controlled migration maps fields between systems, cleans duplicates and errors, limits access to sensitive data, and validates results before going live. Shared spreadsheets expose sensitive data and invite manual errors, and fixing errors only as employees report them risks pay and benefits mistakes. Employee re-entry is slow, incomplete and does not cover data employees cannot see or supply.

278. Answer: B — She may have a Title VII claim even though she lacks an equal-work comparator for an EPA claim.

The EPA requires a comparison with an employee of the opposite sex doing substantially equal work in the same establishment. Title VII is broader: under County of Washington v. Gunther (1981), a Title VII sex-based pay claim does not require proof of equal work, so intentional pay discrimination can be challenged without such a comparator. Neither law adopts comparable worth.

279. Answer: C — Prompting personal reflection on how unconscious associations can affect judgment

The IAT is best used as an awareness and discussion tool. Its test-retest reliability for individuals is modest, and research shows only weak links between individual scores and actual behavior, so it should not be used to screen, predict or evaluate specific people. Using scores as performance goals treats them as precise individual measures, which they are not.

280. Answer: D — Treat the comment as notice and promptly begin an investigation of the supervisor

Specific allegations of harassment reported through any channel put the employer on notice, and failing to take prompt corrective action can create liability under Title VII. HR should investigate the named supervisor even though the source is anonymous. Waiting for a formal complaint or reporting the issue only as a survey theme delays the response the law expects.

281. Answer: B — A cascade in which each person calls a set list of others until all are reached

A call tree, or phone tree, assigns each person a short list of people to contact, who then contact others, so a message spreads quickly to everyone. It works best with current contact information and a way to report back who was not reached. A recorded hotline is useful too, but it depends on employees calling in rather than being contacted.

282. Answer: B — Access to more varied information and ideas that support innovation

Open networks bridge groups that do not otherwise talk, so members encounter more diverse, non-redundant information, which supports better ideas and decisions. Closed, dense networks are better for building trust, enforcing norms and coordinating among people who share perspectives, which are the strengths described in the other choices.

283. Answer: C — Red, because the result is 7 points below target

The shortfall is 95% - 88% = 7 percentage points, which is beyond the 5-point yellow band, so the status is red. The yellow band covers only 90% to just under 95%. Calling the result yellow by using a wider band or a relative percentage misapplies the stated threshold.

284. Answer: C — Raise the customer satisfaction score from 82% to 88% by December 31

A SMART goal is specific, measurable, achievable, relevant and time-bound. The satisfaction-score rewrite names a measure, a starting point, a realistic target and a deadline. The other rewrites lack a measurable target, a deadline or both; "significantly" and "faster" cannot be measured as written, and "over the next few months" sets no firm date.

285. Answer: C — Treat it as a weakness and verify it against market pay data before acting

The company's own pay levels are an internal condition, so below-market pay is a weakness; competitors' pay increases would be the related external threat. Exit interview themes should be confirmed with market data before committing to costly changes. Counteroffers react to individual resignations without fixing the underlying pay structure.

286. Answer: A — 6:1

Interview-to-offer ratio = interviews / offers = 48 / 8, or 6 interviews for each offer (6:1). 1:6 reverses the ratio. 5:1 counts only the 40 candidates who did not receive offers against the 8 who did, and 40:1 uses the difference between the two counts rather than their ratio.

287. Answer: A — Explain that the data will show whether goals were met and keep a short survey

Evaluation provides evidence of whether the program met its goals and how to improve it, which is also what leaders need to justify continued funding; keeping the survey short addresses the burden concern. Dropping evaluation leaves the program's value unproven. Running it secretly damages trust, and escalating to the CEO is premature before HR has made the case to the department head.

288. Answer: A — Escalate to the director's manager or the ethics and compliance function, using the hotline if needed.

When one's own supervisor directs unethical conduct and will not reconsider, the next step is to go around that supervisor through the organization's channels, such as the next level of management, compliance or the hotline. Complying while keeping notes still makes her a participant in the misconduct. A written instruction does not relieve her of responsibility for an act she knows is wrong.

289. Answer: D — Share the results with her team and work with them to identify causes and choose a few actions.

Engagement results drive improvement when managers share them openly and involve employees in interpreting the data and choosing actions, which also builds ownership and trust. Building a plan alone skips the people who best understand the causes and signals that the survey is a top-down exercise. Trying to identify individual respondents breaks the confidentiality that makes honest survey responses possible, and waiting tells employees their feedback is being ignored.

290. Answer: C — Explain that she must keep her election until open enrollment unless she has a qualifying event.

Section 125 elections are generally irrevocable for the plan year, and a midyear change is allowed only after a permitted event such as marriage, birth, loss of other coverage or certain changes in employment. Wanting more take-home pay is not a qualifying event, so she must wait for open enrollment. Neither a notice period nor a switch to after-tax payments makes an unpermitted change acceptable.

291. Answer: C — Keep the finding as written, since it reflects the evidence, and escalate if the VP persists.

Investigation conclusions must follow the evidence, not the preferences of leaders. Altering a substantiated finding would make the record false and expose the company to liability if the conduct continues. Reopening the case without new evidence would simply be a way to reach the VP's preferred result.

292. Answer: A — Facilitator, materials, travel, and participants' pay and benefits during training

A fully loaded cost includes all direct and indirect costs of the program, including the wages and benefits of participants for the time they spend away from their jobs. Leaving out participant time understates costs and inflates ROI. Productivity gains are benefits, not costs, so they belong in the other half of the calculation.

293. Answer: C — Present the schedule findings with the data and invite the manager to discuss them.

A consultant's job is to report what the data shows, clearly and without blame, and then help the client work through it. Presenting the schedule findings with evidence and inviting discussion gives the manager an accurate basis for action. Softening the findings to match his view, or recommending a fix the data does not support, leads to the wrong solution. Going over his head first damages trust.

294. Answer: B — It can screen out groups such as caregivers or people with disabilities without being job related.

Gaps often reflect caregiving, illness, disability or military service, so an automatic gap knockout can cause adverse impact by sex or disability and screen out qualified people with no business justification. No federal law bans asking about gaps; the risk lies in how the answer is used. Gap information is not protected health information under HIPAA, which applies to health plans and providers.

295. Answer: B — 2.5%

Absence rate = days lost / scheduled workdays x 100 = 120 / 4,800 x 100 = 2.5%. Dividing by days actually worked (4,680) gives about 2.6%, which is the wrong denominator. The 0.25% and 25% figures are decimal-placement errors.

296. Answer: C — Rational persuasion

Rational persuasion uses logical arguments and factual evidence to show that a request is practical and likely to achieve its objectives. Apprising explains how the request would benefit the target personally, such as advancing a career. Legitimating tactics appeal to rules or authority, and consultation invites the target to help plan the change.

297. Answer: A — Distributive bargaining

Distributive bargaining is win-lose positional bargaining over a fixed pie, in which one side's gain is the other's loss. Integrative and interest-based bargaining aim to expand value by focusing on underlying interests and creating mutual-gain options. Concessionary bargaining refers to a union giving back previously won terms, usually during financial distress, rather than describing the tactics in the stem.

298. Answer: C — Redesign the station with adjustable fixtures so parts are within easy reach.

Engineering controls that change the workstation itself, such as adjustable fixtures that remove the overhead reach, eliminate the risk factor at its source and sit above administrative controls and PPE in the hierarchy. Job rotation and training are administrative controls that reduce exposure or depend on behavior, so they are less reliable. Wrist braces are not proven to prevent strains and do nothing about the reaching motion.

299. Answer: A — Inbound logistics

Inbound logistics covers receiving, warehousing and handling inputs before they are transformed. Procurement is a tempting choice, but it is the support activity of buying inputs, not physically receiving and storing them. Operations transforms inputs into products, and outbound logistics moves finished goods to customers.

300. Answer: D — Ask what would look different if morale improved and agree on how to measure success.

A sound contract needs a clear, shared picture of the desired outcome and how it will be judged. Asking the manager to describe observable changes turns a vague request into something HR can diagnose and measure. Launching a survey or a program first means collecting data or acting before HR and the client agree on what problem they are solving.

301. Answer: D — Immediacy, because discipline should follow the violation promptly.

The hot stove rule holds that discipline, like touching a hot stove, should be immediate, consistent, impersonal and preceded by warning. A five-week delay weakens the link between the conduct and the consequence, so it violates immediacy. Nothing in the facts suggests the employee was unaware of the rule or that others were treated differently, so advance warning and consistency are not the principles at issue.

302. Answer: A — Share the specific results, ask what is getting in the way, and agree together on actions and a follow-up date.

Effective performance coaching starts with clear, specific data, then uses open questions to learn the cause (skill, resources, motivation or something else) and ends with jointly agreed actions and follow-up. Simply restating the targets and prescribing fixes is directive telling, not coaching, and it misses barriers the supervisor doesn't know about.

303. Answer: A — Expert power

Expert power is influence based on recognized knowledge and skill, which is why managers seek out and follow the specialist's advice. She has no formal authority, so legitimate power does not apply. Referent power rests on personal liking or identification, and informational power comes from controlling access to specific data rather than from expertise itself.

304. Answer: B — Collaboration

Collaboration means offering resources or assistance that make it easier for the target to carry out the request, such as drafting agendas and providing support at the meetings. Exchange offers something unrelated in return for compliance. Consultation asks the target to help plan the change, and a personal appeal asks for help out of friendship or loyalty.

305. Answer: C — Targets

Conner identifies four roles: sponsors, who authorize and legitimize the change; agents, who carry out the implementation; advocates, who want the change but lack authority to sanction it; and targets, who must change their behavior. The people whose work must change are targets.

306. Answer: C — Insist on it to the point of impasse as a condition of reaching agreement

Under the Supreme Court's Borg-Warner decision, a party may propose and discuss permissive subjects, and they may be included in a contract by mutual agreement, but insisting on one to impasse is an unfair labor practice. Withdrawing a permissive proposal is permitted. Only mandatory subjects may be pressed to impasse.

307. Answer: B — Review the data with him calmly, explain how it was collected, and explore together what may be driving it.

When a stakeholder disputes data, HR should stay objective, explain the methodology, and shift the conversation to understanding causes, since a team not complaining to its leader can itself be a warning sign. Escalating right away damages the relationship before HR has tried to engage him, and suppressing the results or resurveying undermines the survey's credibility and employee confidentiality.

308. Answer: D — Give the union notice and an opportunity to bargain over the schedule change

Work schedules and hours are mandatory subjects of bargaining under the NLRA, so changing them on its own without notice to the union and an opportunity to bargain is an unlawful unilateral change. Going directly to employees for consent bypasses the exclusive bargaining representative. The employer need not wait for the contract to expire, because the agreement does not cover schedules.

309. Answer: D — Explain the PEO relationship, what has and hasn't changed, and whom to contact with questions

Clear, proactive communication from the company should explain co-employment, confirm that jobs and reporting relationships have not changed, note what has changed (such as the payroll provider and benefits contacts) and give a point of contact. A PEO letter about its portal does not address the fear of job loss. One-on-one reassurance is inconsistent, and calling the change meaningless is inaccurate because the PEO is now a co-employer.

310. Answer: B — The course may cover everything the expert knows rather than what inspectors need to do on the job

Skipping analysis means the designer never confirms the performance the job requires, so the course tends to mirror the expert's knowledge and organization rather than the tasks and decisions inspectors must perform. The result is often dense, information-heavy content that does not change behavior. Terminology and ownership issues are minor compared with building the wrong course.

311. Answer: C — 500 applicants

Work backward through each yield: 50 hires / 0.80 = 62.5 offers; 62.5 / 0.50 = 125 screened candidates; 125 / 0.25 = 500 applicants. Leaving out the offer acceptance rate gives 400 (50 / 0.50 / 0.25), and leaving out the offer stage gives 250, both of which would leave the store short of hires.

312. Answer: A — Job board, at $30 per applicant vs. $50

Cost per applicant is source cost divided by applicants: $9,000 / 300 = $30 for the job board and $4,500 / 90 = $50 for the career fair. The career fair cost less in total but produced far fewer applicants, so its cost per applicant is higher. This metric covers volume only; the quality of applicants from each source should be weighed as well.

313. Answer: C — A line chart with months on the horizontal axis

Line charts show change over time, letting viewers see trends and seasonal patterns across 24 months. A pie chart shows parts of a whole and hides the time order. Annual totals hide the monthly pattern, and a histogram shows how values are distributed but loses the sequence.

314. Answer: D — A federal contractor whose contract includes the FAR E-Verify clause

E-Verify is voluntary for most private employers under federal law. Federal contractors and subcontractors must use it when their contract includes the FAR E-Verify clause, which generally applies to contracts above the simplified acquisition threshold with certain exceptions. No size-based federal mandate exists, and visa sponsorship does not by itself require E-Verify. Some states require E-Verify, but that comes from state law.

315. Answer: B — Meet with them to hear specific concerns, show how the tool helps them, and involve them in rollout

Resistance from experienced staff often reflects real concerns about workflow or loss of control. Listening to their specifics, showing what is in it for them and giving them a role in the rollout turns critics into contributors. A firm mandate without dialogue tends to harden resistance, and assuming long-tenured staff need extra technology training is a stereotype that can raise age-bias concerns.

316. Answer: B — No. Exempt employees ready and willing to work must get full salary for a closure of less than a full workweek.

Under the FLSA salary basis rules, an employer that closes for less than a full workweek cannot deduct from an exempt employee's salary when the employee is ready, willing and able to work. Federal law generally lets the employer require the use of accrued paid leave for those days, but it cannot cut the salary itself. If no work is performed for an entire workweek, salary need not be paid for that week.

317. Answer: D — Consistent policies applied across all stores at lower cost

Centralizing HR decisions and services in one function gives consistent policy application across locations and avoids duplicate HR staff, lowering cost. Local tailoring, close store relationships and store-level autonomy are advantages of a decentralized structure, which matters less for a modest number of similar stores in one region.

318. Answer: A — Common standards that make financial statements consistent and comparable

GAAP, set mainly by the Financial Accounting Standards Board, provides a common framework so investors, lenders and managers can rely on and compare financial statements across companies and periods. Taxable income follows the Internal Revenue Code, which often differs from GAAP, and audits provide reasonable assurance, not a guarantee.

319. Answer: D — "What might tempt you to leave the organization?"

Stay interview questions explore what keeps an employee and what could pull them away, so the manager can address risks early. Asking why the employee accepted another offer belongs in an exit interview, and rating performance belongs in a review. Feedback on orientation is useful, but it does not address the employee's current reasons for staying or leaving.

320. Answer: B — It bans facilitation payments and holds firms liable for failing to prevent bribery unless they have adequate procedures

The UK Bribery Act has no exception for facilitation payments, unlike the FCPA's narrow exception for routine governmental actions. Section 7 creates a corporate offense of failing to prevent bribery by associated persons, with a defense if the company had adequate procedures in place. It also covers commercial (private-sector) bribery, and the corporate offense does not require proof that senior managers knew.

321. Answer: D — 20%

A yield ratio is the number of candidates who move to the next stage divided by the number who entered the stage: 100 / 500 = 20%. The 80% figure is the share screened out, not the yield. Dividing 100 by the 400 who failed gives 25%, and 5% comes from inverting the ratio (500 / 100 = 5) and reading it as a percentage.

322. Answer: B — They dismiss it, since Title VII liability generally runs only to the employer

Most federal circuits hold that individual supervisors are not personally liable under Title VII; the statute's reference to an employer's agents is read as making the employer liable for their acts. Supervisors may still face personal liability under some state laws or under other statutes such as Section 1981. Supervisory authority affects the employer's liability, not the supervisor's.

323. Answer: A — Review her actual work results and talk with her before treating the flag as a performance issue.

An engagement flag based on email patterns is an indirect signal, not evidence of poor performance; the drop could reflect a new project, more meetings or a protected reason such as leave or a health condition. A PIP should rest on documented gaps against job expectations. Treating the flag as objective proof could lead to an unfair or legally risky action.

324. Answer: B — An unlawful constructive discharge, since she was forced to choose between her job and Section 7 rights

A constructive discharge occurs when an employer forces an employee to choose between keeping her job and giving up Section 7 rights, and she quits as a result. The Board treats the resignation as an unlawful discharge, with remedies such as reinstatement and back pay. Labeling it a voluntary resignation ignores that the employer created the unlawful choice.

325. Answer: A — 60%

Tier 0 resolution rate = inquiries resolved through self-service / total inquiries = 3,000 / 5,000 = 60%. Adding tier 1 resolutions gives (3,000 + 1,500) / 5,000 = 90%, which measures resolution below tier 2, not self-service. Dropping escalated cases from the denominator gives 3,000 / 4,500 = 67%, and 40% is the share that needed a person.

326. Answer: A — Meet with the team, because each side may choose its own representatives for bargaining.

Each party has the right to choose its own bargaining representatives, and refusing to meet because of who is on the other side's team is a refusal to bargain under Section 8(a)(5). Exceptions are narrow, such as a representative whose presence would make bargaining impossible because of ill will or a clear conflict of interest, none of which is present here.

327. Answer: D — Prescriptive analytics

Prescriptive analytics recommends actions by weighing the likely outcomes of different options. Flagging who is likely to leave is predictive, but suggesting the intervention most likely to work for each person is prescriptive. Diagnostic analytics explains causes of past results, and descriptive analytics summarizes what has happened.

328. Answer: D — A holiday gift of equal amount to all staff, not tied to hours or output

Gifts for special occasions such as holidays, truly discretionary bonuses and expense reimbursements may be excluded from the regular rate, as long as they are not measured by hours worked, production or efficiency. Shift differentials are pay for hours worked and must be included. Attendance and retention bonuses promised in advance are nondiscretionary and must also be included.

329. Answer: D — Set up automated status messages that go to candidates as they move through or exit each stage

The candidate black hole comes from silence after applying, and automated messages confirming receipt, updating status and closing the loop when someone is not selected address the cause at little cost. Replying to reviews treats the symptom, and a no-contact disclaimer keeps the poor experience in place. Personally calling every applicant does not scale for high-volume roles.

330. Answer: A — The situation, the task, the action taken, and the result

STAR stands for situation, task, action and result. A complete behavioral answer describes the context, what the candidate needed to accomplish, what he or she personally did and what happened as a result, giving the interviewer concrete evidence to rate.

331. Answer: D — Explain the policy and the confidentiality reasons for it, and offer other support such as breaks or EAP access.

Following a consistent policy protects confidentiality and the integrity of the evidence, especially because a coworker may also be a witness. HR can still show care by explaining the reason and offering breaks, a calm setting and EAP resources. Making an exception risks contaminating the coworker's account and inviting similar requests, and delaying the interview slows a timely response.

332. Answer: C — Take over the investigation, debrief the supervisor on whom he spoke with and what was said, and plan HR's own interviews.

HR should promptly take control of the investigation, but it first needs to know what the supervisor already did: whom he talked to, what he asked and what they said, since those conversations may affect witnesses. Accepting his conclusion ignores the risk of an untrained, possibly biased inquiry. Coaching or discipline for the delay may follow, but it is not the first step, and ignoring his information wastes relevant facts.

333. Answer: D — Enough position power, expertise, credibility and leadership ability

Kotter describes an effective guiding coalition as having enough position power, relevant expertise, credibility with employees, and leadership ability, along with trust and a shared goal. Enthusiasm alone without influence will not move the organization. Limiting the group to executives or to support functions such as HR leaves out the expertise and credibility found across the organization.

334. Answer: D — Have the head teller give structured on-the-job training on the machine, with practice and a checklist

For a small group learning to operate one piece of equipment on a tight timeline, structured on-the-job training by a trained internal expert is fast, inexpensive and hands-on, and a checklist keeps it consistent. The vendor class comes after go-live, reading a manual does not build operating skill, and building e-learning for six people is slow and costly.

335. Answer: D — Discuss options such as wearing a hairnet over or under the head covering

The employer should engage with the employee to find an option that meets both the religious need and food safety rules, such as a hairnet worn over or under the covering or a covering made of approved material. Refusing outright skips that dialogue, and an involuntary transfer to an office role could be discriminatory. Waiving the hairnet entirely could create a real hygiene risk that is not necessary.

336. Answer: C — Delegating all change messages to HR and not discussing the change with employees

Effective sponsors are active and visible: they communicate directly, build coalitions with peers and provide resources. A sponsor who hands all communication to HR and stays silent signals to employees that the change is not a leadership priority. Requesting updates, engaging peers and funding training are signs of active sponsorship.

337. Answer: D — Greenwashing

Greenwashing is making misleading or exaggerated claims about a product's or company's environmental benefits, such as promoting a minor change as if the whole product were environmentally friendly. Green marketing is the broader, legitimate promotion of real environmental attributes. Greenhushing is the opposite behavior, underreporting real sustainability efforts to avoid scrutiny, and carbon offsetting is funding emission reductions elsewhere.

338. Answer: C — It violates Section 8(b)(7)(A), which limits recognitional picketing when another union is lawfully recognized.

Section 8(b)(7)(A) bars picketing for recognition or organization when the employer has lawfully recognized another union and a question concerning representation cannot appropriately be raised. The 30-day petition rule belongs to Section 8(b)(7)(C), which applies when no union is recognized and no valid election was held in the past 12 months, so it does not cure this picketing.

339. Answer: C — Employer brand is how the market views the employer; the EVP is the value it offers workers.

Employer brand is the reputation of the organization as a place to work among candidates, employees and the market. The EVP is the deliberate set of rewards, culture, growth and other benefits the employer offers in exchange for employees' contributions, and a strong, authentic EVP shapes the brand. Both apply to current and prospective employees.

340. Answer: D — Set common likelihood and impact scoring criteria and ask departments to rescore their risks

Risks can be compared only when everyone uses the same defined criteria for likelihood and impact, so HR should set those criteria and have departments rescore. Converting scales mathematically assumes the scales mean the same thing, which they likely do not. Counting mentions ignores severity, and separate lists leave executives unable to compare risks across the company.

341. Answer: D — Analyze supervisors' remaining duties and team needs to judge how large a span they can handle.

The right span of control depends on factors such as task complexity, employee experience, coaching needs and the supervisor's other duties, so HR should analyze those before changing team sizes. Hours saved on scheduling do not translate directly into capacity for eight more people. Refusing any change ignores a real efficiency gain, and acting on a vendor's estimate skips the analysis.

342. Answer: D — Evacuate if a safe path exists, hide if they can't escape, and fight only as a last resort.

Run, Hide, Fight guidance from the Department of Homeland Security and FBI tells people to escape if a safe route exists, to hide and secure the space if they cannot escape, and to act against the attacker only as a last resort when life is in imminent danger. Calling 911 matters, but people should get to safety first rather than wait for instructions.

343. Answer: C — Most absences earn points no matter the reason, except those the law protects.

A no-fault policy does not ask whether an absence was excused or unexcused; absences accrue points, and discipline follows when points reach set levels. Legally protected absences, such as FMLA leave, ADA accommodations, military leave and jury service, must be excluded. A policy that counted protected leave would expose the employer to liability.

344. Answer: D — Future search conference

A future search conference gathers a cross-section of a whole system's stakeholders to explore history, find common ground and plan action toward a desired future. A confrontation meeting is limited to a management group, intergroup mirroring addresses conflict between two groups, and open-systems mapping is an analytical tool rather than a large stakeholder conference.

345. Answer: D — Share group-level risk insights and retention strategies but not individual employee risk scores

The model was approved for group-level planning, and individual flight-risk scores used to decide whom to invest in could lead to unfair treatment and privacy problems. HR can still help by sharing aggregate insights and suggested retention actions. Handing over the list, even with a confidentiality request, uses the data beyond its approved purpose, and withholding all findings is unnecessarily unhelpful.

346. Answer: A — When the employee reasonably believes the interview may lead to discipline and asks for one

Weingarten rights apply to investigatory interviews that the employee reasonably believes could result in discipline, and the employee must request representation. The employer is not required to inform the employee of the right. A meeting called only to announce a discipline decision already made generally does not trigger the right.

347. Answer: B — Explain the policy and its purpose, then help her plan to use the remaining days

A service-oriented no explains the reason behind the decision and offers a useful alternative, so the employee leaves with help even though the answer is no. Granting the exception would treat her differently from others who were denied and invite inconsistency claims. Citing the policy without engagement is technically correct but poor service, and sending her to her manager passes the problem along and suggests the policy is negotiable.

348. Answer: D — When the employee works in that country and complying with U.S. law would violate its law

Title VII and the ADA include a foreign-laws defense: an employer may take an action toward an employee in a workplace in a foreign country if complying with U.S. law would cause it to violate the law of the country where the workplace is located. Customer or cultural preference is not a defense, and employees cannot waive these protections in advance. The EEOC does not grant advance exemptions for particular offices.

349. Answer: C — 69 days

The vacancy was not filled until the second candidate accepted, so the clock runs from January 5 to March 15: 26 days left in January + 28 in February + 15 in March = 69 days. 36 days stops at the acceptance that fell through. 23 days restarts the clock when the first candidate backed out, and 59 days subtracts the 10 days between the first acceptance and the reneging.

350. Answer: A — Apply the plan's employment requirement as written, consistent with how it has been applied before.

When a bonus plan clearly requires employment on the payment date and has been communicated, HR should apply that term consistently, which sets clear expectations and reduces the risk of inconsistency and discrimination claims. Proration or manager-by-manager decisions undermine the plan's terms and create inconsistency. HR should still confirm the rule is enforceable under state wage law, but a plain eligibility condition like this is common.

351. Answer: C — Delphi technique

The Delphi technique gathers forecasts from experts through several rounds of anonymous questionnaires, with summarized feedback after each round, until opinions converge. The nominal group technique brings participants together in a structured meeting. Scenario planning builds several possible futures, and trend analysis projects from historical data.

352. Answer: C — Point factor method

The point factor method breaks jobs into compensable factors, defines degrees within each factor and assigns weighted points, then converts total points into grades. Factor comparison also uses factors, but it ranks benchmark jobs factor by factor and assigns dollar values rather than scoring degrees with points.

353. Answer: B — Look for consequences and obstacles, such as time pressure, no reward for doing it, or system barriers

When people could perform a task if their jobs depended on it, the problem is not a skill deficiency, so training and job aids are unlikely to help. Mager and Pipe direct the analyst to look at consequences and obstacles: whether doing it right goes unrewarded, whether skipping it is easier or rewarded, and whether something in the environment gets in the way. Jumping to discipline skips that diagnosis and may punish people for a process problem.

354. Answer: A — Draft a short scope statement and a task list with owners and dates, tracked in a shared spreadsheet.

A small project still needs a clear scope, tasks, owners and dates, but the planning should be scaled to the project; a simple scope statement and a tracked task list are enough for a one-person handbook revision. Skipping planning risks missing the deadline and leaving out reviewers such as legal counsel. Buying software conflicts with the stated budget constraint, and a full critical path analysis is more process than this project needs.

355. Answer: B — Return on expectations

Return on expectations (ROE) defines success through outcomes that key stakeholders agree on in advance and then evaluates the program against them. Return on investment and benefit-cost analysis convert results to money and compare them with costs, which this approach does not require. Reaction-level evaluation measures participant satisfaction, not sponsor-defined outcomes.

356. Answer: D — Accommodating, by acknowledging the manager's reading of the policy

Accommodating is appropriate when you realize you are wrong; yielding shows reasonableness and lets the correct position stand. Compromising is tempting, but splitting the difference between a correct and an incorrect reading of policy would apply the policy inaccurately.

357. Answer: B — It gives people time to think and signals that answers are expected

Pausing after a question gives reflective participants time to form an answer and communicates that the facilitator truly wants input rather than a quick confirmation. Rushing to fill the silence teaches the group to wait for the facilitator. Silence is not meant to assert authority or limit responses, and choosing whom to call on can happen without it.

358. Answer: D — Adopt the national percentage OFCCP publishes or set its own using the five-factor method

VEVRAA lets contractors either adopt the national percentage of veterans in the civilian labor force, which OFCCP publishes each year, or set an individual benchmark using five factors, including state veteran data and the contractor's own referral and applicant data. The 7% goal was a Section 503 disability goal and was eliminated in 2026. Using only the contractor's own applicant data is just one input to the five-factor method.

359. Answer: D — Decline to confirm or deny and remind the manager not to speculate about the employee.

Pregnancy and related medical information shared with HR is confidential, and the employee should decide when to tell her manager. HR should neither confirm nor deny, and should caution the manager that speculation could lead to discrimination concerns. Denying the rumor would be dishonest, and coverage planning can begin once the employee shares her leave plans.

360. Answer: C — Conscientiousness

Meta-analytic research consistently finds conscientiousness, being dependable, organized and achievement-oriented, to be the Big Five trait most consistently related to performance across occupations. Extraversion predicts well mainly in sales and management roles, and agreeableness mainly in teamwork and service roles. Openness relates more to training performance than to job performance in general.

361. Answer: D — Disclose the relationship and have another qualified person handle any decision on her nephew's application.

A relative's application creates a conflict of interest, and the ethical response is to disclose it and step aside so someone independent decides. Rejecting a qualified applicant just because of the relationship is unfair to him and is not required. Documenting her own objectivity does not remove the conflict, because the appearance of bias stays when she remains the decision-maker.

362. Answer: C — Recognizing teams that adopted the system and sharing results like fewer payroll errors.

Reinforcement happens after go-live and aims to make the change stick by recognizing adoption and showing that it is producing results. Explaining the business case builds awareness before the change, and vendor and training announcements belong to preparation. Collecting feature input is part of design, which comes earlier.

363. Answer: B — Pay the bonus only after the referred hire completes a set retention period.

Tying payment to the referred hire staying a set period, or paying in stages, aligns the incentive with the program's goal of quality hires who stay. A bigger bonus paid at the start makes the problem worse. Ending the program discards a source that usually yields strong hires, and a referral cap does not address early quits.

364. Answer: D — The reason, effective date, effect on employees and where to get help

Employees need to know why the change is happening, when it takes effect, how it affects their own savings, and where to get help, such as plan education or the provider's planning tools. Each of the other options includes one useful element but leaves out what employees need to understand and act. The plan sponsor must also meet any ERISA notice requirements, such as a summary of material modifications.

365. Answer: B — In cost of goods sold, as direct labor

Wages of workers who directly make the product are direct labor, a component of product cost that flows into cost of goods sold when the goods are sold. SG&A covers support functions such as sales, HR and administration, so treating all payroll as SG&A would overstate gross profit.

366. Answer: B — To set a shared window for meetings while allowing flexible hours outside it

Core hours create a predictable overlap for meetings and real-time collaboration while leaving employees free to schedule the rest of their work. They do not cap working time, and requiring identical start and end times would defeat the flexibility they are meant to protect. Overtime for nonexempt employees is based on hours actually worked in the workweek, not on a collaboration window.

367. Answer: C — Section 8(b)(1)(A), which bars unions from restraining or coercing employees in exercising Section 7 rights

Section 7 protects the right to refrain from union activity as well as to engage in it, and Section 8(b)(1)(A) makes it an unfair labor practice for a union to restrain or coerce employees in exercising those rights. Threats of property damage to get card signatures are classic coercion. Section 8(a)(1) is the parallel rule for employers, so it does not apply to conduct by union organizers.

368. Answer: D — To let the employer verify the vendor's compliance, such as bias testing and data security controls

An audit-rights clause gives the employer the right to inspect or obtain evidence of the vendor's practices, such as bias testing, security controls and data handling, so it can confirm the tool meets legal and contractual requirements. It runs from employer to vendor, not the reverse. Liability transfer is handled by indemnification clauses, and refunds for performance shortfalls come from warranty or service-level terms.

369. Answer: C — Being more confident of capturing the true value requires a wider range of plausible values.

With the same data, the standard error is the same for both intervals; the 99% interval uses a larger critical value (about 2.58 versus 1.96), so it must stretch farther to be more certain of containing the true mean. The standard-error explanation is the tempting near miss, but standard error depends on the data's variability and sample size, not on the confidence level chosen.

370. Answer: B — There is no direct basis for their value, so a method such as slotting is needed

Market pricing depends on finding survey matches. Jobs with no match, such as hybrid or company-specific roles, have no market rate, so the employer must use internal methods such as slotting against benchmarks. Pricing by a similar-sounding title is a common error, because titles often hide real differences in scope.

371. Answer: B — The Office of Federal Contract Compliance Programs in the Department of Labor

OFCCP enforces both Section 503 and VEVRAA for federal contractors. The EEOC enforces Title I of the ADA for private employers generally, and the two agencies coordinate on complaints that raise both laws. VETS handles the VETS-4212 report and some veteran programs but does not enforce Section 503.

372. Answer: B — What would you do if a customer demanded a refund outside our policy?

Situational questions present a hypothetical scenario and ask what the candidate would do. Behavioral questions ask about what the candidate actually did in the past, often beginning with 'tell me about a time' or 'give an example.' The question that uses the word 'situation' is still behavioral because it asks about a past event.

373. Answer: B — Treat it as an accommodation request and provide the questions in advance, as requested.

This is a reasonable accommodation request that is easy to grant. Interviews are meant to measure job skills, not how fast someone handles unfamiliar social pressure, and advance questions do not change what the candidate must show. Offering a different accommodation without discussion skips the interactive process when the requested one is simple and effective.

374. Answer: A — Report internal and external time-to-fill as separate figures

Because internal moves close much faster, a combined average rises and falls with the mix of fills, even when recruiting speed has not changed. Separate figures show real performance for each type of fill. Leaving out either group hides part of HR's work and removes useful information.

375. Answer: D — Grant the change as a likely reasonable accommodation, absent undue hardship

Modified work schedules are a recognized reasonable accommodation, and limitations caused by treatment side effects can be accommodated. With no fixed customer hours and independent work, a later start appears effective and low-cost. Employers should not dictate medical treatment, and calling the change a favor rather than an accommodation invites inconsistent treatment later.

376. Answer: A — Raters who know who was trained may let that expectation shape their ratings and bias the results.

Blinding raters protects against expectancy bias: a supervisor who knows an employee was trained may, even unconsciously, rate that person higher, making the program look more effective than it is. Contamination of the control group is a real pilot risk, but it comes from sharing content, not from raters knowing group membership. Training attendance is not confidential in a way that requires hiding it from supervisors.

377. Answer: D — Recognize the ethical issue and gather the facts

Ethical decision-making models begin by recognizing that a situation raises an ethical issue and establishing the facts, because alternatives cannot be judged properly until the problem is understood. Generating and weighing options, then choosing and implementing one, come later in the process.

378. Answer: C — Annual base salary in dollars

A ratio scale has equal intervals and a true zero, so a salary of $80,000 is twice a salary of $40,000 and $0 means no pay. Performance ratings and job grades are ordinal ranks, and calendar year is interval data because year zero is arbitrary, so ratio comparisons such as "twice as much" do not make sense for them.

379. Answer: B — It makes policies easier to understand for readers with varied literacy, language and cognitive needs.

Plain language, meaning short sentences, common words and clear structure, helps people with cognitive disabilities, non-native speakers and busy readers alike. It does not replace alternative formats for those who need them, and policies still need to include all required legal content.

380. Answer: B — Meet with him privately, acknowledge that correcting him publicly undercut him, and agree on how to handle such issues

The repair is a private conversation that owns the impact of the public correction while keeping the policy point intact, plus an agreement such as flagging issues during a break or follow-up. Sending the policy repeats the original problem in writing, and escalating to his director deepens the rift. Waiting leaves HR shut out and lets the damage harden.

381. Answer: D — Reinforce the team's agreed norms and start sharing leadership with members.

In norming, the leader shifts toward facilitation: reinforcing the agreed norms and giving members more responsibility and shared leadership. Setting detailed roles and procedures is a forming-stage task, mediating status disputes fits storming, and recognizing contributions while preparing members to move on belongs to adjourning.

382. Answer: B — Work with him to set targets above the baseline so the bonus rewards real improvement

Targets below results already achieved pay for performance the company would get anyway and weaken the link between effort and reward. HR should help reset targets that are challenging but attainable relative to the baseline. Capping payouts limits cost but leaves the design flaw in place, and canceling the plan overreacts.

383. Answer: B — Reject the proposal and consider interim steps that do not burden the complainant, such as adjusting the accused's duties.

Interim measures should protect the complainant without disadvantaging her, because an unwanted transfer to a less desirable shift can be viewed as retaliation and discourages reporting. Changes, if any, should normally fall on the accused or be made with the complainant's agreement. Making no change at all may leave her exposed to further harassment, so reasonable separation steps should still be considered.

384. Answer: B — Skills that are core to the strategy and specific to the firm's own ways of working

The more a skill is both core to the strategy and specific to the firm, the stronger the case to build it, because the market cannot supply it ready-made and competitors cannot easily hire it away. Widely available skills, short-term project needs and skills needed immediately at full proficiency usually favor buying or borrowing talent instead.

385. Answer: D — Investigate it as possible bullying under the conduct policy

A repeated pattern of demeaning behavior directed at one person goes beyond ordinary conflict and should be looked into under the company's conduct or respectful-workplace policy. Telling her to handle it directly or treating it as a personality clash minimizes a possible bullying problem. Federal law may not reach it, but company policy can and should.

386. Answer: C — Weigh severity and past cases first, treating tenure as one factor.

Serious safety violations can justify skipping progressive steps, and the policy says so. Tenure and a clean record are legitimate mitigating factors, but the starting point is the seriousness of the offense and how past lockout/tagout violations were handled. A verbal warning or coaching alone signals that the rule is optional, while automatic termination without considering past practice risks inconsistent treatment.

387. Answer: B — Widen outreach through partnerships with groups that serve women in engineering.

Title VII prohibits limiting interviews, adjusting scores or setting quotas based on sex. Broadening outreach through professional associations, schools and community groups enlarges the applicant pool without making selection decisions based on sex. All candidates are then evaluated on the same job-related criteria.

388. Answer: D — Compulsive gambling

The ADA's statutory exclusions include compulsive gambling, kleptomania, pyromania, certain sexual behavior disorders and psychoactive substance use disorders resulting from current illegal drug use. Alcoholism is not excluded and can be a disability, although employees may be held to the same conduct standards as others. Bipolar disorder and depression are commonly covered mental impairments.

389. Answer: D — Shorten her Friday shift by 4 hours instead, keeping this workweek's total at 40.

A private employer may adjust an employee's hours within the same workweek so she does not exceed 40, but each workweek stands alone. Time off in the following week cannot offset overtime earned in this week, and giving it at a time-and-a-half rate would be comp time, which private employers cannot use. A biweekly pay period does not allow averaging hours across two workweeks.

390. Answer: A — Decide sooner, because a notice of contest is due within 15 working days of receiving the citation

An employer has 15 working days from receipt of the citation to file a written notice of contest. Waiting until the 28th would likely miss that window, and the citation would then become a final order that cannot be reviewed. An informal conference with the area director can help, but it does not extend the 15-working-day deadline, so relying on it later is the trap.

391. Answer: A — $950.00

Straight-time pay is 45 x $18 = $810, plus the $90 bonus, for $900. The regular rate is $900 / 45 = $20, so the overtime premium is 0.5 x $20 x 5 = $50, and total pay is $900 + $50 = $950. Leaving the bonus out of the regular rate gives a $45 premium and $945, and stopping at $900 omits the overtime premium entirely.

392. Answer: A — A warehouse worker is fired two days after filing a workers' compensation claim for a back injury.

Most states recognize a public policy claim when an employee is fired for exercising a legal right, and filing a workers' compensation claim is the classic example; many states also bar this by statute. Low productivity and a genuine restructuring are lawful reasons in an at-will setting. Complaints about cafeteria food do not implicate a clear public policy, although some social media posts could be protected concerted activity in other circumstances.

393. Answer: A — Share the pattern and ask him to walk through the evidence behind each part-timer's rating.

Presenting the data and asking the manager to explain each rating against the performance standards helps him see the pattern himself, whether it reflects bias against part-time work or a real difference. That respects his role and builds accountability. Changing ratings without him or labeling him biased damages trust, and telling him to favor one group replaces one bias with another.

394. Answer: C — The two are related, but the data do not show that training caused higher ratings

This is a correlation, and because the training was voluntary, stronger performers may have self-selected into it. Without a control group or a design that rules out other explanations, HR cannot conclude that the training caused the higher ratings. Concluding that the training had no effect or that ratings are biased goes beyond the data just as much as assuming causation does.

395. Answer: A — Decides on his own judgment which employees get suspended for violations, with no review above him

Section 2(11) defines a supervisor as someone with authority, in the interest of the employer, to take or effectively recommend any of 12 actions, including suspending and disciplining, when that authority requires independent judgment rather than routine or clerical action. Passing along a schedule, training by a manual, and seniority or a pay premium do not involve the exercise of any listed authority.

396. Answer: C — Post it where notices are usually displayed and give remote staff an accessible electronic copy

Covered employers must display the notice prominently where notices to employees and applicants are customarily posted. The EEOC says electronic posting supplements, rather than replaces, the physical poster, but for employees who work remotely and do not visit the worksite, an electronic copy they can readily access is the practical way to reach them. A handbook copy or a poster in a room remote workers never visit does not meet the requirement for them.

397. Answer: A — Pressure, which usually produces compliance or resistance rather than commitment

Demands, threats, frequent checking and persistent reminders define Yukl's pressure tactic, and research shows it rarely creates commitment; at best it yields grudging compliance and often provokes resistance. The behavior described is not mainly an appeal to rules or policy, so it is not a legitimating tactic, and no one else's support is being enlisted, so it is not a coalition tactic.

398. Answer: D — 15.0%

Midpoint progression = (higher midpoint - lower midpoint) / lower midpoint = ($69,000 - $60,000) / $60,000 = 15.0%. Dividing the $9,000 difference by the higher midpoint gives about 13.0%, and 7.5% results from halving the correct figure. The 9.0% figure mistakes the $9,000 dollar difference for a percentage.

399. Answer: C — Sutures used by a clinic physician to close a cut on the employee's hand

Sutures are medical treatment beyond first aid, so the case is recordable. OSHA's first-aid list includes tetanus immunizations, wound closures such as butterfly bandages and Steri-Strips, and nonprescription medication at nonprescription strength, even when a physician provides or recommends them. The butterfly bandage is the tempting trap because it closes a wound, but OSHA specifically classifies it as first aid.

400. Answer: C — Distributive justice

Distributive justice concerns the perceived fairness of outcomes, such as whether rewards are proportional to contributions. Procedural justice would be at issue if employees questioned how the bonus decisions were made, and interactional and informational justice concern how people were treated and how well decisions were explained.