



**WorkKeys<sup>®</sup>**



# **Reading for Information**

## **Prep Package**

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**ACT**

## Test Taking Tips

Although there are several different WorkKeys skill assessments, these practice materials focus on only a few of them. These practice tests contain multiple-choice items with a question followed by five possible answers from which you are to choose the *best* one. The following suggestions apply to all WorkKeys multiple-choice tests.

### **Pace yourself.**

The time limits set for each WorkKeys test give nearly everyone enough time to finish all the questions. However, it is important to pace yourself. Don't spend too much time on one problem or reading section; go on to the other questions and come back if there is time.

### **Listen to and read the directions for each test carefully.**

Before you begin taking one of the WorkKeys tests, pay careful attention to the directions. These tests ask for the *best* answer. It is important to keep this in mind when answering the questions, since it will sometimes be possible to think of responses that could be better than any of those offered or to defend a choice as not entirely wrong. Best-response formats are consistent with the real world, where choosing among less-than-perfect alternatives is routine.

You may want to work out the answer you feel is correct and look for it among the choices given. If your answer is not among the choices provided, reread the question and consider all of the answer choices again to find the best one.

### **Read each question carefully.**

It is important that you understand what each question asks. Some questions will require you to go through several steps to find the best answer, while others can be answered more quickly.

### **Answer the easy questions first.**

The best strategy for taking a test is to answer the easy questions and skip the questions you find difficult. After answering all of the easy questions, go back and try to answer the more difficult questions.

### **Use logic in more difficult questions.**

When you return to the more difficult questions, try to use logic to eliminate incorrect answers to a question. Compare the answer choices to each other and note how they differ. Such differences may provide clues as to what the question requires. Eliminate as many incorrect answers as you can, then make an educated guess from the remaining answers.

### **Answer every question.**

Your score on the WorkKeys tests will be based on the number of questions that you answer correctly; **there is no penalty for guessing**. Thus, you should answer every question within the time allowed for each test, even if you have to guess. You will be notified when there are five minutes remaining on each test.

### **Review your work.**

If there is time left after you have answered every question on a test, go back and check your work on that test. Check to be sure that you marked only one answer to each question. You will not be allowed to go back to any other test or mark answers to a test after time has been called on that test.

### **Be precise in marking your answer document.**

Be sure that you fill in the correct circles on your answer document. Check to be sure that the number for the line of circles on your answer document is the same as the number for the question you are answering. Position your answer document next to your test booklet so you can mark your answers quickly and completely.

### **Erase completely.**

If you want to change an answer on your answer document, be sure to erase the unintended mark completely.

# READING FOR INFORMATION

***45 Minutes — 33 Questions***

**DIRECTIONS:** There are 33 questions in this test, a small number of which are included for developmental purposes. Answers to these developmental questions will not count toward your score.

This test measures reading skills related to success in the workplace. Each reading selection will be followed by one or more questions. Note: A heavy, black, horizontal line appears at the end of each single question or group of related questions.

Each question in the test is numbered, and the five answer options are lettered. After reading a passage, decide which answer is the best answer for each question. You may write on this test booklet to help answer the questions. Next, find the row of ovals on the answer folder numbered the same as the question. Then, find the oval in that row lettered the same as your chosen answer. Finally, fill in the oval completely. Use a soft-lead pencil and make your marks heavy and dark. **DO NOT USE A PEN.**

If you change your mind about an answer, erase your first oval thoroughly before filling in the new oval. For each question, make sure you mark your answer in the row of ovals with the same number as the question.

On this test, you will not be penalized for guessing, so you should try to answer every question. Do not use too much time on any one question. If you do not know the correct answer, pick the one you think is best. Go back and check any questions you had difficulty with if you have time.

The Answer Folder included is a sample; you can use it to simulate the testing environment and then score it yourself.

**DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO DO SO.**

**PRACTICE**  
***WORKKEYS***  
**Answer Folder**

P.O. Box 168  
Iowa City, IA 52243-0168

- To change an answer, erase completely and then mark the new choice.

☒ ☐ ☐ ☐

**7**

What is your current or highest level of education?  
(Mark ONE only.)

<b>Secondary:</b>	<b>Postsecondary:</b>
<input type="radio"/> 7th Grade	<input type="radio"/> 1st Year
<input type="radio"/> 8th Grade	<input type="radio"/> 2nd Year
<input type="radio"/> 9th Grade	<input type="radio"/> 3rd Year
<input type="radio"/> 10th Grade	<input type="radio"/> 4th Year
<input type="radio"/> 11th Grade	<input type="radio"/> 5th Year or Higher
<input type="radio"/> 12th Grade	
<input type="radio"/> H. S. Grad.	<input type="radio"/> Other
<input type="radio"/> GED	
<input type="radio"/> Other	

TEST FORM						BOOKLET NUMBER								ADMIN. CODE				
A	0	0	A	A		0	0	0	0	0	0	0	0			0	0	0
B	1	1	B	B		1	1	1	1	1	1	1	1			1	1	1
C	2	2	C	C		2	2	2	2	2	2	2	2			2	2	2
D	3	3	D	D		3	3	3	3	3	3	3	3			3	3	3
E	4	4	E	E		4	4	4	4	4	4	4	4			4	4	4
F	5	5	F	F		5	5	5	5	5	5	5	5			5	5	5
G	6	6	G	G		6	6	6	6	6	6	6	6			6	6	6
H	7	7	H	H		7	7	7	7	7	7	7	7			7	7	7
I	8	8	I	I		8	8	8	8	8	8	8	8			8	8	8
J	9	9	J	J		9	9	9	9	9	9	9	9			9	9	9

1	A	B	C	D	E	16	F	G	H	J	K	31	A	B	C	D	E
2	F	G	H	J	K	17	A	B	C	D	E	32	F	G	H	J	K
3	A	B	C	D	E	18	F	G	H	J	K	33	A	B	C	D	E
4	F	G	H	J	K	19	A	B	C	D	E	34	F	G	H	J	K
5	A	B	C	D	E	20	F	G	H	J	K	35	A	B	C	D	E
6	F	G	H	J	K	21	A	B	C	D	E	36	F	G	H	J	K
7	A	B	C	D	E	22	F	G	H	J	K	37	A	B	C	D	E
8	F	G	H	J	K	23	A	B	C	D	E	38	F	G	H	J	K
9	A	B	C	D	E	24	F	G	H	J	K	39	A	B	C	D	E
10	F	G	H	J	K	25	A	B	C	D	E	40	F	G	H	J	K
11	A	B	C	D	E	26	F	G	H	J	K	41	A	B	C	D	E
12	F	G	H	J	K	27	A	B	C	D	E	42	F	G	H	J	K
13	A	B	C	D	E	28	F	G	H	J	K	43	A	B	C	D	E
14	F	G	H	J	K	29	A	B	C	D	E	44	F	G	H	J	K
15	A	B	C	D	E	30	F	G	H	J	K	45	A	B	C	D	E

## CLEANROOM PRACTICES

YOU MAY NOT USE ANY COSMETICS IN THE CLEANROOM. YOU MUST CLEAN OFF FACE POWDER, EYE SHADOW, MASCARA, AND LIPSTICK. NON OIL-BASED LOTIONS ARE ACCEPTABLE BUT SHOULD BE APPLIED BEFORE ENTERING THE MAIN AREA.

TO PREVENT CONTAMINATION OF PRODUCT, NO COLOGNE, PERFUME, HAIR SPRAY, HAIR GEL, OR FINGERNAIL POLISH MAY BE WORN. FINGERNAILS MUST NOT GO MORE THAN 0.25 INCH PAST THE FINGERTIPS AND CANNOT PUNCH THROUGH GLOVE.

THE ONLY METAL ORNAMENT ALLOWED INSIDE THE CLEANROOM IS ONE WEDDING BAND (WRIST WATCHES ARE NOT ALLOWED.) IF THE WEDDING BAND IS NOT SMOOTH, NYLON GLOVES MUST BE WORN UNDER VINYL GLOVES.

1. What type of product can you have in the cleanroom?

- A. Face powder
  - B. Fingernail polish
  - C. Hair spray
  - D. Mild cologne
  - E. Non-oil-based lotions
-

Find the place where the first tree seedling is to be planted. Hold the planting bar straight up with both hands on the handle.

Put the bottom edge of the bar against the ground. Then put your foot on the crossbar. Dig a hole by pushing down hard with your foot until the crossbar is touching the ground.

Move the bottom of the bar back and forth two or three times to make the hole a little bigger. Take the bar out of the hole and lay it on the ground beside the hole while you plant the seedling.

2. How must you hold the planting bar to dig a hole?

- F. Across your foot
- G. Beside the hole
- H. Near the bottom edge
- J. Straight up
- K. Very hard

3. According to the instructions shown, what is the first thing you should do after the crossbar is touching the ground?

- A. Dig the hole by pushing down
- B. Hold the planting bar straight up
- C. Lay the bar beside the hole
- D. Move the bottom of the bar back and forth
- E. Take the bar out of the hole

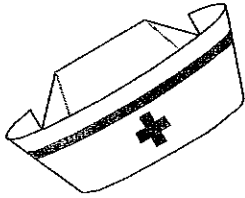
# Hardemuth

**Department Store**  
**Housewares Department**

All items in stock must have a sample displayed. The samples must have a scannable bar code on the bottom. Put a hanging price tag on all samples with the regular price displayed. Sale prices should be displayed on a yellow hangtag in a plastic jacket. Finally, post a sign with the regular price on the shelf underneath each sample item.

Cookware sets must have both an eight-piece sample set and a thirteen-piece sample set for display only. Separate the boxes with the cookware sets. Boxes with eight-piece sets must be kept on the shelf above the eight-piece sample set. Boxes with thirteen-piece sets must be kept on the shelf above the thirteen-piece sample set.

4. You are setting up a display of new items in the store where you work. According to the notice shown, where should you put a sign with the regular price?
- F. In a plastic jacket
  - G. On the bottom of the display item
  - H. On the boxes above the display
  - J. On the shelf underneath the display item
  - K. To the side of the display item
-



### How to treat small cuts and scrapes

First, wash the wound with soap and warm water. Use a soft wet cloth to do the cleaning and touch the injured area very carefully. Try not to cause pain to the injured person.

Then, put AB Ointment on the wound. Squeeze a small dot of ointment out of the tube directly onto the injured area. Use a dry soft cloth to spread the ointment evenly over the entire wound. Again, touch the injured area very carefully and try not to cause pain.

Next, cover the injured area with a bandage. Place a soft white cotton pad directly on the wound. Tape the pad in place. Put one piece of tape along each side of the pad. The tape should stick to the pad and also to the skin outside the injured area. Finally, put two pieces of tape all the way across the pad. Stick the tape to the skin on each side of the pad.



5. According to the instructions shown, what should you use to clean a wound?
- A. AB Ointment
  - B. A soft dry cloth
  - C. A soft wet cloth
  - D. A white cotton pad
  - E. Wound cleaner
6. According to the instructions shown, after you cover the injured area with a white cotton pad, you should next:
- F. put one piece of tape along each side of the pad.
  - G. put two pieces of tape all the way across the pad.
  - H. spread AB Ointment on the injured area.
  - J. touch the injured area very carefully.
  - K. wash the wound with soap and warm water.
-

# **SOUTH LIBERTY LIBRARY**

## **MEMO**

**FROM:** The Director

**SUBJECT:** Book Shelving

Books that have been returned to the library must be sorted before they are put back on the shelves. Three carts are normally used to sort books.

First, look at the sticker on the back edge of the book. Books with a blue dot above the sticker go on one cart. These are new books and they will be put on special shelves at the front of the library. If books do not have a blue dot, put them on the other two carts.

Next, the books on each cart must be sorted by the code on the sticker. Codes always start with a letter of the alphabet and most books have two letters in the code. Put all the books in alphabetical order according to their codes. When you have more than one book with the same first letter, put them in order according to the second letter in the code. For example, put all the books that have the first letter P on the sticker together on one cart. Then, put the books with the letters PN before the books with the letters PV.

Often you will have several books with the same letters. When that happens, the books must then be sorted by the code number which is on the sticker just below the letters. For example, a book with the code PN 103 must be put before a book with the code PN 225.

When all the books on the carts are sorted, you can start putting them in the appropriate places on the shelves.

7. According to the memo, where should you put a book with the code RC 405 that does NOT have a blue dot above the sticker?
- A. After a book coded RA 410
  - B. After a book coded RC 410
  - C. Before a book coded RA 310
  - D. Before a book coded RC 310
  - E. On the special "new book" shelves
8. According to these instructions, the first thing you should do with a book that has a blue dot above the sticker is:
- F. put it in order by the second letter of the code.
  - G. put it on the cart for new books.
  - H. put it with all of the other books with the same letter code.
  - J. shelve it in the front of the library.
  - K. sort it by the code number.
-

# Leaner Dry Cleaners

When a customer comes in with clothes to be cleaned, follow these steps:

1. Pick up each piece of clothing and look at it to see what type of clothing it is (for example, a sweater).
2. Write down on the order form in the correct space how many of each type of clothing the customer has brought in (for example, 1 sweater, 2 shirts).
3. Ask the customer if there are any stains on the clothing. If the customer says "yes," ask what kind of stain it is and where it is located. Put this information on the order form and also put a red sticky dot on the stained area of the clothing. (Red sticky dots are under the countertop, next to the stack of order forms.) If the customer doesn't know what kind of stain it is, put a red sticky dot on the area and write "unknown stain" on the order form.
4. Put the clothes to be cleaned in the bags behind the counter.
5. Ask for the customer's name and phone number and write both on the order form.
6. Check the schedule sheet on the counter next to the telephone and tell the customer when the cleaned clothes will be ready to pick up. Check the box next to that day on the bottom of the order form, tear off the bottom of the form, and give it to the customer.

9. According to the directions shown, what should you do next if the customer says there are no stains on the clothes?
- A. Check the clothes for stains.
  - B. Put a red sticky dot on the clothes.
  - C. Put the clothes in the cleaning bags.
  - D. Write the customer's name on the order form.
  - E. Write "unknown stains" on the order form.
10. According to the directions shown, the stack of order forms is located:
- F. behind the counter.
  - G. next to the clothes.
  - H. next to the telephone.
  - J. on the counter.
  - K. under the countertop.
-

**To: All Supply Clerks**

**Re: Procedures for Ordering Office Supplies**

When office supplies are needed, fill out a purchase order and submit two copies (the white and the yellow) of this request to the Finance Department. Include all of the following information:

- Current date
- Date the supplies are needed
- Type and grade of supplies
- Quantity
- Cost (see current supply catalog for prices)
- Department manager's signature of approval

The pink copies of the purchase orders are to be filed by the clerks in the individual departments. Clerks will submit a monthly report totaling the type and quantity of supplies purchased and the total cost of those supplies. By the first Wednesday of each month, this report, detailing supplies ordered during the preceding month, should be submitted to the department manager and to the Finance Department. If a department spends more than the allotted annual budget for supplies before the end of the fiscal year, special permission to order additional supplies must be obtained from the vice president of the Finance Department.

Supplies such as desk calendars and daily planners must be ordered on or before November 15. For other supplies, allow up to two weeks for delivery.

11. You are a supply clerk filling out a report showing the supplies you ordered in September. According to the memo shown, when is this report due to your department manager and the Finance Department?
- A. Before the end of the fiscal year
  - B. By the end of September
  - C. By the first Wednesday in October
  - D. On or before November 15
  - E. On the first Monday in October
12. You are a supply clerk. Your department has already spent its supply budget for this year. Based on the memo shown, before ordering additional supplies for the last month of the fiscal year, you will need to:
- F. fill out a new purchase order without including the current date.
  - G. get special permission from the Finance Department vice president.
  - H. have your department manager sign to approve all additional purchase orders.
  - J. order supplies on or before November 15.
  - K. submit a monthly report to the department manager and the Finance Department.
-

## **DRIVER GUIDELINES**

1. Safety glasses with side shields must be worn any time you are outside of your truck while inside the fence line of the main plant. If you do not have a pair of safety glasses, ask security and they will issue a pair. Please return any borrowed glasses upon departure.
2. Please dispose of trash in outside receptacles only.
3. Any trailer coming into the facility must meet the following guidelines in order for it to be dropped. This applies to both empty and loaded trailers.
  - Tandems must be slid all the way to the rear.
  - The inside of the trailer must be clean and free of extra pallets.
  - There must be no damage that would compromise the load (i.e., holes through the sidewalls, leaks in the roof, etc.) and no safety-related problems (missing door latches, etc.).
  - Refrigerator/heater units must run, and fuel levels must be at 3/4 of a tank at minimum.
  - Air must be released on all air-ride trailers.
  - Temperature on any refrigerator/heater must be set at 16 degrees C.
4. When dropping a trailer in the drop lot, please make sure the dollies are on the red stripe.
5. When dropping a trailer at the dock door, a jack stand must be placed under the nose of the trailer. If no jack stands are available, please notify security.
6. When live loading/unloading, you are allowed to stay hooked to the trailer as long as you dolly down the legs as well. You may not move or unhook while the light is red.
7. When removing a trailer from a door, please ensure that the light is green before hooking up. Note that an orange cone is equivalent to a red light.
8. Please stop at the guard shack anytime you are entering or exiting the facility.



13. You are a truck driver who wants to drop a trailer in the drop lot. The trailer is empty, the refrigerator/heater unit runs and is set at 16 degrees C, the fuel tank is  $\frac{1}{2}$  full, and the tandem wheels are rolled to the rear. According to the guidelines shown, will you be allowed to drop the trailer?
- A. No; the fuel tank must be at least  $\frac{3}{4}$  full.
  - B. No; the trailer must be loaded.
  - C. No; there must be a jack stand under the nose of the trailer.
  - D. Yes; the guidelines apply only to trailers dropped at the dock door.
  - E. Yes; the trailer described meets all of the guidelines.
14. You are a truck driver picking up a trailer at a dock door. Based on the guidelines shown, if there is an orange cone by the trailer, you should:
- F. notify security.
  - G. remove the jack stand.
  - H. remove the trailer from the dock door.
  - J. stop at the guard shack.
  - K. wait to hook up the trailer.
-

# MEMO

**TO:** Publications Department Assistants  
**FROM:** Publications Department Manager

Thank you in advance for helping the editors proof the Valve Adjustment manual and documents associated with the new line of valves. The following instructions are for proofing the manuscript copy of the manual scheduled for the beginning of next week. Additional instructions will be provided when the preliminary copy with typefaces, graphics, copy placement, and headings is proofed.

## **Team Proofing Stage**

You will be paired with another proofer, the *reader*, and you will be issued two versions of the same section. One version is the marked-up copy, which contains modifications in handwritten red ink. The reader will read aloud each word, punctuation mark, and number on the marked-up section.

The other copy is the new version, and it should incorporate all edits from the marked-up version. The proofer must mark in red ink any missed edits and any additional modifications. Most likely further corrections will be needed.

## **Single Proofing Stage**

After the corrections have been made and checked from the team proofing stage, you should do a single proof on the new copy. Mark corrections in red ink. Continue to repeat this process until the materials are error free.

During your single proof, read every word aloud. In this way you will both see and hear the copy, which will enable you to better detect a missing word or number.

## **Reminder:**

Spell-check programs have reduced misspellings considerably, but you should be aware of specialized terms that the computer's dictionary does not know.

Once the manual is ready to print, I will need you to follow the same instructions to proof the technical specification sheets for each valve type. If you have any questions, please speak to me or to one of the editors.

15. You are an assistant. During the team proofing stage, you notice that some of the changes on the marked-up version of the manual have not been made to the new version. According to the memo shown, what is the next step you should take?
- A. Inform your supervisor that the new version was returned uncorrected.
  - B. Mark corrections on the new copy with red ink.
  - C. Read the problem areas aloud to yourself.
  - D. Request an extension on the deadline for reaching the printer-ready stage.
  - E. Run both versions through a spell-check program.
16. According to the memo shown, the graphics and headings of the manual should be proofed during the:
- F. entire proofing period.
  - G. manuscript copy phase.
  - H. preliminary copy phase.
  - J. single proofing stage.
  - K. team proofing stage.
-

## DETERMINING ELIGIBILITY FOR MEDICAL COVERAGE

All full-time employees of the company who work an average of at least 30 hours per week are eligible under this plan. Coverage begins on the first day of the month following 30 days of active full-time employment. If employees enroll within 31 days of the date they are eligible, medical evidence of good health is not required. Temporary and part-time employees are not eligible. Employees are no longer eligible under this plan one month after the date they begin active duty in the armed forces of any country and continuing for the duration of their service.

If employees enroll their dependents within 31 days of the date they become eligible, medical evidence of good health is not required. If they do not, they will be required to submit evidence of good health for each dependent, at their expense, which is satisfactory to the company.

The following dependents are eligible under this plan: employees' spouses, employees' unmarried dependent children under age 19, employees' unmarried dependent children under age 23 who are attending a trade school, college, or university on a full-time basis, or employees' unmarried disabled children age 19 and over. Coverage ceases when spouses or children cease to be dependent upon employees for support. In the case of employees' spouses, this is if they are legally separated or divorced. In the case of disabled children, this is when they are no longer disabled. Coverage will cease when dependents have served in the armed forces of any country for more than one month, or when maximum benefits have been paid.

17. In the phrase “employees’ unmarried dependent children under age 19” in the last paragraph of the memo shown, **dependent** means:
- A. determined or conditioned by another.
  - B. hanging down.
  - C. relying on another.
  - D. subject to another’s jurisdiction.
  - E. subordinate.
18. According to the memo shown, if you want to be insured, you must provide medical evidence of good health if you:
- F. are a temporary or part-time employee of the company.
  - G. are legally separated or divorced from your spouse.
  - H. do not enroll in the plan within 31 days of your date of eligibility.
  - J. have a disability which began at the age of 19 or over.
  - K. have been on active duty in the armed forces of any country.
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## **Richards Marketing, Inc. - Project Management Manual**

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### ***Section 2: Project Planning Tools***

When managing projects in the phased or “fast track” mode, refer to a number of planning tools, accessible through project management software, on paper, or both:

- A Work Breakdown Structure (WBS) is a ranked format that breaks projects down into measurable and controllable activities. Breaking down tasks into their smallest logical components, phases, and subtasks allows development of more accurate estimates of time, money, and resources for a project. Although the WBS shows the scope of the project in easy-to-read visual form, it does not reflect the chronological order in which tasks are or should be accomplished.
- A Critical Path Method (CPM) diagram shows the tasks involved, the duration of each task (usually expressed in days), the relationships between tasks, the sequence of these tasks, which tasks can be done in parallel, and which tasks are dependent on the preceding task(s). (Note: The critical path is the longest path of sequential project tasks displayed on a CPM chart; it contains no slack time. Unless each task on the path is accomplished in sequence and in the time frame allotted to it, slippage may result, threatening the success of the entire project.)
- A Gantt chart is a comprehensive bar chart that shows the task and time requirements of a project (indicating start and finish times for each task) and includes the project name or number and the person(s) responsible for the task(s). To complete a Gantt chart you need to know the tasks involved, the duration of each task (usually expressed in days), the starting date for your project, team or individual assignments, and a Gantt chart form (found in project management software or drawn on paper).

In addition to using project management software to help avoid “scope creep” and other dangers, present the results of a variety of appropriate tracking devices (such as interviews) in a Work Plan Status document prepared for regular review by all members of the project team. Remember to keep a project notebook, including the project plan, work assignments, budget information, etc.; it is an excellent historical record for use in final project activities, such as the project review.

19. Your supervisor wants to see an overview of your project, including the duration of each task and personnel assignments over the life of the project. According to the manual page shown, the planning tool that will best present this information is a:
- A. CPM diagram.
  - B. Gantt chart.
  - C. project notebook.
  - D. WBS.
  - E. Work Plan Status document.
20. According to the manual page shown, when you manage a project using a Critical Path Method diagram, there is a risk of **slippage** because the:
- F. critical path contains no slack time.
  - G. diagram does not reflect the chronological order of the tasks.
  - H. diagram does not specify the relationship between tasks.
  - J. persons responsible for the tasks are not included.
  - K. team and individual assignments are not included.
21. You are a project manager. Based on the manual page shown, which planning tool would best facilitate a budget estimate for a project?
- A. A Critical Path Method diagram
  - B. A Gantt chart
  - C. A project notebook
  - D. A Work Breakdown Structure
  - E. A Work Plan Status document
-

To: All Employees

From: Vice President for Government Relations of Global Home Furnishing, Inc.

The United States Government (USG) this week announced 200% tariffs on all products imported to the U.S. from the Republic of Malrana. This is the latest and most dramatic USG action in a 3-year dispute with Malrana over the resistance of Malrana's markets to U.S. industrial products. In effect, a 200% tariff makes Malranian goods unaffordable in the U.S. and amounts to an embargo on U.S. purchases of such goods.

As you know, much of the Global Home Furnishings (GHF) product line is imported from Malrana. To date, 40% of our U.S. sales in the current fiscal year have consisted of Malranian wood cabinetry, furniture, and rugs. GHF management is reacting with great concern. Expecting to temporarily lose 40% of our product line, we must also expect to see some temporary negative effects on GHF's sales and net income.

However, this is not a dying company; we are not experiencing a crisis that will have immediate detrimental effects on you, our dedicated employees. We are aware that many of you fear layoffs at GHF or even the closure of our operations. Those rumors have no basis in fact. A hiring freeze has been instituted but no layoffs are planned at the present time. Instead, GHF is undertaking a pro-active strategy to reverse and/or overcome the effects of the USG action against Malrana.

Our strategy has three aspects:

\*\*Top GHF executives are in daily contact with USG and Malranian trade officials, working to broker a resolution of the dispute. We believe that, if both sides dialogue with good faith, compromise is possible in the near future.

\*\*GHF's investor-relations and public-affairs teams are spreading the word that our firm will survive the Malranian embargo and will emerge an even stronger firm after learning the lessons of this experience. As a result, the news media and key market analysts thus far have been fair in their coverage of our situation.

\*\*GHF's buying department is on around-the-clock, worldwide deployment to locate alternative suppliers in several countries who could manufacture products similar to those we have obtained from Malranian suppliers in the past.



22. The primary purpose of the memo shown is to:

- F. criticize the U.S. Government for imposing tariffs on imports from the Republic of Malrana.
- G. describe actions being taken by Global Home Furnishings to mitigate the effects of a trade dispute on the company.
- H. inform GHF employees that layoffs and the possible shut-down of the company are a long-term possibility.
- J. outline a strategy for U.S. Government negotiators to use in resolving a trade dispute with a foreign country.
- K. persuade the news media and key market analysts that GHF will emerge successfully from the embargo.

23. According to the memo shown, the U.S. Government is imposing trade penalties against the Republic of Malrana because:

- A. companies such as GHF depend too heavily on Malrana to supply their product lines.
- B. Malrana is the source of 40% of U.S. imports of wood cabinetry, furniture, and rugs.
- C. Malrana plans to place 200% tariffs on goods shipped to the United States.
- D. many jobs in U.S. companies are being lost as a result of imports from Malrana.
- E. the country allegedly hinders the sale of American goods within its borders.

24. You are a GHF employee concerned about the condition of your company. After reading the memo shown, you should be reassured by the fact that:

- F. a strategy has been implemented to counteract the loss of Malranian goods from GHF's product line.
- G. GHF buyers have located new suppliers of home furnishing products in another country to replace Malranian suppliers.
- H. management promises that there will be no present or future layoffs as a result of the U.S.-Malrana trade dispute.
- J. the news media and key market analysts have painted an optimistic picture of GHF's future performance.
- K. top GHF executives have succeeded in brokering a resolution of the trade dispute between the U.S. and Malrana.

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82



**To:** All Station Managers  
**From:** Sky View Legal Department  
**Re:** New "1% Plus" renewable  
fuel decals

Starting January 1, state rules require that all "1% Plus" fuel sold by Sky View fuel centers must be identified with a special decal. Managers must place this decal on the front of the fuel pump next to the fuel selections. The decal must be at least 2 inches by 6 inches in size. The word "with" must appear in letters at least ¼-inch high. The decal also must show the name of the renewable fuel in letters at least ½-inch high. The decal must be printed in color on self-adhesive paper.

Franchise stations may design their own decals. However, managers must submit the design to the Sky View Legal Department for approval before any decal may be put in place. If a station displays an unapproved decal after January 1, Sky View Legal will pass along any state fines issued to the station. The station will also be charged a fee if Legal has to prepare a new decal at any time or approve a franchise-prepared decal submitted after January 10.

25. You are a station manager. You are reviewing a renewable fuel decal design for approval. The black and white printed decal is three inches wide by seven inches long. The letters on it are all one inch in height. What change, if any, must you make according to the memo shown?
- A. Decrease the overall size of the decal.
  - B. Increase the size of the letters in the word "with" by at least  $\frac{1}{4}$ -inch.
  - C. Increase the size of the letters that show the name of the renewable fuel.
  - D. Print the decal in color.
  - E. None; no change is needed.
26. According to the memo shown, what words must appear on the renewable fuel decal?
- F. The name "1% Plus" and the name of the renewable fuel
  - G. The name "1% Plus" only
  - H. The word "with" and the name "1% Plus"
  - J. The word "with" and the name of the renewable fuel
  - K. The word "with," the name of the renewable fuel, and the word "gasoline"
27. You are a station manager. If you want to design a decal for your station, according to the memo shown you should:
- A. Submit the design for approval after January 1.
  - B. Submit the design for approval after January 10.
  - C. Submit the design for approval before displaying it.
  - D. Pay the required decal design fee.
  - E. Pay the state fines issued to the station.
- 

28

# MEMORANDUM

**FROM:** Vice President of Finance

**RE:** BUDGET PREPARATION INSTRUCTIONS

We are beginning the preparation of our operating budget for the next fiscal year. As in recent years, the proposed expenditure requests submitted from each department should just maintain the current level of service but not include the expansion of services at this time.

Tomorrow, the Finance Department will be sending Personal Service Information packets to department heads for use in expenditure planning. The detailed wage and benefit figures from the PSI should be reviewed by the department for any changes and/or irregularities, and the Finance Department should be notified of any corrections that need to be made.

The operating budget is to be submitted to both the Finance Department and the Financial Vice President's Office. The Vice President of Finance, the Finance Director, the appropriate department head, and necessary staff will meet in the Financial Department Conference Room to discuss both the expenditures and revenues in the budget requests. In cases where the department head can explain all elements of a budget request, it is not necessary to bring other staff to the review session.

Each budget must be accompanied by a Letter of Transmittal to the Vice President of Finance. If there are significant changes in the expenditure request for the next fiscal year or activities that may exceed set budget limits, information regarding these possible problems should be included.

28. You are the department head for transportation. According to the memo shown, should you bring your maintenance supervisor to the budget conference?
- F. No; extra staff members are not allowed at the conference.
  - G. No; not if you can explain all of the budget requests.
  - H. Only if that supervisor has questions about the budget.
  - J. Yes; if you have significant changes in your budget request.
  - K. Yes; supervisors must present their own budget requests.
29. According to the memo shown, the PSI contains the:
- A. budget requests for the next fiscal year.
  - B. explanations of a budget request.
  - C. main points of the Letter of Transmittal.
  - D. reasons for expenditure increases.
  - E. wage and benefit figures for each department.
30. You are the head of the Health and Wellness Department. According to the memo shown, what should you do if your anticipated expenditures surpass the set budget limits?
- F. Bring another staff member to the budget conference
  - G. Include an explanation of this possible problem in the Letter of Transmittal
  - H. Make sure the PSI is correct and appropriate
  - J. Return your PSI packet to the Financial Vice President's Office
  - K. Submit a suggestion for a new revenue source
-

## **Subpart A - Motor Carriers of Property**

### **387.1 Purpose and scope.**

This subpart prescribes the minimum levels of financial responsibility required to be maintained by motor carriers of property operating motor vehicles in interstate, foreign, or intrastate commerce.

### **387.2 Applicability.**

(a) This subpart applies to for-hire motor carriers operating motor vehicles transporting property in interstate or foreign commerce.

(b) This subpart applies to motor carriers operating motor vehicles transporting hazardous materials, hazardous substances, or hazardous waste in interstate, foreign, or intrastate commerce.

(c) Exception.

(1) The rules in this part do not apply to a motor vehicle that has a gross vehicle weight rating (GVWR) of less than 10,000 pounds. This exception does not apply if the vehicle is used to transport any quantity of a Division 1.1, 1.2, or 1.3 explosive material, any quantity of a Division 2.3, Hazard Zone A, or Division 6.1, Packing Group I, or to any Class 7 material in interstate or foreign commerce.

(2) The rules in this part do not apply to the transportation of nonbulk oil, nonbulk hazardous materials, substances, or wastes in intrastate commerce, except that the rules in this part do apply to the transportation of a Class 7 material in intrastate commerce.

### **387.3 Financial responsibility required.**

(a) Policies of insurance, surety bonds, and endorsements required under this section shall remain in effect continuously until terminated. Cancellation may be effected by the insurer or the insured motor carrier giving 35 days' notice in writing to the other.

(b) Exception. Policies of insurance and surety bonds may be obtained for a finite period of time to cover any lapse in continuous compliance.

(c) Policies of insurance and surety bonds required under this section may be replaced by other policies of insurance or surety bonds. The liability of the retiring insurer or surety, as to events after the termination date, shall be considered as having terminated on the effective date of the replacement policy of insurance or surety bond or at the end of the 35-day cancellation period required in paragraph (a) of this section, whichever is sooner.

31. As used in paragraph 387.3 (a) of the regulation shown, **endorsement** means:

- A. amendment to a contract.
- B. approbation or support.
- C. seal of approval.
- D. signature.
- E. validation or ratification.

32. The most likely purpose of Subpart A, as shown, is to:

- F. ensure that motor carriers can fulfill their liabilities in the event of an accident, disaster, or similar loss.
- G. penalize motor carriers who transport any kind of hazardous or explosive substance without proper insurance.
- H. regulate the initiation and cancellation of relationships between motor carriers and their insurers.
- J. set down rules governing the operation of trucks in interstate, foreign, and intrastate commerce.
- K. stipulate the dollar amount of coverage motor carriers must maintain to meet their financial obligations.

33. You are a for-hire motor carrier who operates only vehicles with a GVWR of less than 10,000 pounds. Subpart A requires you to maintain a minimum level of financial responsibility, regardless of the type of commerce, when transporting any quantity of what type of material?

- A. All hazardous material
  - B. Class 7 material only
  - C. Division 1.1 explosive material
  - D. Hazard Zone A material
  - E. Nonbulk hazardous material only
- 

per

Answer Key is provided on next page.



**KEYSHEET**  
**Reading for Information Practice Test**

<b>NUMBER</b>	<b>KEY</b>
1	E
2	J
3	D
4	J
5	C
6	F
7	A
8	G
9	C
10	K
11	C
12	G
13	A
14	K
15	B
16	H
17	C
18	H
19	B
20	F
21	D
22	G
23	E
24	F
25	D
26	J
27	C
28	G
29	E
30	G
31	A
32	F
33	B

## WorkKeys *Reading for Information* Level Estimates

**NOTE:** These items are mapped to WorkKeys levels and can give an indication of skills levels likely to be achieved on actual WorkKeys assessments. However, remember that these are practice materials only, have not been psychometrically calibrated, and are **NOT** substitutes for official WorkKeys tests and scores. They are intended to be used for developmental/training purposes only.

Number of Items Correct	Estimated Level Score
0-12	<3
13-16	3
17-21	4
22-24	5
25-27	6
28+	7

## Answer Justifications

### Item Number 1

- A. Incorrect. *Face powder*. Although face powder is mentioned in the instructions, the instructions state “You may not use any cosmetics in the cleanroom. You must clean off face powder, eye shadow, mascara, and lipstick” before entering the cleanroom.
- B. Incorrect. *Fingernail polish*. Although fingernail polish is mentioned in the instructions, the instructions state “To prevent contamination of product, no cologne, perfume, hair spray, hair gel, or fingernail polish may be worn.”
- C. Incorrect. *Hair spray*. Although hair spray is mentioned in the instructions, the instructions state “no cologne, perfume, hair spray, hair gel, or fingernail polish may be worn.”
- D. Incorrect. *Mild cologne*. Although cologne is mentioned in the instructions, the instructions state “no cologne, perfume, hair spray, hair gel, or fingernail polish may be worn.”
- E. **Correct.** *Non-oil-based lotions*. Although they must be applied before entering the main area, the instructions state that “non-oil-based lotions are acceptable” in the cleanroom.

### Item Number 2

- F. Incorrect. *Across your foot*. Your foot should be on the crossbar, but the planting bar itself is to be held “straight up with both hands on the handle.”
- G. Incorrect. *Beside the hole*. After the hole has been dug, you should lay the bar on the ground beside the hole. To dig a hole, you must “hold the planting bar straight up.”
- H. Incorrect. *Near the bottom edge*. The bottom edge of the bar is to be against the ground; this is not where you hold the planting bar.
- J. **Correct.** *Straight up*. You are to hold the planting bar straight up while digging a hole.
- K. Incorrect. *Very hard*. You push down hard with your foot to dig the hole and you hold the bar with both hands but “very hard” is not part of holding the bar.

### Item Number 3

- A. Incorrect. *Dig the hole by pushing down*. This is what you must do until the crossbar is touching the ground. This is the step right before the crossbar touches the ground.
- B. Incorrect. *Hold the planting bar straight up*. This is the first step in the process. You should do this before you ever start to dig. Attractive because it is the first step you should take.
- C. Incorrect. *Lay the bar beside the hole*. Although this is another step in the instructions, it is the last step in the process. You should lay the bar beside the hole right before you plant the seedling.
- D. **Correct.** *Move the bottom of the bar back and forth*. The instructions say “Dig a hole by pushing down hard with your foot until the crossbar is touching the ground. Move the bottom of the bar back and forth two or three times to make the hole a little bigger.”
- E. Incorrect. *Take the bar out of the hole*. You take the bar out of the hole after you move it back and forth to make the hole bigger. This is the second thing you do after the crossbar is touching the ground.

#### Item Number 4

- F. Incorrect. *In a plastic jacket.* Sale prices go on the yellow hangtags in the plastic jackets, not regular prices. This is one of the three locations where a price is displayed.
- G. Incorrect. *On the bottom of the display item.* Although a bar code usually contains the price information, these instructions refer to a price sign. The bar code is on the bottom of the sample item and there is no mention of putting anything else in that location.
- H. Incorrect. *On the boxes above the display.* Although prices are often displayed on the packaging, the notice states that the price sign should be posted on the shelf underneath the item. There is no mention of prices on the boxes.
- J. **Correct.** *On the shelf underneath the display item.* The notice states that the price sign should be posted on the shelf underneath the item.
- K. Incorrect. *To the side of the display item.* Although price signs often appear in this location, there is no mention of anything being placed to the side of the display item.

#### Item Number 5

- A. Incorrect. *AB Ointment.* The instructions say that AB Ointment should be applied after the wound has been cleaned, not to clean the wound.
- B. Incorrect. *A soft dry cloth.* The instructions say "Use a soft dry cloth to spread the ointment evenly over the entire wound." This should occur after the wound has been cleaned.
- C. **Correct.** *A soft wet cloth.* The instructions say "Use a soft wet cloth to do the cleaning...."
- D. Incorrect. *A white cotton pad.* The instructions say "Place a soft white cotton pad directly on the wound." This should occur after the wound has been cleaned and treated with ointment.
- E. Incorrect. *Wound cleaner.* The instructions say "Use a soft wet cloth to do the cleaning...." There is no mention of "wound cleaner."

#### Item Number 6

- F. **Correct.** *put one piece of tape along each side of the pad.* The instructions state: "Next cover the injured area with a bandage. Place a soft white cotton pad directly on the wound. Tape the pad in place. Put one piece of tape along each side of the pad." The second sentence clarifies the first and the fourth sentence clarifies the third, so there are actually only two steps being described in the first part of this paragraph.
- G. Incorrect. *put two pieces of tape all the way across the pad.* This is the last step and should be done only after a piece of tape is put along each side.
- H. Incorrect. *spread AB Ointment on the injured area.* Ointment should be put on before the area is covered with a bandage.
- J. Incorrect. *touch the injured area very carefully.* The injured area is touched during cleaning and application of ointment, not after it is covered.
- K. Incorrect. *wash the wound with soap and warm water.* Washing the wound is the first step.

#### Item Number 7

- A. **Correct.** *After a book coded RA 410.* RC comes alphabetically after RA and, therefore, RC405 should be filed after RA410 and the number is irrelevant in this case.
- B. Incorrect. *After a book coded RC 410.* Both books are RC and 405 comes before, not after, 410.
- C. Incorrect. *Before a book coded RA 310.* RC comes alphabetically after RA and, therefore, RC405 should be filed after RA 310. The number is irrelevant in this case.
- D. Incorrect. *Before a book coded RC 310.* Both books are RC and 405 comes after, not before, 310.
- E. Incorrect. *On the special "new book" shelves.* Only books with blue dots are put on the new book shelves.

### Item Number 8

- F. Incorrect. *put it in order by the second letter of the code.* This step is used to sort all books, not just the ones with the blue dots, and it is used after the books are sorted by the first letter.
- G. **Correct.** *put it on the cart for new books.* The instructions say “First, look at the sticker on the back edge of the book. Books with a blue dot above the sticker go on one cart. These are new books and they will be put on special shelves at the front of the library.”
- H. Incorrect. *put it with all of the other books with the same letter code.* When the books are sorted with the new books on one cart and others on the other two carts, they are then sorted by the alphabet code. But the first step is to separate the new books from the other books.
- J. Incorrect. *shelve it in the front of the library.* This is where the new books are shelved, but the first step is to put these books on the cart for new books.
- K. Incorrect. *sort it by the code number.* Sorting by the code number happens only after the new books are separated from the others, and all books are sorted by the letter code.

### Item Number 9

- A. Incorrect. *Check the clothes for stains.* You are to ask the customer if there are stains, not check for them yourself.
- B. Incorrect. *Put a red sticky dot on the clothes.* Red sticky dots are used to identify stains; if there are no stains, dots would not be put on the clothes.
- C. **Correct.** *Put the clothes in the cleaning bags.* After asking about stains, you should put the clothes in the bags behind the counter for cleaning.
- D. Incorrect. *Write the customer’s name on the order form.* Writing the customer’s name on the order form is done after the clothes are put in the cleaning bags.
- E. Incorrect. *Write “unknown stains” on the order form.* “Unknown stains” refers to the type of stain, not to a customer’s response that there are no stains.

### Item Number 10

- F. Incorrect. *behind the counter.* The directions state that the bags for the clothing are behind the counter.
- G. Incorrect. *next to the clothes.* It might seem logical that a completed order form is attached to the clothing, however the stack of order forms is not stored next to the clothing.
- H. Incorrect. *next to the telephone.* The schedule sheet is located next to the telephone on the counter, not the stack of order forms.
- J. Incorrect. *on the counter.* The schedule sheet is located on the counter next to the telephone, not the order forms.
- K. **Correct.** *under the countertop.* The stack of order forms is located under the countertop next to the red sticky dots.

### Item Number 11

- A. Incorrect. *Before the end of the fiscal year.* Although the end of the fiscal year is mentioned as a deadline in the memo, it is not the deadline for submitting monthly supply reports.
- B. Incorrect. *By the end of September.* Although one might assume that the reports would be due by the end of the month in which the supplies were ordered, the memo clearly states that these reports are due by the first Wednesday of the following month.
- C. **Correct.** *By the first Wednesday in October.* The memo states “By the first Wednesday of each month, this report, detailing supplies ordered during the preceding month, should be submitted to the department manager and to the Finance Department.” Because the supplies were ordered in September, the report would be due by the first Wednesday in October.
- D. Incorrect. *On or before November 15.* November 15 is the deadline for ordering desk calendars and daily planners; it is not the deadline for the September supply report.
- E. Incorrect. *On the first Monday in October.* Although Monday is the first day of the business week, the memo states that the deadline for supply reports is the first Wednesday of the following month. Because the supplies were ordered in September, the report would be due by the first Wednesday in October.

### Item Number 12

- F. Incorrect. *fill out a new purchase order without including the current date.* You need to fill out a purchase order to get office supplies, but the current date is required and you need special permission from the Finance Department VP to order supplies that exceed the allotted annual budget.
- G. **Correct.** *get special permission from the Finance Department vice president.* The memo states “If a department spends more than the allotted annual budget for supplies before the end of the fiscal year, special permission to order additional supplies must be obtained from the vice president of the Finance Department.”
- H. Incorrect. *have your department manager sign to approve all additional purchase orders.* The memo states that the department manager must sign to approve all purchase orders, but you first need special permission from the Finance Department vice president to order supplies that exceed the allotted annual budget.
- J. Incorrect. *order supplies on or before November 15.* The memo states that supplies such as calendars do need to be ordered on or before November 15, but to order additional supplies that exceed the allotted annual budget, you need special permission from the Finance Department vice president.
- K. Incorrect. *submit a monthly report to the department manager and the Finance Department.* According to the memo, you do need to submit a monthly report of supplies purchased to the department manager and the Finance Department, but to order additional supplies that exceed the allotted annual budget, you need special permission from the Finance Department vice president.

### Item Number 13

- A. **Correct.** *No; the fuel tank must be at least  $\frac{3}{4}$  full.* The guidelines state “...fuel levels must be at  $\frac{3}{4}$  of a tank at minimum.”
- B. Incorrect. *No; the trailer must be loaded.* The trailer can be either empty or loaded. Nothing is stated that the trailer must be loaded.
- C. Incorrect. *No; there must be a jack stand under the nose of the trailer.* The jack stand is only necessary if the trailer is being dropped at the dock door.
- D. Incorrect. *Yes; the guidelines apply only to trailers dropped at the dock door.* The guidelines say “Any trailer coming into the facility must meet the following guidelines in order for it to be dropped.” This applies to both the drop lot and the dock doors.
- E. Incorrect. *Yes; the trailer described meets all of the guidelines.* No, the trailer does not meet all of the guidelines, because the fuel tank must be at least  $\frac{3}{4}$  full.

#### Item Number 14

- F. Incorrect. *notify security*. The guidelines state that you must have a green light before hooking up, but there is no reference to security at this point.
- G. Incorrect. *remove the jack stand*. Jack stands are placed under the nose of the trailer when dropping by a dock door. It stands to reason that this same stand may need to be removed when picking one up. But an orange cone is the same as a red light and means a trailer cannot be hooked up. Therefore, the jack stand probably should not be removed either.
- H. Incorrect. *remove the trailer from the dock door*. You should not remove the trailer from the door until the light is green. An orange cone is equivalent to a red light, which means the opposite.
- J. Incorrect. *stop at the guard shack*. You stop at the guard shack when entering or exiting the facility—in other words when you are beginning or when you have completed all of your business there. An orange cone is equivalent to a red light and would stop you from completing that business.
- K. **Correct.** *wait to hook up the trailer*. You must wait for a green light to hook up the trailer. If there is an orange cone, it indicates that the trailer is not ready and you must wait until there is a green light.

#### Item Number 15

- A. Incorrect. *Inform your supervisor that the new version was returned uncorrected*. Based on the memo, this is not an unusual situation. The memo states “Most likely further corrections will be needed.” As a proofer, your job is to “mark in red ink any missed edits and any additional modifications.”
- B. **Correct.** *Mark corrections on the new copy with red ink*. Paragraph 3 states you must mark in red ink any needed modifications.
- C. Incorrect. *Read the problem areas aloud to yourself*. This is during the team-proofing stage; you would not be reading the problems aloud to yourself.
- D. Incorrect. *Request an extension on the deadline for reaching the printer-ready stage*. There is nothing mentioned in the memo regarding deadline extensions.
- E. Incorrect. *Run both versions through a spell-check program*. Spell-check programs are only mentioned in the memo in a warning that they may not catch especially specialized terms.

#### Item Number 16

- F. Incorrect. *entire proofing period*. It might seem logical that everything would be proofed during the entire proofing period, however graphics and headings are not incorporated into the copy until the preliminary copy stage.
- G. Incorrect. *manuscript copy phase*. Graphics and headings are not incorporated into the copy at the manuscript copy stage.
- H. **Correct.** *preliminary copy phase*. Graphics and headings are incorporated into the copy at the preliminary copy stage.
- J. Incorrect. *single proofing stage*. The single proofing stage is a part of manuscript copy proofing. Graphics and headings are not incorporated into the copy until the preliminary copy stage, which is after manuscript copy proofing.
- K. Incorrect. *team proofing stage*. The team proofing stage is a part of manuscript copy proofing. Graphics and headings are not incorporated until the preliminary copy phase, which is after manuscript phase.

### Item Number 17

- A. Incorrect. *determined or conditioned by another*. Although this is a definition for dependent and may apply to the types of relationships mentioned in this memo, it is not how the term is used in this case. The memo refers to “when spouses or children cease to be dependent upon employees for support.” For the purposes of the insurance, it doesn’t matter who conditions or influences an individual—only who supports them.
- B. Incorrect. *hanging down*. Although this is a definition for dependent, it does not apply to the relationships between employees and their dependents.
- C. **Correct.** *relying on another*. The memo refers to “when spouses or children cease to be dependent upon employees for support” which indicates what is important about the dependent relationship.
- D. Incorrect. *subject to another’s jurisdiction*. Although this is a definition for dependent, and it may apply to the relationships between employee and child or employee and spouse, the employee’s jurisdiction is not as important and the employee’s support for his or her dependents.
- E. Incorrect. *subordinate*. Although this is a definition for dependent, and it may apply to the relationships between employee and child or employee and spouse, the employee’s authority is not as important and the employee’s support for his or her dependents.

### Item Number 18

- F. Incorrect. *are a temporary or part-time employee of the company*. The memo states that temporary and part-time employees are NOT eligible for coverage under the plan.
- G. Incorrect. *are legally separated or divorced from your spouse*. Being legally separated or divorced is mentioned in terms of dependent eligibility, but has nothing to do with medical evidence of employees’ good health in the memo.
- H. **Correct.** *do not enroll in the plan within 31 days of your date of eligibility*. The memo states “If employees enroll within 31 days of the date they are eligible, medical evidence of good health is not required.”
- J. Incorrect. *have a disability which began at the age of 19 or over*. Having a disability is mentioned in terms of dependent eligibility, but has nothing to do with medical evidence of employees’ good health in the memo.
- K. Incorrect. *have been on active duty in the armed forces of any country*. Being on active duty in the armed forces of any country is addressed in the memo as something that would prevent eligibility for coverage under the plan; it has nothing to do with providing medical evidence of good health.

### Item Number 19

- A. Incorrect. *CPM diagram*. The CPM diagram shows the tasks involved, the duration of each task, the relationships between tasks, the sequence of these tasks, which tasks can be done in parallel, and which tasks are dependent on the preceding task or tasks – but not the people assigned to do the tasks.
- B. **Correct.** *Gantt chart*. As stated in the manual, the Gantt chart comprehensively shows tasks with starting and ending times (thus duration) and the people/teams assigned to each task over the life of a project.
- C. Incorrect. *project notebook*. The project notebook is an historical record, not a planning tool, as described in the manual selection.
- D. Incorrect. *WBS*. The WBS (Work Breakdown Structure) breaks projects down into measurable and controllable activities, allowing you to develop estimates of time, money, and resources, but it does not reflect the order in which tasks are or should be accomplished.
- E. Incorrect. *Work Plan Status document*. As described in the manual page, the Work Plan Status is a document containing the results of a variety of appropriate tracking devices (such as interviews) prepared for regular review by all members of the project team. While its comprehensiveness makes it plausible, it would only be complete up to a certain point in the project.



## Item Number 20

- F. Correct.** *critical path contains no slack time.* The manual page states that, because the critical path contains no slack time, each task on the path must be accomplished in sequence and in the time frame allotted or “slippage may result”.
- G. Incorrect.** *diagram does not reflect the chronological order of the tasks.* A WBS does not reflect the chronological order of the tasks; a CPM diagram does.
- H. Incorrect.** *diagram does not specify the relationship between tasks.* The CPM diagram does show the relationships between tasks along with a number of other variables concerning the tasks.
- J. Incorrect.** *persons responsible for the tasks are not included.* The persons responsible for the tasks are not addressed under CPM but rather under the Gantt chart, and this issue is not related to slippage.
- K. Incorrect.** *team and individual assignments are not included.* Team and individual assignments are not addressed under CPM but rather under Gantt chart, and this issue is not related to slippage.

## Item Number 21

- A. Incorrect.** *A Critical Path Method diagram.* A CPM diagram is one of the planning tools described, but it does not address budget issues.
- B. Incorrect.** *A Gantt chart.* A Gantt chart is one of the planning tools described, but it does not address budget issues.
- C. Incorrect.** *A project notebook.* Keeping a project notebook is recommended, but a project notebook is not a planning tool.
- D. Correct.** *A Work Breakdown Structure.* A WBS is the planning tool that “allows development of more accurate estimates of time, money, and resources for a project.”
- E. Incorrect.** *A Work Plan Status document.* Using a Work Plan Status document is recommended, but a Work Plan Status document is not a planning tool and it does not specifically address budgets.

## Item Number 22

- F. Incorrect.** *criticize the U.S. Government for imposing tariffs on imports from the Republic of Malrana.* Although it is likely that GHF executives are upset by the U.S. action, the memo is scrupulous in avoiding any criticism of the U.S. Government.
- G. Correct.** *describe actions being taken by Global Home Furnishings to mitigate the effects of a trade dispute on the company.* The memo described what GHF leaders are doing to ensure that the company will survive the trade dispute.
- H. Incorrect.** *inform GHF employees that layoffs and the possible shut-down of the company are a long-term possibility.* This conclusion is not excluded by the memo but it is never explicitly stated and therefore (particularly in the context of the memo’s optimistic tone) cannot be described as the primary purpose of the memo. The “difficult situation” paragraph does mention the rumors circulating and fear of layoffs several times.
- J. Incorrect.** *outline a strategy for U.S. Government negotiators to use in resolving a trade dispute with a foreign country.* The memo indicates only that GHF executives are in contact with USG officials; no negotiating positions are presented. However, motivation for resolving this dispute is discussed.
- K. Incorrect.** *persuade the news media and key market analysts that GHF will emerge successfully from the embargo.* The memo is not directed to the news media or to analysts, though it describes corporate efforts to influence those audiences.

### Item Number 23

- A. Incorrect. *companies such as GHF depend too heavily on Malrana to supply their product lines.* The memo clearly suggests that GHF depends heavily on Malrana, but never is this described as a motivation for the USG action.
- B. Incorrect. *Malrana is the source of 40% of U.S. imports of wood cabinetry, furniture, and rugs.* This is not factually correct: Malrana is not the source of 40 percent of overall U.S. imports of these products. Malranian wood cabinetry, furniture, and rugs are the source of 40 percent of **GHF's** sales in the U.S.
- C. Incorrect. *Malrana plans to place 200% tariffs on goods shipped to the United States.* It is the U.S. that is imposing the 200-percent tariffs.
- D. Incorrect. *many jobs in U.S. companies are being lost as a result of imports from Malrana.* A fear of jobs being lost is addressed, but it would as a result of a **lack** of imports from Malrana.
- E. **Correct.** *the country allegedly hinders the sale of American goods within its borders.* This is a paraphrase of the justification given in the second sentence of the memo.

### Item Number 24

- F. **Correct.** *a strategy has been implemented to counteract the loss of Malranian goods from GHF's product line.* The memo states that "...GHF is undertaking a pro-active strategy to reverse and/or overcome the effects of the USG action against Malrana." This three-pronged strategy should be employees' principal source of reassurance from the memo.
- G. Incorrect. *GHF buyers have located new suppliers of home furnishing products in another country to replace Malranian suppliers.* The memo doesn't state that the buying department has in fact succeeded in locating new suppliers (it is in the process of searching for them).
- H. Incorrect. *management promises that there will be no present or future layoffs as a result of the U.S.-Malrana trade dispute.* The memo states that no layoffs are planned "at the present time." This is no promise that future layoffs will not occur.
- J. Incorrect. *the news media and key market analysts have painted an optimistic picture of GHF's future performance.* The memo states only that the news media and key market analysts have been "fair" in their depiction of the current situation.
- K. Incorrect. *top GHF executives have succeeded in brokering a resolution of the trade dispute between the U.S. and Malrana.* The memo states that top GHF executives **are working to** broker a resolution, not that they **have** brokered a resolution.

### Item Number 25

- A. Incorrect. *Decrease the overall size of the decal.* The decal needs to be at least 2 inches by 6 inches, according to the memo, so the size of the 3 inches by 7 inches decal is not a reason to reject it.
- B. Incorrect. *Increase the size of the letters in the word "with" by at least ¼-inch.* The memo does not say anything about the comparative size of letters. The memo says that the word "with" must "appear in letters at least ¼ -inch high" and these letters are all one inch high.
- C. Incorrect. *Increase the size of the letters that show the name of the renewable fuel.* The one-inch size of the letters showing the name of the renewable fuel is correct according to the memo (the letters are at least ½ inch high), so this would not be a reason to reject the design.
- D. **Correct.** *Print the decal in color.* The last sentence of the first paragraph directly states, "The decal must be printed in color..."
- E. Incorrect. *None; no change is needed.* According to the memo, one of the requirements of the new decal is that it must be "printed in color." The decal submitted by the franchise owner is black and white, so it cannot be approved until the change is made.

#### Item Number 26

- F. Incorrect. *The name "1% Plus" and the name of the renewable fuel.* The memo does not say that the words "1% Plus" need to be on the decal, just that "1% Plus" fuel be identified with a special decal. It may be plausible to think that this would be on the decal preceding the name of the renewable fuel, but this is not stated.
- G. Incorrect. *The name "1% Plus" only.* It may be plausible to think that "1% Plus" would be on the decal because it could be a brand name, but this is not stated. According to the first paragraph, the decal must show the word "with" and also the name of the renewable fuel.
- H. Incorrect. *The word "with" and the name "1% Plus."* Although "with" is required, the memo does not state that the words "1% Plus" need to be on the decal. "1% Plus" fuel must be identified with a special decal that includes "with" and the name of the renewable fuel.
- J. **Correct.** *The word "with" and the name of the renewable fuel.* According to the first paragraph, "The word 'with' must appear in letters at least ¼-inch high. The decal also must show the name of the renewable fuel in letters at least ½-inch high."
- K. Incorrect. *The word "with," the name of the renewable fuel, and the word "gasoline."* It's logical to think that "with [whatever renewable fuel has been added] gasoline" should be on the decal, but that is not specified in the memo.

#### Item Number 27

- A. Incorrect. *Submit the design for approval after January 1.* Since the decal must be displayed starting January 1, the design should be submitted before January 1 for approval.
- B. Incorrect. *Submit the design for approval after January 10.* The station will be charged a fee if the legal department has to prepare a new decal or approve a franchise-prepared decal submitted after January 10.
- C. **Correct.** *Submit the design for approval before displaying it.* Managers must submit the design to the Legal Department for approval before the decal may be put in place.
- D. Incorrect. *Pay the required decal design fee.* The station will be charged a fee only if Legal Department has to prepare a new decal or approve a franchise-prepared decal submitted after January 10.
- E. Incorrect. *Pay the state fines issued to the station.* State fines will be used only if the station displays an unapproved decal after January 1.

#### Item Number 28

- F. Incorrect. *No; extra staff members are not allowed at the conference.* According to the memo, extra staff members at the meeting are not needed except under certain circumstances, but it is not forbidden.
- G. **Correct.** *No; not if you can explain all of the budget requests.* According to the memo, department heads who can explain the budget request need not bring other staff along.
- H. Incorrect. *Only if that supervisor has questions about the budget.* There is no indication that other staff are required to attend. Other staff would attend only if the department head cannot explain parts of the budget.
- J. Incorrect. *Yes; if you have significant changes in your budget request.* According to the memo, if there are significant changes in the budget request, information regarding the changes should be included with the request.
- K. Incorrect. *Yes; supervisors must present their own budget requests.* According to the memo, department heads are responsible for presenting the budget requests. Department heads who cannot explain the budget without assistance **may** bring other staff.

### Item Number 29

- A. Incorrect. *budget requests for the next fiscal year.* The budget request relies on information from the PSI, which contains detailed wage and benefit figures.
- B. Incorrect. *explanations of a budget request.* If a budget request is significantly greater than that of the previous year, an explanation should be included with the request. The PSI is not an explanation; it simply contains detailed wage and benefit figures.
- C. Incorrect. *main points of the Letter of Transmittal.* The PSI contains detailed wage and benefit figures. The Letter of Transmittal that is sent with the budget request to the vice president is formulated after the PSI is reviewed.
- D. Incorrect. *reasons for expenditure increases.* The PSI does not explain the reasons for the budget increases. The PSI contains figures, not written reasons.
- E. **Correct.** *wage and benefit figures for each department.* The second paragraph of the memo states that the PSI contains “detailed wage and benefit figures.”

### Item Number 30

- F. Incorrect. *Bring another staff member to the budget conference.* The memo says an explanation regarding the budget increase is required in the Letter of Transmittal. It does not necessarily mean that the supervisor must bring another staff member; that would happen only if the department head cannot explain the need.
- G. **Correct.** *Include an explanation of this possible problem in the Letter of Transmittal.* The memo says that an explanation regarding the budget increase is required in the Letter of Transmittal.
- H. Incorrect. *Make sure the PSI is correct and appropriate.* Although this is required in the memo, it is NOT what should be done if anticipated expenditures surpass the set budget limits.
- J. Incorrect. *Return your PSI packet to the Financial Vice President's Office.* The memo says that an explanation regarding the budget increase is required in the Letter of Transmittal. The PSI packet figures should be reviewed and any changes and/or irregularities should be noted and reported to the Finance Department.
- K. Incorrect. *Submit a suggestion for a new revenue source.* The memo says that an explanation of the increased budget is required in the Letter of Transmittal. The memo says that each department should only maintain the current level of service and not include the expansion of services at this time, so suggestions for new revenue sources would not be considered.

### Item Number 31

- A. **Correct.** *amendment to a contract.* The parallelism with “policies of insurance” and “surety bonds” shows that the intended meaning of “endorsement” has to do with contracts.
- B. Incorrect. *approbation or support.* Grouping “approbation or support” with “policies of insurance” and “surety bonds” is illogical.
- C. Incorrect. *seal of approval.* This is one of the possible meanings of “endorsement,” but grouping a “seal of approval” with “policies of insurance” and “surety bonds” is illogical.
- D. Incorrect. *signature.* Signatures cannot “remain in effect.”
- E. Incorrect. *validation or ratification.* Grouping “validation or ratification” with “policies of insurance” and “surety bonds” is illogical.

### Item Number 32

- F. **Correct.** *ensure that motor carriers can fulfill their liabilities in the event of an accident, disaster, or similar loss.* Both the more stringent rules imposed on riskier kinds of operation in paragraph 387.2 and the insistence on proper and continuous insurance coverage in paragraph 387.3 demonstrate that the purpose of Subpart A is to ensure that carriers have sufficient insurance to cover accidents and other untoward events.
- G. **Incorrect.** *penalize motor carriers who transport any kind of hazardous or explosive substance without proper insurance.* No penalties are prescribed in Subpart A, even though various kinds of hazardous or explosive materials are mentioned in paragraph 387.2.
- H. **Incorrect.** *regulate the initiation and cancellation of relationships between motor carriers and their insurers.* The purpose of Subpart A as a whole is not to regulate the carrier-insurer relationship.
- J. **Incorrect.** *set down rules governing the operation of trucks in interstate, foreign, and intrastate commerce.* Subpart A regulates not operation of trucks but the financial responsibility of the trucks' owners.
- K. **Incorrect.** *stipulate the dollar amount of coverage motor carriers must maintain to meet their financial obligations.* Subpart A does not stipulate the dollar amount of financial responsibility of carriers, but only general responsibility related to appropriate insurance coverage, as shown by paragraph 387.3.

### Item Number 33

- A. **Incorrect.** *All hazardous material.* According to paragraph 387.2 (c), carriers of the listed hazardous materials must comply with Subpart A. The regulations do apply to hazardous material in all other instances. It applies to the listed materials, not all materials.
- B. **Correct.** *Class 7 material only.* The regulations in Subpart A apply to transportation of any quantity of a Class 7 material whether in interstate, foreign, or intrastate commerce. Under (c) Exception, the rules in Subpart A do not apply to vehicles under 10,000 pounds in foreign or interstate commerce, but in (2), the regulation states: "The rules in this part do not apply to . . . intrastate commerce, except. . . Class 7 material." Class 7 materials are never excepted.
- C. **Incorrect.** *Division 1.1 explosive material.* The regulations in Subpart A apply to the interstate and foreign transportation of Division 1.1 explosive material, but not to the intrastate transportation of such material.
- D. **Incorrect.** *Hazard Zone A material.* The regulations in Subpart A apply to the interstate and foreign transportation of Hazard Zone A material, but not to the intrastate transportation of such material.
- E. **Incorrect.** *Nonbulk hazardous material only.* Nonbulk hazardous material is mentioned, but the regulations in Subpart A "do not apply to the transportation of nonbulk . . . hazardous materials . . . in intrastate commerce."

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