

# PRACTICE EXAM 12: CFM SIMULATION

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## PRACTICE EXAM 12 — QUESTIONS 1–100

**Time Limit:** 3 hours · 100 Questions · 4-Option Multiple Choice

**Domain Distribution:** 10 questions per domain across all 10 official CFM domains

*Format Note: This exam emphasizes vignette-style scenarios with brief contextual setups and decision points testing application of facility management principles to specific operational situations. Difficulty is moderate, with answer choices that require contextual judgment rather than pure recall or complex multi-stakeholder analysis.*

1. A facility manager arrives at the building and discovers that a maintenance worker has been injured by a falling object. The worker is conscious but reports significant pain. What is the appropriate first action?

- A. Document the incident details for the safety committee review
- B. Contact the safety committee chair for incident assessment
- C. Brief executive leadership on the workplace incident occurrence
- D. Ensure the worker receives appropriate medical care immediately

2. A facility's preventive maintenance program shows that critical equipment has been inspected on schedule but failure rates have not improved. The most appropriate diagnostic question is:

- A. Should compliance targets be reduced to match current failure performance
- B. Are PM tasks addressing the actual failure modes producing problems
- C. Should the program be expanded to additional asset categories

D. Should failure measurement be discontinued to avoid documenting

3. A facility leader is reviewing a vendor proposal that includes attractive pricing but vague service commitments. The most concerning element is:

- A. The vendor's geographic distance from the facility location
- B. The vendor's marketing prominence relative to alternative providers
- C. The lack of specific measurable performance commitments
- D. The vendor's competitive pricing relative to industry benchmarks

4. A facility's IWMS dashboard shows declining work order completion rates. The most appropriate first step is to:

- A. Investigate the operational factors driving the completion decline
- B. Reduce work order completion targets to current performance
- C. Replace the IWMS platform with a different vendor solution
- D. Discontinue dashboard reporting to avoid documenting the decline

5. A facility manager observes that an emergency egress route has been blocked by a recent furniture installation. The appropriate response is to:

- A. Document the blocking for the next code compliance review
- B. Continue operations while alternative egress routes are identified
- C. Wait for the next fire marshal inspection to address the issue
- D. Restore the emergency egress route immediately to ensure compliance

6. A facility's risk register identifies that critical insurance coverage has lapsed. The appropriate response is to:

- A. Document the insurance lapse for the next risk management meeting
- B. Engage insurance broker immediately and reinstate coverage urgently
- C. Continue operations while insurance lapse is administratively addressed
- D. Wait for insurance broker to identify the lapse through routine review

7. A facility manager is responding to repeated occupant complaints about a specific facility issue. After investigation, the complaints reflect a real underlying problem. The appropriate response is to:

- A. Address the underlying problem with structured corrective action
- B. Reassure occupants that the situation is being monitored continuously
- C. Document the complaints without acknowledgment of the problem
- D. Reduce the visibility of the complaint channel to limit volume

8. A facility's emergency action plan was last updated 18 months ago. The appropriate response is to:

- A. Continue using the existing plan given limited operational changes
- B. Discontinue the existing plan pending complete redevelopment
- C. Review the plan and update for any organizational changes
- D. Outsource plan maintenance to specialized emergency consultants

9. A facility manager is selecting between alternative responses to identified accessibility deficiencies. The appropriate evaluation framework is:

- A. The cost of each deficiency correction in isolation
- B. The marketing materials of accessibility technology vendor solutions
- C. The geographic distribution of the affected facility users
- D. Compliance obligation with risk-prioritized correction sequencing

10. A facility's preventive maintenance program has identified critical assets approaching end of useful life. The appropriate response is to:

- A. Continue operating critical assets indefinitely with increased PM frequency
- B. Develop capital replacement planning for the affected critical assets
- C. Defer replacement decisions until critical assets actually fail in operation
- D. Reduce PM scope on aged assets to free resources for newer equipment

11. A facility manager is responding to a vendor proposal that includes attractive long-term commitments. The most appropriate concern is:

- A. The long-term commitment may exceed organizational decision horizons
- B. The vendor's marketing materials promoting partnership benefits
- C. The vendor's geographic proximity to the facility operation location
- D. The vendor's competitive pricing during the long-term commitment

12. A facility's IWMS data shows that maintenance compliance varies significantly across multiple sites. The appropriate diagnostic question is:

- A. Should the IWMS platform be replaced with a different vendor
- B. Should the maintenance staffing be increased across underperforming sites
- C. What organizational factors explain the variation across multiple sites
- D. Should compliance metrics be reduced to match site capability

13. A facility manager is selecting between alternative communication formats for an executive briefing. The appropriate consideration is:

- A. The financial cost difference between alternative communication formats
- B. The audience preferences for conclusion-first executive briefing
- C. The marketing prominence of the communication technology platform
- D. The administrative convenience of the communication approach selected

14. A facility's emergency action plan addresses fire and weather scenarios but not infectious disease scenarios. The appropriate response is to:

- A. Continue using the existing plan as adequate for typical scenarios
- B. Defer plan updates until specific infectious disease threats emerge
- C. Outsource infectious disease planning to external public health consultants
- D. Update the plan to include infectious disease response procedures

15. A facility manager is responding to executive concerns about facility responsiveness. After investigation, the concerns are partially valid. The appropriate response is to:

- A. Acknowledge valid aspects of the concerns and present specific improvements
- B. Defend facility responsiveness based on operational complexity considerations
- C. Defer the concerns until executive leadership clarifies expectations
- D. Transfer responsibility for responsiveness to operational management

16. A facility's preventive maintenance program has produced declining failure rates. The CFO has questioned whether the program could be reduced. The appropriate response is to:

- A. Reduce the program by 25% to capture immediate labor cost savings
- B. Defend the program based on facility leadership professional judgment
- C. Present the cost-failure relationship with risk implications of reduction
- D. Eliminate the program entirely given the favorable failure trajectory

17. A facility leader is evaluating whether to implement an integrated digital twin platform. The most consequential evaluation consideration is:

- A. The digital twin platform's marketing prominence in industry publications
- B. The strategic value of integrated facility data versus implementation cost
- C. The financial cost of the digital twin platform implementation
- D. The geographic proximity of the digital twin platform vendor offices

18. A facility manager is responding to a recurring pattern of project cost overruns. After investigation, the pattern is traceable to consistent under-estimation. The appropriate response is to:

- A. Accept the overrun pattern as inherent to facility project execution
- B. Increase project budgets generally to absorb expected overruns
- C. Discontinue facility project work given the demonstrated cost difficulty
- D. Address the planning estimation discipline through structured improvement

19. A facility's preventive maintenance program is meeting compliance targets but failure rates have not declined as expected. The appropriate diagnostic question is:

- A. Are PM tasks addressing the actual failure modes producing problems
- B. Should PM compliance targets be reduced to match failure performance
- C. Should the PM program be expanded to address additional categories
- D. Should failure rate measurement be discontinued to avoid documenting

20. A facility manager is evaluating a vendor proposal that includes attractive financial terms but vague performance commitments. The most concerning element is:

- A. The vendor's marketing prominence relative to alternative providers
- B. The vendor's geographic distance from the facility operation location
- C. The lack of specific measurable performance commitments in the proposal
- D. The vendor's competitive pricing relative to industry benchmarks

21. A facility leader is responding to a vendor that has been performing inconsistently over several months. The appropriate response is to:

- A. Implement structured performance review with documented corrective action
- B. Continue the relationship given established vendor performance history
- C. Terminate the relationship immediately to address inconsistent performance
- D. Increase payment to the vendor to motivate improved performance

22. A facility's commissioning process for a new construction project is approaching substantial completion. The appropriate facility manager priority is to:

- A. Accept all contractor representations to expedite substantial completion
- B. Defer commissioning verification until after substantial completion
- C. Verify all commissioning items before supporting substantial completion
- D. Document commissioning observations for future reference without verification

23. A facility manager is responding to repeated occupant requests for expanded amenities. The facility budget cannot accommodate all requested investments. The appropriate evaluation framework is:

- A. Implement the most popular amenity request based on occupant survey results
- B. Evaluate amenity requests against strategic talent and productivity objectives
- C. Implement the lowest-cost amenity request to demonstrate organizational responsiveness
- D. Defer all amenity decisions until budget can accommodate comprehensive expansion

24. A facility's IWMS data shows that asset records contain significant data quality issues. The appropriate response is to:

- A. Continue current practice given established system functionality
- B. Discontinue IWMS use given the data quality challenges identified
- C. Replace the IWMS platform with a different vendor solution immediately
- D. Implement structured data quality remediation across the asset portfolio

25. A facility manager is responding to executive concerns about facility communication frequency. After investigation, the concerns reflect preference for less frequent reporting. The appropriate response is to:

- A. Continue current reporting frequency given established organizational practice
- B. Increase reporting frequency to address executive interest in the function
- C. Adjust reporting frequency to match executive consumption preferences
- D. Discontinue reporting entirely given the executive preference signal

26. A facility's preventive maintenance program has consistently met compliance targets and failure rates have improved. The CFO asks if the program could expand. The appropriate response is to:

- A. Evaluate expansion against asset criticality and maintenance economics
- B. Implement program expansion to all additional asset categories immediately
- C. Defer program expansion until further data validates current program success
- D. Reduce current program scope to focus resources on demonstrated successes

27. A facility leader is selecting between alternative responses to a request from IT for facility cooperation on cybersecurity. The appropriate response is to:

- A. Implement IT requirements without independent evaluation of facility implications
- B. Decline IT cooperation based on facility-specific cybersecurity responsibility
- C. Defer the cooperation indefinitely while the function evaluates approach
- D. Engage IT collaboratively to address facility cybersecurity through shared responsibility

28. A facility manager is selecting between alternative responses to identified workplace satisfaction concerns. The appropriate response is to:

- A. Implement standard workplace improvements without specific assessment
- B. Investigate the specific satisfaction concerns through structured engagement
- C. Reduce facility services to lower expectations and increase relative satisfaction
- D. Discontinue satisfaction measurement to avoid documenting the concerns

29. A facility's risk register identifies that several critical vendor relationships have no documented contingency planning. The appropriate response is to:

- A. Develop risk-prioritized contingency planning for critical vendor relationships
- B. Continue operations given established vendor relationship reliability
- C. Develop comprehensive contingency planning for all vendor relationships immediately
- D. Defer contingency planning until specific vendor concerns emerge

30. A facility manager is selecting between alternative responses to a recurring occupant complaint. After investigation, the complaint reflects a real underlying problem. The appropriate response is to:

- A. Reassure occupants that the situation is being monitored continuously
- B. Document the complaints without acknowledgment of the underlying problem
- C. Address the underlying problem with structured corrective action and communication
- D. Reduce the visibility of the complaint channel to limit complaint volume

31. A facility leader is responding to executive interest in adopting cutting-edge facility technologies. The facility function lacks demonstrated capability with current technology investments. The appropriate response is to:

- A. Adopt the cutting-edge technologies to demonstrate organizational responsiveness
- B. Defer all technology decisions until executive leadership clarifies expectations
- C. Implement cutting-edge technologies in pilot configurations to limit risk
- D. Address current technology capability gaps before adopting cutting-edge solutions

32. A facility's commissioning process has identified deficiencies the contractor characterizes as outside contracted scope. The appropriate response is to:

- A. Accept the contractor characterization to maintain project schedule
- B. Conduct structured review of contract documents to verify scope coverage
- C. Reject the contractor characterization based on facility leadership judgment
- D. Refer the dispute to executive leadership for arbitration without facility position

33. A facility manager is responding to a vendor proposal that includes innovative pricing structures. The appropriate consideration is:

- A. The implications of the pricing structure for organizational commitments and flexibility
- B. The vendor's marketing materials promoting the innovative pricing
- C. The vendor's geographic proximity to the facility operation location
- D. The pricing structure's alignment with organizational financial preferences

34. A facility's preventive maintenance program has identified that several technicians are completing PM tasks faster than standard time allotments. The appropriate diagnostic interpretation is:

- A. The technicians are exceptionally skilled relative to the workforce average

- B. The standard time allotments may need to be reduced for efficiency gains
- C. The completion times warrant investigation for either skill or quality factors
- D. The PM tasks are being completed without adequate quality verification

35. A facility leader is selecting between alternative responses to identified accessibility deficiencies. The appropriate evaluation framework involves:

- A. The financial cost of each alternative correction option
- B. The marketing materials of accessibility technology vendor solutions
- C. The geographic distribution of the affected facility users
- D. Compliance obligation with risk-prioritized correction sequencing

36. A facility manager is selecting between alternative responses to a workplace technology that has not been adopted. The appropriate diagnostic question is:

- A. Should the technology be replaced with a different vendor solution
- B. What barriers to adoption explain the gap between expected and actual usage
- C. Should occupants be required to use the technology through formal mandate
- D. Should the technology be removed entirely given the limited adoption

37. A facility's preventive maintenance documentation shows that PM frequency varies significantly across asset types. The appropriate diagnostic approach is to:

- A. Investigate whether current frequencies match asset-specific failure characteristics
- B. Standardize PM frequency across all asset types for consistency
- C. Reduce PM frequency on all assets to match the lowest-frequency type
- D. Increase PM frequency on all assets to match the highest-frequency type

38. A facility manager is responding to executive concerns about facility staff productivity. After investigation, productivity is consistent with industry benchmarks. The appropriate response is to:

- A. Defend facility productivity based on facility leadership professional judgment
- B. Implement productivity improvements without specific basis to demonstrate response
- C. Present productivity benchmarking analysis with specific quantified comparison
- D. Defer the concerns until executive leadership clarifies specific expectations

39. A facility's risk assessment has identified that backup power capability has degraded. The most consequential implication is:

- A. The backup power vendor relationship may need to be renegotiated
- B. The maintenance budget for backup power should be increased
- C. The backup power equipment age should be documented in records
- D. The actual resilience capability differs from assumed planning capability

40. A facility manager is selecting between alternative responses to identified opportunities for facility automation. The appropriate evaluation framework involves:

- A. The marketing materials of automation technology vendor solutions
- B. The strategic value, implementation cost, and operational integration of automation
- C. The cost of each automation opportunity in isolation from other considerations
- D. The geographic proximity of automation technology vendor support offices

41. A facility's preventive maintenance documentation shows that PM completion rates have improved but documentation quality has declined. The appropriate response is to:

- A. Reduce PM completion rate targets to allow more documentation time

- B. Discontinue PM documentation requirements to focus on completion rates
- C. Investigate the documentation quality factors before PM rate adjustments
- D. Replace the PM tracking platform with a different vendor solution

42. A facility manager is selecting between alternative responses to repeated occupant complaints about specific building system performance. After investigation, the underlying issue is system age and condition. The appropriate response is to:

- A. Develop capital replacement recommendation addressing the underlying system condition
- B. Continue addressing complaints with reactive corrective interventions
- C. Document complaints formally without addressing the underlying system condition
- D. Reduce occupant communication channels to limit complaint volume on the system

43. A facility leader is responding to executive concerns about facility function strategic positioning. After investigation, the concerns reflect legitimate organizational gaps. The appropriate response is to:

- A. Defend current positioning based on facility leadership professional judgment
- B. Defer the concerns until executive leadership clarifies specific expectations
- C. Transfer facility leadership responsibility to address the positioning gaps
- D. Acknowledge the gaps and develop structured strategic positioning improvement

44. A facility manager is selecting between alternative responses to a request from human resources for facility cooperation on a workplace transformation initiative. The appropriate response is to:

- A. Implement HR's specific requests without independent evaluation
- B. Engage HR collaboratively to address facility implications and shared objectives
- C. Defer the request indefinitely while the facility function evaluates approach
- D. Decline the request based on the absence of facility budget for the initiative

45. A facility's after-action review following an incident has identified six specific improvement opportunities. The appropriate prioritization framework is:

- A. Prioritize based on risk reduction value and implementation feasibility
- B. Address all six recommendations simultaneously to demonstrate response
- C. Address only the recommendations supported by executive interest
- D. Address recommendations in chronological order of identification

46. A facility manager is responding to a vendor proposal that includes attractive technology innovations not yet proven in commercial deployment. The appropriate response is to:

- A. Implement the innovation immediately to demonstrate organizational responsiveness
- B. Decline the innovation based on the absence of commercial deployment evidence
- C. Evaluate the risk-reward balance and pilot deployment options for the innovation
- D. Defer the decision indefinitely while the function evaluates approach

47. A facility's emergency response plan addresses internal facility scenarios but not external community events. The appropriate response is to:

- A. Continue using the existing plan given the focus on internal facility scope
- B. Update the plan to include external community event response procedures
- C. Discontinue the existing plan pending complete redevelopment effort
- D. Outsource external community planning to specialized emergency consultants

48. A facility manager is selecting between alternative responses to identified opportunities for occupant experience improvement. The appropriate evaluation framework involves:

- A. The marketing materials of occupant experience technology vendor solutions
- B. The cost of each opportunity in isolation from other considerations
- C. The geographic proximity of occupant experience technology vendor offices
- D. The strategic value, implementation cost, and operational integration of opportunities

49. A facility's commissioning process has consistently identified deficiencies during functional performance testing. The appropriate ongoing improvement focus is:

- A. Reduce functional performance testing scope to limit deficiency identification
- B. Defend current commissioning practice given systematic deficiency identification
- C. Improve owner project requirements specification and design quality upstream
- D. Eliminate commissioning to avoid systematic deficiency identification

50. A facility manager is responding to executive interest in adopting a specific facility management approach used by a peer organization. The appropriate response is to:

- A. Conduct structured evaluation of the approach against organizational requirements
- B. Implement the approach immediately to demonstrate organizational responsiveness
- C. Decline executive interest based on differences between organizational contexts
- D. Defer the decision indefinitely while the function evaluates approach

51. A facility's risk register identifies that several critical assets lack documented condition assessment. The appropriate response is to:

- A. Continue operations given established asset reliability history
- B. Conduct condition assessment for critical assets and integrate into planning
- C. Document the assessment gap formally without conducting assessment
- D. Outsource all condition assessment to specialized external assessors

52. A facility manager is selecting between alternative responses to a recurring complaint about workplace lighting quality. The appropriate response is to:

- A. Replace all lighting in the affected area immediately to demonstrate response
- B. Reassure occupants that lighting is consistent with design specifications
- C. Document the complaints without further action until escalation occurs
- D. Investigate the specific lighting concerns through structured assessment

53. A facility's preventive maintenance program has produced consistent improvement in measured asset reliability. The appropriate response to executive questions about program value is to:

- A. Present the cost-failure relationship demonstrating program value through specific data
- B. Defend program value based on facility leadership professional judgment
- C. Reduce the program to demonstrate cost consciousness despite favorable trajectory
- D. Discontinue the program given the demonstrated reliability improvement

54. A facility leader is responding to executive concerns about a particular facility cost category that has grown faster than other categories. The appropriate response is to:

- A. Reduce the specific cost category to match other category growth rates
- B. Defend the cost category growth based on facility leadership professional judgment
- C. Present the operational drivers of category-specific growth with structured analysis
- D. Defer the concerns until executive leadership clarifies specific category expectations

55. A facility's preventive maintenance program does not currently include condition monitoring for critical equipment. The appropriate response is to:

- A. Continue current practice given the focus on time-based PM scheduling
- B. Evaluate condition monitoring for critical equipment based on cost-benefit analysis
- C. Implement comprehensive condition monitoring on all facility equipment
- D. Eliminate time-based PM in favor of pure condition monitoring approaches

56. A facility manager is selecting between alternative responses to identified opportunities for sustainability improvement. The appropriate evaluation framework involves:

- A. The marketing materials of sustainability technology vendor solutions
- B. The cost of each opportunity in isolation from other considerations
- C. The geographic proximity of sustainability technology vendor support offices
- D. The total cost, sustainability impact, and operational implications across the analysis horizon

57. A facility's emergency response capability has been validated through recent successful incident management. Facility leadership proposes reducing rehearsal frequency. The appropriate response is to:

- A. Maintain rehearsal frequency given that demonstrated capability reflects current practice
- B. Reduce rehearsal frequency given the demonstrated capability success
- C. Eliminate rehearsal entirely given the demonstrated capability success
- D. Transfer rehearsal responsibility to operations function given demonstrated success

58. A facility manager is selecting between alternative responses to a maintenance technician shortage. The appropriate response is to:

- A. Discontinue maintenance services until staffing is restored to full level
- B. Reduce maintenance service expectations to match available staffing
- C. Evaluate workforce strategy options including staffing, contractor, and process changes
- D. Increase compensation to attract additional maintenance technicians immediately

59. A facility's space management data shows that workstation utilization is significantly higher than initially projected. The appropriate response is to:

- A. Defer any response indefinitely while the function evaluates approach
- B. Evaluate whether current space allocation supports operational requirements
- C. Reduce workstation availability to match initial utilization projections
- D. Eliminate space management measurement to avoid documenting the variance

60. A facility manager is responding to executive interest in implementing a new facility technology that has not been broadly evaluated. The appropriate response is to:

- A. Implement the technology immediately to demonstrate organizational responsiveness
- B. Decline executive interest based on absence of formal evaluation methodology
- C. Defer the decision indefinitely while the function considers evaluation approach
- D. Conduct structured evaluation of the technology against organizational requirements

61. A facility's emergency response capability has been demonstrated successfully in recent incidents. Facility leadership proposes expanding preparedness to additional scenarios. The appropriate response is to:

- A. Evaluate proposed scenarios against likelihood, consequence, and capability
- B. Implement all proposed scenarios immediately to expand preparedness
- C. Reject all proposed scenarios as unnecessary given recent demonstrated success
- D. Defer scenario decisions indefinitely while the function evaluates approach

62. A facility manager is selecting between alternative responses to occupant feedback indicating dissatisfaction with cleaning service quality. The appropriate response is to:

- A. Increase cleaning service frequency to address the feedback signal

- B. Defend the current cleaning service quality based on contract specifications
- C. Investigate the specific quality concerns through structured engagement
- D. Reduce occupant feedback channels to limit documented dissatisfaction

63. A facility's risk register identifies several risks where mitigation has been implemented but residual risk remains significant. The appropriate response is to:

- A. Implement additional mitigation measures regardless of cost-benefit analysis
- B. Document and accept the residual risk if within organizational tolerance
- C. Transfer all residual risk through additional insurance coverage
- D. Avoid all activities producing residual risk regardless of operational impact

64. A facility's IWMS implementation has produced significantly more operational data than is currently being utilized for management decisions. The appropriate response is to:

- A. Reduce data collection scope to match current utilization patterns
- B. Continue current practice given the data availability for future use
- C. Replace the IWMS platform with a simpler vendor solution
- D. Develop structured analytical processes to apply the data to decisions

65. A facility manager is responding to repeated occupant complaints about a specific building system. After investigation, the issue is intermittent and difficult to diagnose. The appropriate response is to:

- A. Implement systematic monitoring to capture the intermittent failure conditions
- B. Replace the entire system to eliminate the recurring complaints
- C. Reassure occupants that the issue is being monitored continuously
- D. Document the complaints without further action until the issue stabilizes

66. A facility's project portfolio includes a significant project that has not progressed in the past quarter. The appropriate response is to:

- A. Cancel the project given the lack of recent progress demonstration
- B. Conduct structured review to assess project status and recommend direction
- C. Continue project tracking without specific intervention or assessment
- D. Defer project review until the next scheduled portfolio assessment cycle

67. A facility leader is selecting between alternative procurement approaches for a specialized facility services contract. The appropriate framework consideration is:

- A. The procurement function's standard process documentation requirements
- B. The vendor's marketing prominence and brand recognition in the industry
- C. The procurement type that best supports comprehensive value evaluation
- D. The procurement timeline given current organizational decision schedules

68. A facility manager is selecting between alternative responses to identified workplace safety issues. The appropriate evaluation framework involves:

- A. The cost of each safety response in isolation from other considerations
- B. The marketing materials of safety equipment vendors offering solutions
- C. The geographic distribution of the affected facility workers
- D. The hierarchy of controls applied to the specific identified hazards

69. A facility's IWMS dashboard shows declining work order resolution times alongside increasing rework rates. The most concerning interpretation is:

- A. Resolution speed may be coming at the cost of resolution quality

- B. The work order team is exceptionally efficient at resolution speed
- C. The rework rate increase is unrelated to resolution speed performance
- D. The CMMS platform is producing inaccurate reporting on both metrics

70. A facility manager is responding to a department head's complaint about facility service responsiveness. After investigation, response times are consistent with established service standards. The appropriate response is to:

- A. Implement service improvements without specific basis to demonstrate response
- B. Defend response times based on facility leadership professional judgment
- C. Engage the department head with response time data and service standard context
- D. Defer the complaint until executive leadership clarifies expectations

71. A facility's preventive maintenance program covers building systems but not grounds and exterior maintenance. The appropriate response is to:

- A. Continue current scope given the focus on building system reliability
- B. Eliminate building system PM to free resources for grounds maintenance
- C. Outsource all grounds and exterior maintenance to external service providers
- D. Evaluate grounds and exterior maintenance for inclusion in the PM program

72. A facility manager is responding to executive interest in implementing a specific sustainability initiative. The appropriate response is to:

- A. Implement the initiative immediately to demonstrate organizational responsiveness
- B. Conduct structured evaluation of the initiative against organizational priorities
- C. Decline executive interest based on the absence of formal initiative evaluation
- D. Defer the decision indefinitely while the function evaluates approach

73. A facility's preventive maintenance program has identified opportunities for predictive maintenance on critical equipment. The appropriate response is to:

- A. Evaluate predictive maintenance based on equipment criticality and economics
- B. Implement predictive maintenance across all facility equipment immediately
- C. Defer predictive maintenance decisions indefinitely pending budget availability
- D. Discontinue current PM in favor of comprehensive predictive monitoring

74. A facility leader is responding to a recurring pattern of vendor performance issues across multiple contracts. The appropriate response is to:

- A. Continue current vendor management practices given established acceptance
- B. Terminate all vendor relationships and rebid the contracts entirely
- C. Address the systemic vendor management issues through structured improvement
- D. Defer vendor management changes indefinitely while the function evaluates approach

75. A facility's IWMS implementation has produced significant operational improvements but limited strategic insight for executive decision-making. The appropriate response is to:

- A. Continue current practice given the operational improvement achievement
- B. Develop structured strategic reporting capability using IWMS data
- C. Replace the IWMS platform with a different vendor solution
- D. Discontinue IWMS use given the limited strategic value demonstration

76. A facility manager is selecting between alternative responses to identified workplace ergonomic concerns. The appropriate evaluation framework involves:

- A. Implement standard ergonomic improvements without specific assessment
- B. Refer all ergonomic concerns to human resources without facility action
- C. Document the concerns formally without action until they escalate
- D. Conduct ergonomic assessment to identify specific issues requiring intervention

77. A facility's commissioning process has identified that owner project requirements were not adequately defined at project initiation. The appropriate lesson for future projects is:

- A. Specify owner project requirements upfront in future project initiation processes
- B. Continue current owner project requirements practice given limited demonstrated impact
- C. Eliminate commissioning requirements to avoid identifying the requirements gap
- D. Outsource owner project requirements development to specialized consultants

78. A facility manager is responding to a vendor proposal for outsourced facility management services across the entire portfolio. The appropriate evaluation consideration is:

- A. The vendor's marketing prominence and brand recognition in the industry
- B. The vendor's geographic proximity to facility operations
- C. The strategic implications of outsourcing the facility management function
- D. The financial savings projected from the outsourcing arrangement

79. A facility's risk register identifies that critical regulatory compliance certifications have lapsed. The appropriate first action is to:

- A. Document the certification lapse for the next regulatory compliance meeting
- B. Continue operations while regulatory compliance lapse is administratively addressed
- C. Wait for regulatory inspection to identify the compliance certification lapse
- D. Engage regulatory authority immediately and reinstate compliance certifications

80. A facility manager is notified that critical facility documentation has been compromised by data system failure. The appropriate first action is to:

- A. Continue operations using available staff knowledge until system restoration
- B. Activate documentation recovery and implement alternative documentation access
- C. Document the data compromise for the next IT systems review meeting
- D. Wait for data system to restore through normal operational recovery

81. A facility's commissioning process has identified that critical sustainability features are not performing as designed. The appropriate first action is to:

- A. Continue occupancy while sustainability features are independently evaluated
- B. Defer corrective action until after substantial completion certification
- C. Document the sustainability findings for future reference without action
- D. Address the sustainability performance gaps before extended occupancy

82. A facility manager observes that critical fire protection systems have been disabled without authorization. The appropriate first action is to:

- A. Document the system disabling for the next fire safety meeting agenda
- B. Restore fire protection systems immediately and investigate unauthorized disabling
- C. Continue operations while fire protection disabling is independently evaluated
- D. Wait for fire incident to validate the fire protection disabling concerns

83. A facility's risk register identifies that critical business continuity capability has not been tested. The appropriate first action is to:

- A. Schedule and conduct business continuity testing through immediate planning
- B. Continue operations while business continuity testing is independently scheduled
- C. Document the testing gap for the next risk management meeting agenda
- D. Wait for disruption conditions to validate the continuity testing gap

84. A facility manager is notified that critical occupant safety briefings have not occurred in extended periods. The appropriate first action is to:

- A. Continue current operations while safety briefing scheduling is reviewed
- B. Document the briefing gap for the next safety committee meeting agenda
- C. Schedule and conduct occupant safety briefings through immediate planning
- D. Wait for safety incident to validate the briefing gap impact concerns

85. A facility's preventive maintenance documentation shows that critical inspection records contain systematic verification gaps. The appropriate first action is to:

- A. Continue current inspection practices while verification gaps are reviewed
- B. Document the verification gaps for the next maintenance review meeting
- C. Wait for inspection failure to validate the verification gap concerns
- D. Investigate the verification gaps and implement immediate corrective process

86. A facility manager observes that critical building accessibility has been compromised by temporary construction. The appropriate first action is to:

- A. Restore accessibility immediately and address temporary construction impact
- B. Document the accessibility compromise for the next compliance review meeting
- C. Continue operations while accessibility compromise is independently evaluated
- D. Wait for accessibility complaint to validate the compromise impact concerns

87. A facility's IWMS implementation has identified that critical security data has been compromised. The appropriate first action is to:

- A. Continue current operations while security data compromise is reviewed
- B. Document the data compromise for the next IT security meeting agenda
- C. Activate security incident response and implement immediate data protection
- D. Wait for additional information before taking security response action

88. A facility manager is notified that critical environmental controls have failed during sensitive operations. The appropriate first action is to:

- A. Continue sensitive operations while environmental control failure is monitored
- B. Activate alternative environmental controls and engage immediate technical response
- C. Document the control failure for the next environmental systems meeting
- D. Wait for sensitive operations completion before environmental control assessment

89. A facility's commissioning process has identified that critical handover documentation requires immediate completion. The appropriate first action is to:

- A. Defer the handover completion until convenient post-occupancy scheduling window
- B. Continue current operations while handover documentation is administratively addressed
- C. Document the handover gaps for future reference without immediate action
- D. Require completion of handover documentation before final project closeout

90. A facility manager observes that critical building systems are showing performance degradation patterns. The appropriate first action is to:

- A. Activate predictive response and engage immediate technical assessment
- B. Continue normal operations while performance degradation is independently monitored
- C. Document the degradation patterns for the next building systems meeting
- D. Wait for system failure to validate the performance degradation concerns

91. A facility's risk assessment identifies that critical disaster recovery capability has gaps. The appropriate first action is to:

- A. Continue current capability while disaster recovery gaps are independently evaluated
- B. Document the recovery gaps for the next disaster recovery meeting
- C. Address the disaster recovery gaps through immediate corrective action
- D. Wait for disaster conditions to validate the recovery capability gap concerns

92. A facility manager is notified that critical facility insurance has been canceled without notice. The appropriate first action is to:

- A. Continue operations while insurance broker addresses the cancellation administratively
- B. Engage insurance broker immediately and reinstate coverage urgently
- C. Document the insurance cancellation for the next risk management meeting
- D. Wait for insurance broker to identify the cancellation through routine review

93. A facility's commissioning report identifies that critical accessibility requirements have not been met. The appropriate first action is to:

- A. Address the accessibility requirements before continued occupancy is permitted
- B. Continue occupancy while accessibility requirements are independently evaluated
- C. Defer corrective action until after substantial completion certification
- D. Document the accessibility findings for future reference without action

94. A facility manager observes that critical occupant comfort systems have failed during extreme weather conditions. The appropriate first action is to:

- A. Document the comfort system failure for the next operations meeting
- B. Continue normal operations while comfort systems eventually restore
- C. Wait for occupant complaints to validate the comfort failure impact
- D. Activate emergency response and implement immediate alternative measures

95. A facility's risk assessment identifies that critical emergency response training has lapsed for facility staff. The appropriate first action is to:

- A. Continue current operations while training lapse is administratively addressed
- B. Document the training lapse for the next staff development meeting
- C. Schedule and conduct emergency response training through immediate action
- D. Wait for emergency conditions to validate the training lapse impact

96. A facility manager is notified that critical building services have been disrupted by unexpected utility work. The appropriate first action is to:

- A. Continue operations while utility work disruption is independently evaluated
- B. Engage utility provider and implement immediate continuity measures
- C. Document the disruption for the next utility coordination meeting agenda
- D. Wait for utility provider to address the disruption through normal process

97. A facility's preventive maintenance program has identified that critical environmental systems are operating without required permits. The appropriate first action is to:

- A. Engage regulatory authority immediately and address permit requirements urgently
- B. Continue operations while permit requirements are administratively addressed
- C. Wait for regulatory inspection to identify the permit requirement gap
- D. Document the permit requirements for the next compliance committee meeting

98. A facility manager observes that critical emergency response equipment has been moved from designated locations. The appropriate first action is to:

- A. Document the equipment relocation for the next safety committee meeting
- B. Continue operations while equipment relocation is independently evaluated
- C. Wait for emergency conditions to validate the equipment relocation impact
- D. Restore equipment to designated locations and investigate the relocation

99. A facility's IWMS data shows that critical asset performance has declined below acceptable thresholds. The appropriate first action is to:

- A. Continue operations while asset performance decline is independently monitored
- B. Investigate the asset performance decline and implement corrective measures
- C. Document the performance decline for the next asset management meeting
- D. Wait for asset failure to validate the performance decline concern

100. A facility manager is notified that critical maintenance staff have left the organization without completing knowledge transfer. The appropriate first action is to:

- A. Continue operations using available staff knowledge until replacement hiring

- B. Document the knowledge transfer gap for the next workforce planning meeting
- C. Implement immediate knowledge capture and structured continuity measures
- D. Wait for operational impact to validate the knowledge transfer gap concern

# PRACTICE EXAM 12 — ANSWER KEY

## AND FULL EXPLANATIONS

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1. D — Ensuring the worker receives appropriate medical care immediately is the first priority in any workplace injury. Documentation, committee notification, and executive briefing all follow the immediate care of the injured person. Life safety and medical care precede administrative response.
2. B — Are PM tasks addressing the actual failure modes producing problems is the appropriate diagnostic question when scheduled inspections do not improve failure rates. The pattern indicates that PM scope may not match the failure modes generating problems. Compliance reduction, expansion, and discontinued measurement all bypass the diagnostic opportunity.
3. C — The lack of specific measurable performance commitments is the most concerning element of attractive financial terms with vague performance. Without performance commitments, financial terms have no operational meaning. Geography, marketing, and pricing are secondary to commitment specificity.
4. A — Investigating the operational factors driving the completion decline provides the analytical foundation for an informed response. Reducing targets, replacing the platform, and discontinuing reporting all bypass the diagnostic opportunity. Performance pattern changes warrant investigation rather than measurement adjustment.
5. D — Restoring the emergency egress route immediately to ensure compliance addresses the life safety code violation. Documentation, alternative route identification, and waiting all maintain the egress code violation. Blocked emergency egress requires immediate restoration.
6. B — Engaging insurance broker immediately and reinstating coverage urgently addresses the immediate exposure from coverage lapse. Documentation, administrative continuation, and waiting for broker review all maintain exposure during the lapse period. Insurance lapses require immediate broker engagement and reinstatement.
7. A — Addressing the underlying problem with structured corrective action engages the legitimate complaint productively. Reassurance, documentation only, and reduced visibility all fail to address the underlying problem. Real complaints warrant real corrective action.
8. C — Reviewing the plan and updating for any organizational changes maintains plan currency and operational relevance. Continuation without review, discontinuation, and outsourcing all fail to address the substantive review need. Emergency action plans require periodic review to remain operationally effective.

9. D — Compliance obligation with risk-prioritized correction sequencing addresses both the legal requirement and practical implementation. Cost in isolation, marketing materials, and geographic distribution are secondary to compliance obligation. Compliance is non-discretionary while sequencing is risk-prioritized.
10. B — Developing capital replacement planning for the affected critical assets proactively manages the lifecycle transition. Indefinite operation, deferral until failure, and reduced PM all increase risk exposure. Proactive capital planning is the standard approach to end-of-life asset management.
11. A — The long-term commitment may exceed organizational decision horizons is the most appropriate concern about long-term commitments. Marketing materials, geographic proximity, and pricing are secondary considerations to commitment horizon analysis. Long-term commitments require analysis of organizational decision-making windows.
12. C — What organizational factors explain the variation across multiple sites is the appropriate diagnostic question. Platform replacement, staffing increases, and reduced metrics all proceed without understanding the variation drivers. Variation across similar circumstances is diagnostic information warranting investigation.
13. B — The audience preferences for conclusion-first executive briefing should drive communication format selection. Financial cost, marketing prominence, and administrative convenience are secondary considerations to audience-fit. Communication format must match audience preferences.
14. D — Updating the plan to include infectious disease response procedures addresses the documented gap. Continuation, deferral, and outsourcing all leave the organization unprepared for credible threat scenarios. Recent experience demonstrates infectious disease scenarios warrant specific facility planning.
15. A — Acknowledging valid aspects of the concerns and presenting specific improvements engages the partial validity productively. Defense, deferral, and responsibility transfer all fail to engage the legitimate concern. Acknowledged accuracy in feedback warrants responsive change.
16. C — Presenting the cost-failure relationship with risk implications of reduction makes the trade-offs visible to the CFO. Reducing the program, defending based on judgment, and elimination all fail to engage the legitimate financial question productively. Quantified analysis enables informed decision-making.
17. B — The strategic value of integrated facility data versus implementation cost should drive digital twin platform evaluation. Marketing prominence, financial cost in isolation, and geographic proximity are inputs but not the central framework. Strategic technology decisions require strategic evaluation.
18. D — Addressing the planning estimation discipline through structured improvement addresses the systemic source of cost overruns. Acceptance, blanket budget increases, and project

discontinuation all fail to address the underlying estimation pattern. Systemic patterns warrant systemic improvement.

19. A — Are PM tasks addressing the actual failure modes producing problems is the appropriate diagnostic question. Compliance target reduction, program expansion, and discontinued failure measurement all bypass the diagnostic opportunity. PM-failure disconnect typically indicates scope-failure mode mismatch.
20. C — The lack of specific measurable performance commitments in the proposal is the most concerning element of attractive financial terms with vague performance. Without performance commitments, financial terms have no operational meaning. Marketing, geography, and pricing are secondary to commitment specificity.
21. A — Implementing structured performance review with documented corrective action is the appropriate response to inconsistent vendor performance. Continued relationship without action, immediate termination, and increased payment all fail to address the performance pattern through structured response. Vendor performance issues warrant structured management.
22. C — Verifying all commissioning items before supporting substantial completion applies appropriate quality discipline. Acceptance, deferral, and documentation without verification all bypass commissioning's quality verification purpose. Substantial completion warrants verified commissioning support.
23. B — Evaluating amenity requests against strategic talent and productivity objectives connects facility investment to organizational outcomes. Most popular and lowest-cost approaches and indefinite deferral all fail to apply strategic evaluation. Amenity decisions are strategic workplace investments.
24. D — Implementing structured data quality remediation across the asset portfolio addresses the documented data quality issues. Continuation, discontinuation, and platform replacement all fail to address the underlying data quality issues directly. CMMS value depends on data quality discipline.
25. C — Adjusting reporting frequency to match executive consumption preferences responds appropriately to executive feedback. Continuing current frequency, increasing frequency, and discontinuing entirely all fail to engage the legitimate preference signal. Reporting must serve the audience consuming it.
26. A — Evaluating expansion against asset criticality and maintenance economics provides the analytical foundation for program scope decisions. Immediate expansion, deferral, and program reduction all proceed without analytical evaluation. PM program scope warrants asset-by-asset economic evaluation.
27. D — Engaging IT collaboratively to address facility cybersecurity through shared responsibility recognizes the integrated nature of facility cybersecurity. Implementation without evaluation,

decline based on responsibility, and indefinite deferral all fail to engage the collaborative opportunity. Cybersecurity is a shared responsibility.

28. B — Investigating the specific satisfaction concerns through structured engagement provides the analytical foundation for effective response. Standard improvements without assessment, service reduction, and discontinued measurement all fail to address the underlying concerns. Satisfaction concerns warrant diagnostic engagement.
29. A — Developing risk-prioritized contingency planning for critical vendor relationships balances analytical rigor with practical scope. Continued operations, comprehensive immediate planning, and indefinite deferral all fail to apply risk prioritization. Risk-based prioritization concentrates effort on critical relationships.
30. C — Addressing the underlying problem with structured corrective action and communication engages the legitimate complaint productively. Reassurance, documentation only, and reduced visibility all fail to address the underlying problem. Real complaints warrant real corrective action.
31. D — Addressing current technology capability gaps before adopting cutting-edge solutions builds the foundation for successful technology adoption. Cutting-edge adoption, deferral, and pilots all proceed without addressing the underlying capability gap. Organizational capability is the foundation for technology adoption.
32. B — Conducting structured review of contract documents to verify scope coverage provides the analytical foundation for resolving the dispute. Acceptance, judgment-based rejection, and deferral all bypass the documentation review opportunity. Scope disputes are typically resolved through document review.
33. A — The implications of the pricing structure for organizational commitments and flexibility should drive evaluation of innovative pricing structures. Marketing materials, geographic proximity, and pricing alignment with preferences are secondary considerations. Pricing structure evaluation requires analysis of organizational implications.
34. C — The completion times warrant investigation for either skill or quality factors is the appropriate diagnostic interpretation. Skill assumption and quality assumption both proceed without verification; standard time reduction proceeds without understanding the cause. Performance variance warrants diagnostic investigation.
35. D — Compliance obligation with risk-prioritized correction sequencing addresses both the legal requirement and practical implementation. Cost in isolation, marketing materials, and geographic distribution are secondary to compliance obligation. Compliance is non-discretionary while sequencing is risk-prioritized.
36. B — What barriers to adoption explain the gap between expected and actual usage is the appropriate diagnostic question. Replacement, mandate, and removal all proceed without

understanding the underlying adoption barriers. Adoption gaps reflect specific barriers warranting investigation.

37. A — Investigating whether current frequencies match asset-specific failure characteristics provides the analytical foundation for frequency decisions. Standardization, blanket reduction, and blanket increase all proceed without asset-specific analysis. PM frequency decisions warrant asset-specific evaluation.
38. C — Presenting productivity benchmarking analysis with specific quantified comparison engages the executive concern through analytical response. Defense based on judgment, generic improvements without basis, and deferral all fail to engage the legitimate concern productively. Quantified analysis is the appropriate response to productivity concerns.
39. D — The actual resilience capability differs from assumed planning capability is the most consequential implication of degraded backup power. The gap means business continuity assumptions may be invalid, exposing the organization to disruption it believed it could absorb. Vendor relationships, maintenance budgets, and equipment age are operational concerns secondary to capability assumption validity.
40. B — The strategic value, implementation cost, and operational integration of automation should drive automation evaluation. Marketing materials, isolated cost analysis, and geographic proximity are secondary considerations. Automation decisions require comprehensive evaluation.
41. C — Investigating the documentation quality factors before PM rate adjustments provides the analytical foundation for response. Target reduction, discontinued documentation, and platform replacement all proceed without understanding the documentation quality factors. Documentation quality patterns warrant investigation.
42. A — Developing capital replacement recommendation addressing the underlying system condition addresses the root cause. Reactive intervention, documentation only, and reduced visibility all fail to address the system condition that drives the recurring complaints. System age and condition warrant capital response.
43. D — Acknowledging the gaps and developing structured strategic positioning improvement engages the valid concerns through productive response. Defense, deferral, and responsibility transfer all fail to engage the legitimate concerns. Acknowledged accuracy in feedback warrants responsive change.
44. B — Engaging HR collaboratively to address facility implications and shared objectives recognizes the cross-functional nature of workplace transformation. Implementation without evaluation, indefinite deferral, and decline based on budget all fail to engage the collaborative opportunity. Cross-functional initiatives warrant collaborative engagement.
45. A — Prioritizing based on risk reduction value and implementation feasibility produces a defensible recommendation sequence. Simultaneous implementation, executive interest filtering,

and chronological order all fail to apply structured prioritization. Risk-based prioritization aligns response with potential value.

46. C — Evaluating the risk-reward balance and pilot deployment options for the innovation provides the analytical foundation for adoption decisions. Immediate implementation, decline based on absence of evidence, and indefinite deferral all proceed without structured risk-reward evaluation. Innovative technology evaluation requires structured analysis.
47. B — Updating the plan to include external community event response procedures addresses the documented gap. Continuation, discontinuation, and outsourcing all fail to address the credible threat scenario. Emergency planning must address external events affecting facility operations.
48. D — The strategic value, implementation cost, and operational integration of opportunities should drive occupant experience improvement evaluation. Marketing materials, isolated cost analysis, and geographic proximity are secondary considerations. Occupant experience decisions require comprehensive evaluation.
49. C — Improving owner project requirements specification and design quality upstream addresses the systemic source of commissioning deficiencies. Testing scope reduction, current practice defense, and commissioning elimination all fail to address the underlying upstream quality issues. Systematic deficiency identification warrants upstream quality improvement.
50. A — Conducting structured evaluation of the approach against organizational requirements provides the analytical foundation for adoption decisions. Immediate implementation, decline based on differences, and indefinite deferral all proceed without structured evaluation. Approach adoption warrants substantive evaluation.
51. B — Conducting condition assessment for critical assets and integrating into planning addresses the documented assessment gap. Continued operations, documentation without assessment, and outsourcing without assessment all fail to address the immediate assessment gap. Critical asset planning requires condition assessment foundation.
52. D — Investigating the specific lighting concerns through structured assessment provides the analytical foundation for effective response. Immediate replacement, reassurance, and documentation without action all proceed without understanding the specific concerns. Workplace lighting concerns warrant assessment-based investigation.
53. A — Presenting the cost-failure relationship demonstrating program value through specific data engages the executive question through analytical response. Defense without data, program reduction without basis, and discontinuation all fail to engage the legitimate question productively. Quantified analysis is the appropriate response to value questions.
54. C — Presenting the operational drivers of category-specific growth with structured analysis engages the executive concern through analytical response. Reduction without basis, defense

without analysis, and deferral all fail to engage the legitimate concern productively. Quantified analysis is the appropriate response to cost growth concerns.

55. B — Evaluating condition monitoring for critical equipment based on cost-benefit analysis provides the analytical foundation for scope decisions. Continued narrow practice, complete PM elimination, and comprehensive condition monitoring on all equipment all proceed without analytical evaluation. Maintenance strategy decisions warrant cost-benefit evaluation.
56. D — The total cost, sustainability impact, and operational implications across the analysis horizon should drive sustainability improvement evaluation. Marketing materials, isolated cost analysis, and geographic proximity are secondary considerations. Sustainability decisions require comprehensive evaluation.
57. A — Maintaining rehearsal frequency given that demonstrated capability reflects current practice recognizes the causal relationship between rehearsal and capability. Reducing rehearsal that produced demonstrated capability is likely to produce capability decline. Successful capability is not free of its causes.
58. C — Evaluating workforce strategy options including staffing, contractor, and process changes addresses the staffing shortage through comprehensive options analysis. Service discontinuation, expectation reduction, and immediate compensation increases all narrow the option set prematurely. Workforce challenges warrant comprehensive strategy evaluation.
59. B — Evaluating whether current space allocation supports operational requirements provides the analytical foundation for the response. Indefinite deferral, allocation reduction, and discontinued measurement all bypass the substantive evaluation opportunity. Utilization variance from projection warrants substantive evaluation.
60. D — Conducting structured evaluation of the technology against organizational requirements provides the analytical foundation for the response. Immediate implementation, decline based on absence, and indefinite deferral all proceed without structured evaluation. Technology adoption warrants substantive evaluation.
61. A — Evaluating proposed scenarios against likelihood, consequence, and capability provides the analytical foundation for scenario adoption decisions. Immediate implementation, blanket rejection, and indefinite deferral all proceed without structured evaluation. Scenario adoption warrants risk-based evaluation.
62. C — Investigating the specific quality concerns through structured engagement provides the analytical foundation for response. Frequency increase, quality defense, and feedback channel reduction all proceed without understanding the underlying concerns. Service quality complaints warrant diagnostic investigation.
63. B — Documenting and accepting the residual risk if within organizational tolerance recognizes that no mitigation eliminates risk entirely. Additional mitigation regardless of cost-benefit, blanket

transfer, and avoidance all fail to apply structured residual risk management. Residual risk requires deliberate acceptance decisions.

64. D — Developing structured analytical processes to apply the data to decisions captures the value of the operational data investment. Scope reduction, continuation without action, and platform replacement all fail to convert data into decision support. Data investment value depends on analytical application.
65. A — Implementing systematic monitoring to capture the intermittent failure conditions provides the analytical foundation for diagnosis. System replacement, reassurance, and documentation without action all fail to address the underlying intermittent issue. Intermittent failures require systematic monitoring to enable diagnosis.
66. B — Conducting structured review to assess project status and recommend direction provides the analytical foundation for the decision. Cancellation, continued tracking, and deferred review all proceed without analytical assessment. Stalled projects warrant structured viability review.
67. C — The procurement type that best supports comprehensive value evaluation should drive procurement approach selection. Standard process, marketing prominence, and timeline are secondary considerations to evaluation methodology fit. Procurement selection must match the decision.
68. D — The hierarchy of controls applied to the specific identified hazards is the appropriate evaluation framework for safety response selection. Cost in isolation, marketing materials, and geographic distribution are secondary to the hierarchy of controls framework. Safety responses must apply established hierarchy logic.
69. A — Resolution speed may be coming at the cost of resolution quality is the most concerning interpretation when resolution times decline alongside increasing rework. The pattern suggests gaming the speed metric at the cost of quality. Efficiency assumption and unrelated change interpretations bypass the documented disconnect.
70. C — Engaging the department head with response time data and service standard context addresses the complaint through factual response. Generic improvements without basis, defense without data, and deferral all fail to engage the legitimate complaint productively. Service complaints warrant factual response with data context.
71. D — Evaluating grounds and exterior maintenance for inclusion in the PM program provides the analytical foundation for scope decisions. Continued narrow scope, building system elimination, and outsourcing without evaluation all proceed without analytical assessment. Program scope decisions warrant substantive evaluation.
72. B — Conducting structured evaluation of the initiative against organizational priorities provides the analytical foundation for the response. Immediate implementation, decline based on absence,

and indefinite deferral all proceed without structured evaluation. Initiative adoption warrants substantive evaluation.

73. A — Evaluating predictive maintenance based on equipment criticality and economics provides the analytical foundation for scope decisions. Universal implementation, indefinite deferral, and complete PM replacement all proceed without economic evaluation. Predictive maintenance scope warrants asset-by-asset economic evaluation.
74. C — Addressing the systemic vendor management issues through structured improvement engages the recurring pattern through systemic response. Continuation, blanket termination, and indefinite deferral all fail to address the underlying systemic issues. Recurring patterns warrant systemic improvement.
75. B — Developing structured strategic reporting capability using IWMS data captures the value of the platform investment for executive decision support. Continued narrow practice, platform replacement, and discontinued use all fail to convert operational data into strategic value. IWMS investment value depends on strategic application.
76. D — Conducting ergonomic assessment to identify specific issues requiring intervention provides the analytical foundation for effective response. Standard improvements without assessment, HR referral without facility action, and documentation without action all fail to address the underlying concerns. Ergonomic concerns warrant assessment-based intervention.
77. A — Specifying owner project requirements upfront in future project initiation processes addresses the systemic source of commissioning gaps. Continuation, commissioning elimination, and outsourcing all fail to address the underlying upstream specification gap. Upstream requirements specification is the foundation of effective commissioning.
78. C — The strategic implications of outsourcing the facility management function should drive evaluation of comprehensive outsourcing proposals. Marketing prominence, geographic proximity, and financial savings are inputs but not the central framework. Comprehensive outsourcing is a strategic decision requiring strategic evaluation.
79. D — Engaging regulatory authority immediately and reinstating compliance certifications addresses the legal exposure from lapsed certifications. Documentation, administrative continuation, and waiting for inspection all maintain the certification compliance gap. Lapsed regulatory certifications require immediate authority engagement and reinstatement.
80. B — Activating documentation recovery and implementing alternative documentation access addresses both the recovery need and operational continuity. Continued operations using residual knowledge, documentation, and waiting all leave operations without critical documentation. Documentation system compromise requires immediate recovery and alternative access activation.
81. D — Addressing the sustainability performance gaps before extended occupancy ensures design intent fulfillment and stakeholder commitment integrity. Continued occupancy, deferral, and

documentation all forfeit the design intent. Sustainability commissioning gaps require resolution before extended occupancy.

82. B — Restoring fire protection systems immediately and investigating unauthorized disabling addresses both the immediate life safety gap and the security issue. Documentation, continued operations, and waiting for incidents all leave occupants exposed to undetected fire risk. Disabled fire protection systems require immediate restoration.
83. A — Scheduling and conducting business continuity testing through immediate planning addresses the validation gap before disruption occurs. Continued operations without testing, documentation, and waiting all maintain the untested continuity capability. Untested business continuity capability requires immediate testing.
84. C — Scheduling and conducting occupant safety briefings through immediate planning addresses the safety awareness gap before incidents occur. Continued operations, documentation, and waiting for incidents all maintain the safety awareness gap. Lapsed safety briefings require immediate scheduling and completion.
85. D — Investigating the verification gaps and implementing immediate corrective process addresses both the diagnostic need and inspection integrity. Continued practices, documentation, and waiting for failure all maintain the verification integrity gap. Inspection verification gaps require immediate investigation and corrective process.
86. A — Restoring accessibility immediately and addressing temporary construction impact ensures legal compliance and occupant access. Documentation, continued operations, and waiting for complaints all maintain the accessibility compliance gap. Accessibility compromise from construction requires immediate restoration.
87. C — Activating security incident response and implementing immediate data protection addresses both the immediate security gap and the data integrity issue. Continued operations, documentation, and waiting all allow the security data compromise to expand. Security data compromise requires immediate incident response and data protection.
88. B — Activating alternative environmental controls and engaging immediate technical response addresses both operational continuity and the technical issue. Continued sensitive operations, documentation, and waiting all expose sensitive operations to environmental control failure. Environmental control failure during sensitive operations requires immediate alternatives and technical response.
89. D — Requiring completion of handover documentation before final project closeout ensures operational handover integrity. Deferral, continued operations, and documentation without action all leave operational gaps. Project closeout requires complete handover documentation.
90. A — Activating predictive response and engaging immediate technical assessment addresses the equipment risk before failure occurs. Continued operations, documentation, and waiting for failure

all forfeit the predictive maintenance opportunity. Performance degradation patterns suggesting imminent failure require immediate response and assessment.

91. C — Addressing the disaster recovery gaps through immediate corrective action prevents continued exposure during disaster scenarios. Continued capability, documentation, and waiting for disaster all maintain the recovery capability gap. Identified disaster recovery gaps require immediate corrective action.
92. B — Engaging insurance broker immediately and reinstating coverage urgently addresses the immediate exposure from coverage cancellation. Continued operations, documentation, and waiting for broker review all maintain exposure during the cancellation period. Insurance cancellation requires immediate broker engagement and reinstatement.
93. A — Addressing the accessibility requirements before continued occupancy is permitted ensures legal compliance and occupant access. Continued occupancy, deferral, and documentation all maintain the accessibility compliance gap. Accessibility commissioning gaps require resolution before continued occupancy.
94. D — Activating emergency response and implementing immediate alternative measures addresses the occupant welfare risk during extreme weather. Documentation, continued operations, and waiting for complaints all expose occupants to extreme conditions. Comfort system failures during extreme weather require emergency response and alternative measures.
95. C — Scheduling and conducting emergency response training through immediate action addresses the capability gap before emergencies occur. Continued operations, documentation, and waiting all maintain the emergency response capability gap. Lapsed emergency response training requires immediate scheduling and completion.
96. B — Engaging utility provider and implementing immediate continuity measures addresses both the diagnostic and operational continuity needs. Continued operations, documentation, and waiting for utility process all leave operations exposed to disruption. Unexpected utility disruption requires immediate provider engagement and continuity measures.
97. A — Engaging regulatory authority immediately and addressing permit requirements urgently prevents enforcement action and operational shutdown. Continued operations, waiting for inspection, and documentation all maintain the regulatory exposure. Operations without required permits require immediate regulatory engagement.
98. D — Restoring equipment to designated locations and investigating the relocation addresses both the immediate emergency preparedness gap and the underlying issue. Documentation, continued operations, and waiting for emergencies all maintain the equipment positioning gap. Emergency equipment relocation requires immediate restoration and investigation.
99. B — Investigating the asset performance decline and implementing corrective measures addresses both the diagnostic need and operational risk. Continued operations, documentation, and waiting

for failure all proceed without understanding the performance decline significance. Asset performance decline below acceptable thresholds requires immediate investigation and correction.

100. C — Implementing immediate knowledge capture and structured continuity measures addresses the operational risk from knowledge loss. Continued operations using residual knowledge, documentation, and waiting all forfeit the knowledge capture opportunity. Critical staff departure without knowledge transfer requires immediate capture and continuity measures.