

PRACTICE EXAM 14: CFM SIMULATION

PRACTICE EXAM 14 — 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 professional judgment scenarios with ethical dimensions, stakeholder tensions, and cross-functional dilemmas requiring analysis of competing professional considerations. Difficulty is moderate-to-higher through ethical complexity rather than technical difficulty.

1. A facility manager has been offered a personal gift of significant value from a vendor seeking a major contract renewal. The vendor characterizes the gift as a token of long-standing relationship. The most appropriate response is to:

- A. Accept the gift to maintain the long-standing vendor relationship
- B. Accept the gift but disclose it formally to organizational leadership
- C. Decline the gift in accordance with professional ethics standards
- D. Accept the gift while reducing the vendor's contract evaluation scoring

2. A facility manager discovers that a vendor has been overcharging the organization by approximately 8% over the past 18 months. The total overcharge represents approximately \$340,000. The most appropriate first action is to:

- A. Engage organizational leadership and address the overcharge through formal process
- B. Continue the vendor relationship while documenting the overcharge for future negotiation
- C. Negotiate immediate vendor refund without formal organizational engagement

D. Terminate the vendor relationship immediately to address the overcharge issue

3. A facility manager's spouse owns a company that has submitted a competitive bid for a facility services contract. The spouse's company appears to be the most qualified bidder. The most appropriate response is to:

A. Award the contract to the spouse's company given demonstrated qualifications

B. Award the contract to a different qualified bidder to avoid any appearance issues

C. Disclose the relationship to leadership and recuse from the procurement decision

D. Continue the procurement process without disclosure given evaluation transparency

4. A facility manager is approached by a junior staff member who reports concerns about a senior facility leader's expense reporting practices. The concerns appear credible. The most appropriate response is to:

A. Investigate the concerns directly without involving organizational reporting channels

B. Engage appropriate organizational reporting channels per established whistleblower protections

C. Discourage the junior staff member from pursuing the concerns to protect relationships

D. Document the concerns informally without taking action to avoid organizational disruption

5. A facility manager observes that a peer colleague has been claiming credit for facility achievements that were primarily delivered by other team members. The pattern has continued for several months. The most appropriate response is to:

A. Confront the peer publicly to demonstrate accountability for the credit-claiming

B. Document the pattern formally for the next performance review submission

C. Engage the peer directly with specific examples and seek understanding

D. Continue current practices to avoid organizational disruption from the conflict

6. A facility manager is asked by executive leadership to provide misleading information to a regulatory inspector about the facility's compliance status. The most appropriate response is to:

- A. Decline the request based on ethical and regulatory compliance obligations
- B. Provide the misleading information given executive leadership direction
- C. Provide partially misleading information to balance executive direction with ethics
- D. Defer the response indefinitely while seeking additional executive guidance

7. A facility manager discovers that a facility staff member has been using facility equipment for personal projects on weekends. The use has been extensive but has not affected facility operations. The most appropriate response is to:

- A. Allow the personal use to continue given limited operational impact
- B. Engage the staff member directly and address the personal use through structured process
- C. Document the personal use formally for the next performance review submission
- D. Terminate the staff member immediately to address the unauthorized equipment use

8. A facility manager is responding to executive pressure to award a contract to a specific vendor without competitive bidding. The vendor has not been formally evaluated against alternatives. The most appropriate response is to:

- A. Award the contract per executive direction to maintain organizational alignment
- B. Refuse the executive direction publicly to demonstrate procurement integrity
- C. Document organizational disagreement formally without changing the procurement
- D. Engage executive leadership privately about procurement governance implications

9. A facility manager observes that a contractor has been using safety practices that violate established standards. The contractor's work is producing acceptable results despite the violations. The most appropriate response is to:

- A. Engage the contractor immediately and require compliant safety practices
- B. Continue the contractor work given the acceptable results being produced
- C. Document the violations informally without changing contractor practices
- D. Terminate the contractor relationship immediately to address the violations

10. A facility manager is asked to provide a confidential reference for a former employee being considered by a peer organization. The former employee had performance issues during their tenure. The most appropriate response is to:

- A. Provide a positive reference to support the former employee's career advancement
- B. Decline to provide the reference to avoid documenting performance issues
- C. Provide an honest reference within the limits of confidentiality and accuracy
- D. Provide a vague reference that neither helps nor harms the former employee

11. A facility manager discovers that organizational policy violations are occurring within the facility function and the immediate supervisor is aware but not addressing the violations. The most appropriate response is to:

- A. Continue current practices to avoid creating organizational conflict with supervisor
- B. Engage appropriate organizational reporting channels to address the policy violations
- C. Address the violations directly with violators without involving formal channels
- D. Document the violations informally for personal records without formal action

12. A facility manager is responding to a vendor's offer to provide free training and resources to facility staff. The vendor is currently competing for a major contract renewal. The most appropriate response is to:

- A. Accept the free training as professional development for facility staff members
- B. Accept the free training while documenting the vendor's competitive bid status
- C. Decline the free training but accept future training after contract decisions
- D. Decline the free training given the vendor's active competitive bid status

13. A facility manager observes that a peer facility manager at another organization has been sharing confidential information about their organization at industry events. The information could provide competitive advantage if shared. The most appropriate response is to:

- A. Maintain professional confidentiality and not share the inadvertently disclosed information
- B. Share the information internally to provide competitive advantage to the organization
- C. Document the inadvertent disclosure for future strategic reference and use
- D. Confront the peer publicly to address the inappropriate information sharing

14. A facility manager is asked by a vendor to provide a recommendation for the vendor's services to peer organizations. The facility manager has had mixed experiences with the vendor's performance. The most appropriate response is to:

- A. Provide a strong recommendation to support the vendor relationship continuation
- B. Decline to provide any recommendation to avoid documenting the mixed experiences
- C. Provide an honest recommendation reflecting actual experience with the vendor
- D. Provide a vague recommendation that neither helps nor harms the vendor

15. A facility manager discovers that organizational confidential information has been inadvertently disclosed to a competitor through an email error. The disclosure has not yet been recognized by the recipient. The most appropriate response is to:

- A. Continue normal operations and hope the recipient does not notice the disclosure
- B. Engage organizational leadership immediately to address the inadvertent disclosure
- C. Contact the recipient directly to request return without organizational involvement
- D. Document the inadvertent disclosure informally without taking corrective action

16. A facility manager is responding to executive pressure to reduce safety investments to capture short-term cost savings. The safety investments address documented occupational hazards. The most appropriate response is to:

- A. Present the safety implications and risk consequences with structured analysis
- B. Implement the requested reductions immediately to demonstrate organizational alignment
- C. Refuse the executive direction publicly to demonstrate safety leadership commitment
- D. Document organizational disagreement formally without changing the safety investments

17. A facility manager observes that a contractor has been billing for hours that significantly exceed actual work performed. The billing pattern has continued for several months. The most appropriate response is to:

- A. Continue the contractor relationship while documenting the billing pattern for reference
- B. Negotiate immediate billing adjustments without formal organizational engagement
- C. Terminate the contractor relationship immediately to address the billing fraud
- D. Engage organizational leadership and address the billing pattern through formal process

18. A facility manager is asked by an industry peer to share specific operational metrics that the organization considers confidential. The peer organization is not a direct competitor. The most appropriate response is to:

- A. Share the metrics given the absence of direct competitive concern
- B. Share aggregated metrics that mask specific organizational performance details
- C. Decline to share the specific metrics based on organizational confidentiality requirements
- D. Defer the response indefinitely while seeking organizational guidance on disclosure

19. A facility manager observes that a junior staff member has been working excessive hours that may affect their wellbeing. The staff member has not raised concerns about the workload. The most appropriate response is to:

- A. Continue current practices given the staff member's apparent acceptance of workload
- B. Engage the staff member directly and address workload concerns through structured discussion
- C. Reduce the staff member's responsibilities without discussion to address workload concerns
- D. Document the workload pattern formally for the next performance review submission

20. A facility manager is responding to a vendor's offer to take facility leadership team to an expensive industry conference at vendor expense. The vendor is currently providing services to the organization. The most appropriate response is to:

- A. Decline the offer given the vendor's current service relationship and ethical concerns
- B. Accept the offer to support facility leadership professional development opportunities
- C. Accept the offer while documenting the vendor relationship for transparency
- D. Defer the decision indefinitely while seeking organizational guidance on acceptance

21. A facility manager discovers that a recent organizational acquisition has uncovered facility compliance issues at the acquired facility. The issues represent significant exposure that requires immediate attention. The most appropriate response is to:

- A. Continue normal operations while compliance issues are administratively addressed
- B. Document the compliance issues for the next regulatory review meeting agenda
- C. Wait for regulatory inspection to validate the compliance issue concerns identified
- D. Engage organizational leadership and address the compliance issues through structured response

22. A facility manager observes that a senior facility leader has been making decisions that benefit a specific vendor while the leader's family member is employed by the vendor. The pattern raises conflict of interest concerns. The most appropriate response is to:

- A. Continue current practices to avoid creating organizational conflict with senior leadership
- B. Engage appropriate organizational reporting channels to address the conflict of interest
- C. Address the conflict directly with the senior leader without involving formal channels
- D. Document the pattern informally for personal records without formal action

23. A facility manager is asked by a peer organization to share specific vendor pricing information. The information would provide competitive advantage to the peer organization. The most appropriate response is to:

- A. Share the pricing information to support peer organization competitive positioning
- B. Share aggregated pricing that masks specific vendor relationship details
- C. Decline to share the specific pricing based on vendor confidentiality requirements
- D. Defer the response indefinitely while seeking organizational guidance on disclosure

24. A facility manager observes that organizational policies regarding professional development have been inconsistently applied across facility staff. Some staff have received significant development support while others have not. The most appropriate response is to:

- A. Engage organizational leadership and address the inconsistent application through structured review
- B. Continue current practices to avoid creating organizational disruption from policy changes
- C. Document the inconsistencies informally for personal records without formal action
- D. Address the inconsistencies directly with staff without involving formal organizational channels

25. A facility manager is responding to a vendor's offer to provide a personal financial consultation as a thank-you for the relationship. The consultation has significant personal value. The most appropriate response is to:

- A. Accept the consultation given the appreciation for the long-standing relationship
- B. Accept the consultation while disclosing it formally to organizational leadership
- C. Accept the consultation but reduce the vendor's contract evaluation scoring
- D. Decline the consultation in accordance with professional ethics standards

26. A facility manager discovers that confidential organizational information has been shared informally among facility staff without proper authorization. The information could damage the organization if further disclosed. The most appropriate response is to:

- A. Continue normal operations while the information sharing is administratively addressed
- B. Engage organizational leadership and address the information sharing through structured process
- C. Address the sharing directly with staff without involving formal organizational channels
- D. Document the sharing informally for personal records without formal corrective action

27. A facility manager is asked to provide testimony in a legal proceeding involving the organization. The testimony would address facility decisions made under the manager's responsibility. The most appropriate response is to:

- A. Provide accurate testimony within the scope of the manager's actual knowledge
- B. Provide testimony that supports the organization's legal position regardless of accuracy
- C. Decline to provide testimony to avoid creating organizational legal exposure
- D. Defer the testimony indefinitely while seeking additional organizational guidance

28. A facility manager observes that a facility vendor has been making excessive personal accommodations to facility staff including expensive meals and entertainment. The accommodations may influence procurement decisions. The most appropriate response is to:

- A. Continue current practices to maintain positive vendor relationships across the organization
- B. Document the accommodations informally for personal records without formal action
- C. Engage organizational leadership and address the accommodations through structured process
- D. Address the accommodations directly with vendor without involving formal channels

29. A facility manager is responding to executive concerns about facility decisions that the manager believes were appropriate based on professional judgment. The executive concerns reflect different priorities than facility judgment. The most appropriate response is to:

- A. Defer to executive priorities and modify facility decisions to align with concerns
- B. Present facility judgment with structured analysis and engage executive priorities transparently
- C. Refuse executive concerns publicly to demonstrate professional facility judgment leadership
- D. Document organizational disagreement formally without changing facility decisions

30. A facility manager discovers that a contractor has been performing work that may violate building codes despite passing inspections. The work may create future safety issues. The most appropriate response is to:

- A. Continue the contractor work given the passed inspection results from authorities
- B. Document the code concerns informally for future reference without changing work
- C. Address the code concerns directly with contractor without involving formal channels
- D. Engage building authority immediately and address the code concerns through structured process

31. A facility manager is responding to a peer organization's request for confidential information about the organization's facility operations. The peer relationship is professional but not strategic. The most appropriate response is to:

- A. Decline to share the confidential information based on organizational confidentiality requirements
- B. Share the information given the absence of direct competitive concern between organizations
- C. Share aggregated information that masks specific organizational operational details
- D. Defer the response indefinitely while seeking organizational guidance on information sharing

32. A facility manager observes that organizational acquisition has uncovered facility staff at the acquired location who appear underqualified for their assigned roles. The pattern raises hiring practice concerns. The most appropriate response is to:

- A. Continue current operations while staff qualifications are administratively addressed
- B. Terminate underqualified staff immediately to address the qualification concerns
- C. Engage organizational leadership and address the qualification concerns through structured assessment
- D. Document the qualifications informally for personal records without formal action

33. A facility manager is asked to participate in a vendor's marketing materials promoting facility management technology. The materials would feature the manager prominently. The most appropriate response is to:

- A. Accept the participation to support the vendor relationship and personal visibility
- B. Decline the participation given the potential conflict of interest and organizational implications
- C. Accept the participation while reducing the vendor's contract evaluation scoring
- D. Defer the decision indefinitely while seeking organizational guidance on participation

34. A facility manager discovers that a key vendor has been bypassing procurement controls through informal arrangements with facility staff. The arrangements have continued for an extended period. The most appropriate response is to:

- A. Continue current practices to maintain operational continuity with the vendor
- B. Document the arrangements informally for personal records without formal action
- C. Address the arrangements directly with vendor without involving formal channels
- D. Engage organizational leadership and address the procurement bypass through structured process

35. A facility manager is responding to executive pressure to terminate a vendor relationship that the manager believes is performing well. The executive concerns appear to be based on personal preferences rather than performance. The most appropriate response is to:

- A. Present vendor performance evidence with structured analysis and engage executive concerns transparently
- B. Implement the termination per executive direction to maintain organizational alignment
- C. Refuse the executive direction publicly to demonstrate vendor management leadership
- D. Document organizational disagreement formally without changing the vendor relationship

36. A facility manager observes that a junior facility staff member has been receiving inappropriate communication from a vendor representative. The communication pattern raises concerns about professional boundaries. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with vendor relationships
- B. Document the communication pattern informally for personal records without formal action
- C. Engage the staff member and vendor through appropriate organizational channels to address concerns
- D. Address the communication directly with vendor without involving formal channels

37. A facility manager is responding to a request from organizational legal counsel for documentation of facility decisions made over the past 18 months. The request relates to potential litigation. The most appropriate response is to:

- A. Provide selective documentation that supports the organization's legal position
- B. Provide complete and accurate documentation per legal counsel request and professional obligation
- C. Decline to provide documentation to avoid creating organizational legal exposure
- D. Defer the documentation indefinitely while seeking additional organizational guidance

38. A facility manager discovers that organizational policies regarding facility access have been bypassed for specific individuals without proper authorization. The bypasses have created security exposures. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with affected individuals
- B. Address the bypasses directly with affected individuals without involving formal channels
- C. Document the bypasses informally for personal records without formal corrective action
- D. Engage organizational leadership and address the access bypasses through structured response

39. A facility manager is responding to a vendor's request to use the organization's name and facility photographs in vendor marketing materials. The use would feature the organization prominently in vendor promotion. The most appropriate response is to:

- A. Engage organizational leadership and address the request through appropriate authorization channels
- B. Approve the use to support the vendor relationship and organizational visibility
- C. Decline the use without organizational consultation given marketing implications
- D. Defer the decision indefinitely while seeking organizational guidance on the request

40. A facility manager observes that organizational acquisition has uncovered facility infrastructure that does not meet documented standards at the acquired location. The infrastructure may require significant investment to bring to standard. The most appropriate response is to:

- A. Continue current operations while infrastructure standards are administratively addressed
- B. Reduce facility standards to match acquired infrastructure capabilities consistently
- C. Engage organizational leadership and address the infrastructure standards through structured planning
- D. Document the standards gap informally for personal records without formal action

41. A facility manager is responding to a vendor's request for a meeting to discuss potential employment for a facility staff member. The vendor is currently providing services to the organization. The most appropriate response is to:

- A. Decline the meeting given the conflict of interest implications of vendor employment discussions
- B. Accept the meeting to support the staff member's career development opportunities
- C. Accept the meeting while reducing the vendor's contract evaluation scoring
- D. Defer the decision indefinitely while seeking organizational guidance on the meeting

42. A facility manager discovers that a senior facility leader has been making procurement decisions that consistently favor specific vendors despite the leader having no apparent direct relationship with those vendors. The pattern raises questions about decision integrity. The most appropriate response is to:

- A. Continue current practices to avoid creating conflict with senior leadership
- B. Address the pattern directly with the senior leader without involving formal channels
- C. Engage appropriate organizational reporting channels to address the procurement pattern
- D. Document the pattern informally for personal records without formal action

43. A facility manager is asked by industry peers to participate in informal benchmarking that would share competitive operational information. The benchmarking is not formally sanctioned by participating organizations. The most appropriate response is to:

- A. Participate in the benchmarking given peer industry engagement value
- B. Decline participation based on absence of formal organizational authorization
- C. Participate while masking specific organizational performance details consistently
- D. Defer participation indefinitely while seeking organizational guidance on engagement

44. A facility manager observes that a contractor has been making safety shortcuts that increase project risk to facility staff and occupants. The shortcuts have not yet resulted in incidents. The most appropriate response is to:

- A. Continue the contractor relationship given the absence of demonstrated incidents
- B. Document the safety shortcuts informally for personal records without changing work
- C. Address the shortcuts directly with contractor without involving formal organizational channels
- D. Stop contractor work and address safety shortcuts through structured corrective action

45. A facility manager is responding to a peer organization's request for assistance with an emergency situation that would require facility resources. The assistance would not be compensated. The most appropriate response is to:

- A. Engage organizational leadership and address the request through structured authorization process
- B. Decline the assistance based on absence of compensation for resource utilization
- C. Provide the assistance immediately to demonstrate professional industry support
- D. Defer the response indefinitely while seeking additional organizational guidance

46. A facility manager discovers that confidential information about competitive vendor pricing has been inadvertently shared with another vendor during procurement discussions. The disclosure could affect competitive positioning. The most appropriate response is to:

- A. Continue normal operations and hope the disclosure does not affect competitive positioning
- B. Address the disclosure directly with affected vendors without organizational involvement
- C. Engage organizational leadership and address the disclosure through structured response
- D. Document the disclosure informally for personal records without formal corrective action

47. A facility manager is responding to executive concerns about facility decisions that the manager believes reflect appropriate professional judgment but may not align with executive priorities. The most appropriate response is to:

- A. Defer to executive priorities and modify facility decisions to align with concerns immediately
- B. Refuse executive concerns publicly to demonstrate professional facility judgment leadership
- C. Document organizational disagreement formally without engaging executive concerns directly
- D. Present facility judgment with structured analysis and engage executive priorities transparently

48. A facility manager observes that organizational policies regarding facility staff supervision have been inconsistently applied across facility leadership. Some leaders apply policies strictly while others do not. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with leadership relationships
- B. Engage organizational leadership and address the inconsistent application through structured review
- C. Address the inconsistency directly with affected leaders without involving formal channels
- D. Document the inconsistencies informally for personal records without formal action

49. A facility manager is responding to a vendor's offer of significant personal benefits in exchange for facility decisions favorable to the vendor. The offer is presented as routine business courtesy. The most appropriate response is to:

- A. Decline the offer in accordance with professional ethics standards and document the offer
- B. Accept the offer while disclosing it formally to organizational leadership for transparency
- C. Accept the offer but reduce the vendor's contract evaluation scoring proportionally
- D. Defer the response indefinitely while seeking organizational guidance on the offer

50. A facility manager discovers that organizational confidential information has been disclosed by facility staff during informal conversations at industry events. The information could damage organizational positioning if further disseminated. The most appropriate response is to:

- A. Continue normal operations and hope the information does not spread further
- B. Address the disclosure directly with staff without involving formal organizational channels
- C. Engage organizational leadership and address the disclosure through structured response
- D. Document the disclosure informally for personal records without formal corrective action

51. A facility manager is responding to a request from organizational compliance for documentation of facility decisions related to recent regulatory changes. The request requires extensive documentation effort. The most appropriate response is to:

- A. Provide selective documentation that supports the organization's compliance position
- B. Decline to provide documentation given the extensive effort required for compilation
- C. Defer the documentation indefinitely while seeking additional organizational guidance
- D. Provide complete and accurate documentation per compliance request and professional obligation

52. A facility manager observes that a junior facility staff member has been raising concerns about facility decisions that the manager believes are appropriate. The staff member's concerns reflect different professional perspective. The most appropriate response is to:

- A. Dismiss the staff member's concerns to maintain decision authority and team alignment
- B. Engage the staff member directly and address concerns through structured discussion
- C. Document the staff member's concerns informally for the next performance review
- D. Reduce the staff member's responsibilities to limit ability to raise concerns

53. A facility manager is responding to executive pressure to misrepresent facility performance metrics in board reporting. The misrepresentation would present more favorable performance than actual results. The most appropriate response is to:

- A. Refuse the executive direction in accordance with professional ethics and reporting integrity
- B. Comply with the executive direction given organizational hierarchy and authority structure
- C. Provide partially misleading metrics to balance executive direction with reporting integrity
- D. Defer the response indefinitely while seeking additional executive guidance on direction

54. A facility manager discovers that a recent organizational reorganization has uncovered facility roles that appear to be performing similar functions across different reporting structures. The duplication may indicate inefficiency. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with reorganized structure
- B. Address the duplication directly with affected roles without involving formal channels
- C. Engage organizational leadership and address the duplication through structured assessment
- D. Document the duplication informally for personal records without formal action

55. A facility manager is responding to a vendor's offer to sponsor a facility staff event including travel and accommodations. The vendor is currently providing services to the organization. The most appropriate response is to:

- A. Accept the sponsorship given the vendor relationship and staff event support
- B. Decline the sponsorship given the vendor's current service relationship and ethical concerns
- C. Accept the sponsorship while documenting the vendor relationship for transparency
- D. Defer the decision indefinitely while seeking organizational guidance on the sponsorship

56. A facility manager observes that a contractor has been performing work that may not meet contracted specifications despite passing visual inspections. The specifications may require detailed technical verification to confirm compliance. The most appropriate response is to:

- A. Continue the contractor work given the passed visual inspection results consistently
- B. Document the specification concerns informally for future reference without changing work
- C. Address the specification concerns directly with contractor without involving technical verification
- D. Engage technical verification and address specification compliance through structured assessment

57. A facility manager is responding to a peer organization's request for sharing of facility management best practices that would benefit both organizations. The sharing would not involve confidential information. The most appropriate response is to:

- A. Engage organizational leadership and address the sharing through appropriate authorization channels
- B. Share the best practices given the absence of confidential information concerns
- C. Decline the sharing based on absence of formal organizational sharing authorization
- D. Defer the response indefinitely while seeking organizational guidance on sharing

58. A facility manager discovers that organizational policies regarding facility staff training have been bypassed for specific individuals based on personal relationships with leadership. The bypasses have created qualification concerns. The most appropriate response is to:

- A. Continue current practices to avoid creating conflict with affected leadership
- B. Address the bypasses directly with affected individuals without involving formal channels
- C. Engage organizational leadership and address the training bypasses through structured response
- D. Document the bypasses informally for personal records without formal corrective action

59. A facility manager is responding to a vendor's request to use the organization as a reference for the vendor's services in proposals to other organizations. The vendor's services have been satisfactory but not exceptional. The most appropriate response is to:

- A. Provide a strong reference to support the vendor relationship continuation consistently
- B. Provide an honest reference reflecting actual experience with vendor services delivered
- C. Decline to provide any reference to avoid documenting the satisfactory experience
- D. Provide a vague reference that neither helps nor harms the vendor's positioning

60. A facility manager observes that a facility vendor has been providing additional services beyond contracted scope without formal documentation or compensation. The services have benefited the organization but raise contract management concerns. The most appropriate response is to:

- A. Continue current practices to maintain operational benefits from vendor services
- B. Document the additional services informally for personal records without formal action
- C. Address the services directly with vendor without involving formal contract channels
- D. Engage organizational leadership and address the services through structured contract review

61. A facility manager is responding to executive concerns about facility budget growth that the manager believes reflects legitimate operational requirements. After investigation, the growth is justified by documented operational needs. The most appropriate response is to:

- A. Reduce the budget growth without specific basis to demonstrate organizational alignment
- B. Present the operational drivers of budget growth with specific quantified analysis
- C. Defend the budget growth based on facility leadership professional judgment exclusively
- D. Defer the concerns until executive leadership clarifies specific budget expectations

62. A facility manager discovers that a vendor has been requesting confidential organizational information through facility staff under the guise of routine service delivery. The pattern raises concerns about information access. The most appropriate response is to:

- A. Continue current practices to maintain vendor service delivery operations
- B. Address the requests directly with vendor without involving formal organizational channels
- C. Document the requests informally for personal records without formal corrective action
- D. Engage organizational leadership and address the information access through structured response

63. A facility manager is responding to a request from organizational human resources for input on facility staff performance issues. The input would be used in employment decisions. The most appropriate response is to:

- A. Provide accurate and complete input within professional knowledge and observation scope
- B. Provide input that supports the staff member's continued employment regardless of accuracy
- C. Decline to provide input to avoid creating documented performance assessment issues
- D. Defer the input indefinitely while seeking additional organizational guidance on response

64. A facility manager observes that a recent organizational change has created facility responsibilities that appear to exceed reasonable scope for the assigned staff. The staff have not raised concerns but workload appears excessive. The most appropriate response is to:

- A. Continue current practices given the absence of staff concerns about workload
- B. Reduce staff responsibilities without discussion to address workload concerns
- C. Engage staff and organizational leadership to address workload concerns through structured assessment
- D. Document the workload concerns informally for personal records without formal action

65. A facility manager is responding to a vendor's offer to provide a personal vacation as a thank-you for the vendor relationship. The vacation has significant personal value and is presented as relationship recognition. The most appropriate response is to:

- A. Accept the vacation given the appreciation for the long-standing vendor relationship
- B. Decline the vacation in accordance with professional ethics standards consistently
- C. Accept the vacation while disclosing it formally to organizational leadership transparently
- D. Accept the vacation but reduce the vendor's contract evaluation scoring proportionally

66. A facility manager discovers that confidential organizational information has been shared with a former employee who now works for a competitor. The sharing was inadvertent through informal communication. The most appropriate response is to:

- A. Engage organizational leadership and address the disclosure through structured response
- B. Continue normal operations and hope the disclosure does not affect competitive positioning
- C. Address the disclosure directly with the former employee without involving formal channels
- D. Document the disclosure informally for personal records without formal corrective action

67. A facility manager is responding to executive pressure to make facility decisions based on personal executive relationships rather than organizational analysis. The decisions would create operational concerns despite executive direction. The most appropriate response is to:

- A. Implement the decisions per executive direction to maintain organizational alignment immediately
- B. Refuse the executive direction publicly to demonstrate professional facility judgment
- C. Document organizational disagreement formally without engaging executive concerns directly
- D. Present operational analysis with structured concerns and engage executive priorities transparently

68. A facility manager observes that organizational policies regarding facility vendor relationships have been bypassed by senior leadership for specific vendor preferences. The bypasses have created procurement governance concerns. The most appropriate response is to:

- A. Continue current practices to avoid creating conflict with senior leadership preferences
- B. Document the bypasses informally for personal records without formal corrective action
- C. Engage appropriate organizational reporting channels to address the procurement bypasses
- D. Address the bypasses directly with senior leadership without involving formal channels

69. A facility manager is responding to a peer organization's request for sharing of confidential vendor performance information. The information would help the peer organization avoid problematic vendors. The most appropriate response is to:

- A. Share the performance information given the peer organization benefit potential
- B. Decline to share the confidential vendor performance information based on confidentiality requirements
- C. Share aggregated information that masks specific vendor relationship details consistently
- D. Defer the response indefinitely while seeking organizational guidance on information sharing

70. A facility manager discovers that a junior facility staff member has been performing work that exceeds their authorized scope without proper authorization or oversight. The work has been completed satisfactorily but raises authority concerns. The most appropriate response is to:

- A. Engage the staff member and address the scope concerns through structured discussion and documentation
- B. Continue current practices given the satisfactory work completion outcomes consistently
- C. Discipline the staff member immediately to address the unauthorized scope expansion
- D. Document the scope concerns informally for the next performance review submission

71. A facility manager is responding to executive concerns about facility staff productivity that the manager believes reflect appropriate workload allocation. After investigation, productivity matches industry benchmarks. The most appropriate response is to:

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

72. A facility manager observes that a contractor has been substituting materials without authorization despite contract specifications. The substitutions may affect long-term facility performance. The most appropriate response is to:

- A. Continue the contractor work given the immediate functional adequacy of substitutions
- B. Document the substitutions informally for future reference without changing work
- C. Address the substitutions directly with contractor without involving formal contract channels
- D. Engage organizational leadership and address the substitutions through structured contract response

73. A facility manager is responding to a request from organizational legal counsel for testimony in a vendor dispute proceeding. The testimony would address facility decisions about the vendor relationship. The most appropriate response is to:

- A. Provide testimony that supports the organization's legal position regardless of accuracy
- B. Provide accurate testimony within the scope of the manager's actual knowledge and decisions
- C. Decline to provide testimony to avoid creating organizational legal exposure consistently
- D. Defer the testimony indefinitely while seeking additional organizational guidance on response

74. A facility manager discovers that organizational information about facility operations has been disclosed by facility staff to external parties without proper authorization. The disclosure may have been inadvertent. The most appropriate response is to:

- A. Engage organizational leadership and address the disclosure through structured response
- B. Continue normal operations and hope the disclosure does not create organizational issues
- C. Address the disclosure directly with staff without involving formal organizational channels
- D. Document the disclosure informally for personal records without formal corrective action

75. A facility manager is responding to a vendor's offer to provide free consultation services to help with facility planning. The vendor is currently competing for a major contract renewal. The most appropriate response is to:

- A. Accept the consultation given the value to facility planning effort
- B. Accept the consultation while documenting the vendor's competitive bid status transparently
- C. Decline the consultation given the vendor's active competitive bid status and ethical concerns
- D. Defer the response indefinitely while seeking organizational guidance on the offer

76. A facility manager observes that a senior facility leader has been making decisions that consistently benefit a specific contractor through procurement evaluations. The contractor has not been formally evaluated as superior to alternatives. The most appropriate response is to:

- A. Continue current practices to avoid creating conflict with senior leadership
- B. Engage appropriate organizational reporting channels to address the procurement pattern
- C. Address the pattern directly with senior leader without involving formal channels
- D. Document the pattern informally for personal records without formal action

77. A facility manager is responding to a peer organization's request for sharing of facility staff training materials that the organization developed. The sharing would benefit both organizations. The most appropriate response is to:

- A. Share the training materials given the mutual benefit to participating organizations
- B. Decline the sharing based on absence of formal organizational sharing authorization
- C. Share aggregated training content that masks specific organizational details
- D. Engage organizational leadership and address the sharing through structured authorization

78. A facility manager discovers that confidential organizational information has been left in unsecured locations by facility staff. The information could be accessed by unauthorized parties through the facility. The most appropriate response is to:

- A. Engage organizational leadership and address the security gap through structured response
- B. Continue current practices to avoid creating disruption with staff information handling
- C. Address the security gap directly with staff without involving formal organizational channels
- D. Document the security gap informally for personal records without formal corrective action

79. A facility manager is responding to executive pressure to terminate a contractor relationship based on personal executive preferences rather than performance issues. The contractor has been performing well against contracted standards. The most appropriate response is to:

- A. Implement the termination per executive direction to maintain organizational alignment
- B. Refuse the executive direction publicly to demonstrate vendor management leadership
- C. Present contractor performance evidence with structured analysis and engage executive concerns
- D. Document organizational disagreement formally without engaging executive direction

80. A facility manager observes that a recent organizational acquisition has uncovered facility contracts at the acquired location that may have unfavorable terms compared to organizational standards. The contracts have remaining duration. The most appropriate response is to:

- A. Continue the acquired contracts unchanged through their remaining duration consistently
- B. Engage organizational leadership and address the contract terms through structured assessment
- C. Terminate the unfavorable contracts immediately to align with organizational standards
- D. Document the contract terms informally for personal records without formal action

81. A facility manager is responding to a vendor's request for the organization to provide a public testimonial about the vendor's services. The testimonial would be used in vendor marketing materials. The most appropriate response is to:

- A. Provide the testimonial given the vendor relationship and organizational visibility benefits
- B. Decline the testimonial without organizational consultation given marketing implications
- C. Engage organizational leadership and address the request through appropriate authorization channels
- D. Defer the response indefinitely while seeking organizational guidance on the request

82. A facility manager discovers that a facility vendor has been making personal contributions to facility staff family events including weddings and other personal occasions. The contributions raise concerns about professional boundaries. The most appropriate response is to:

- A. Engage organizational leadership and address the contributions through structured response
- B. Continue current practices to maintain positive vendor relationships across facility staff
- C. Address the contributions directly with vendor without involving formal organizational channels
- D. Document the contributions informally for personal records without formal corrective action

83. A facility manager is responding to executive concerns about a particular facility cost category that has grown faster than other categories. After investigation, the growth reflects legitimate operational drivers. The most appropriate response is to:

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

84. A facility manager observes that organizational policies regarding facility staff overtime have been inconsistently applied across facility teams. Some teams receive overtime approval while others do not for similar work. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with team relationships
- B. Engage organizational leadership and address the inconsistent application through structured review
- C. Address the inconsistency directly with team leaders without involving formal channels
- D. Document the inconsistencies informally for personal records without formal action

85. A facility manager is responding to a vendor's offer to provide significant personal financial benefits in exchange for confidential organizational information. The offer is presented as routine industry practice. The most appropriate response is to:

- A. Decline the offer in accordance with professional ethics and document the offer formally
- B. Accept the offer while disclosing it formally to organizational leadership for transparency
- C. Decline the offer in accordance with professional ethics standards and engage appropriate channels
- D. Defer the response indefinitely while seeking organizational guidance on the offer

86. A facility manager discovers that organizational confidential information has been inadvertently shared with a vendor during routine service discussions. The information could affect future procurement positioning. The most appropriate response is to:

- A. Engage organizational leadership and address the disclosure through structured response
- B. Continue normal operations and hope the disclosure does not affect future procurement
- C. Address the disclosure directly with vendor without involving formal organizational channels
- D. Document the disclosure informally for personal records without formal corrective action

87. A facility manager is responding to executive pressure to award a major contract to a specific vendor based on executive relationship rather than competitive evaluation. The contract value is substantial. The most appropriate response is to:

- A. Award the contract per executive direction to maintain organizational alignment immediately
- B. Refuse the executive direction publicly to demonstrate procurement integrity leadership
- C. Document organizational disagreement formally without engaging executive direction
- D. Engage executive leadership privately about procurement governance and competitive evaluation

88. A facility manager observes that a junior facility staff member has been receiving inappropriate workload that exceeds reasonable scope. The staff member has not raised concerns but workload appears unsustainable. The most appropriate response is to:

- A. Continue current practices given the staff member's apparent acceptance of workload
- B. Engage the staff member and address workload concerns through structured discussion
- C. Reduce the staff member's responsibilities without discussion to address workload concerns
- D. Document the workload pattern formally for the next performance review submission

89. A facility manager is responding to a peer organization's request for sharing of facility management consultant recommendations. The recommendations were prepared for the organization at significant cost. The most appropriate response is to:

- A. Engage organizational leadership and address the sharing through appropriate authorization channels
- B. Share the recommendations given the peer organization benefit and industry support
- C. Decline the sharing based on absence of formal organizational sharing authorization
- D. Share aggregated recommendations that mask specific organizational details consistently

90. A facility manager discovers that a contractor has been making safety shortcuts that may affect long-term facility performance. The shortcuts have not yet resulted in incidents but raise concerns. The most appropriate response is to:

- A. Continue the contractor relationship given the absence of demonstrated incidents
- B. Document the shortcuts informally for personal records without changing work
- C. Stop contractor work and address safety shortcuts through structured corrective action
- D. Address the shortcuts directly with contractor without involving formal organizational channels

91. A facility manager is responding to executive concerns about facility staff training that the manager believes is appropriate based on professional development requirements. The executive concerns reflect cost focus. The most appropriate response is to:

- A. Reduce facility staff training without specific basis to demonstrate cost alignment
- B. Present training requirements with structured analysis and engage executive cost concerns
- C. Defend training based on facility leadership professional judgment exclusively
- D. Defer the concerns until executive leadership clarifies specific training expectations

92. A facility manager observes that organizational policies regarding facility access have been bypassed for visitors based on facility staff personal relationships. The bypasses have created security exposures. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with affected staff relationships
- B. Address the bypasses directly with affected staff without involving formal channels
- C. Document the bypasses informally for personal records without formal corrective action
- D. Engage organizational leadership and address the access bypasses through structured response

93. A facility manager is responding to a vendor's request to participate in vendor-organized industry events at no cost to the organization. The events would feature the manager prominently in vendor promotion. The most appropriate response is to:

- A. Decline the participation given the conflict of interest implications and organizational concerns
- B. Accept the participation given the professional development and visibility opportunities
- C. Accept the participation while reducing the vendor's contract evaluation scoring proportionally
- D. Defer the decision indefinitely while seeking organizational guidance on participation

94. A facility manager discovers that confidential organizational information has been inadvertently posted on a publicly accessible website by facility staff. The information has not yet been widely accessed. The most appropriate response is to:

- A. Continue normal operations and hope the information is not widely accessed
- B. Address the posting directly with staff without involving formal organizational channels
- C. Engage organizational leadership and address the disclosure through structured response
- D. Document the disclosure informally for personal records without formal corrective action

95. A facility manager is responding to executive pressure to provide misleading facility performance information to organizational stakeholders. The misleading information would present more favorable performance than actual results. The most appropriate response is to:

- A. Comply with the executive direction given organizational hierarchy and authority structure
- B. Refuse the executive direction in accordance with professional ethics and reporting integrity
- C. Provide partially misleading information to balance executive direction with reporting integrity
- D. Defer the response indefinitely while seeking additional executive guidance on direction

96. A facility manager observes that a recent organizational change has created facility roles that overlap significantly across reporting structures. The overlap may indicate inefficiency and confusion. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with reorganized structure
- B. Address the overlap directly with affected roles without involving formal channels
- C. Document the overlap informally for personal records without formal action
- D. Engage organizational leadership and address the overlap through structured assessment

97. A facility manager is responding to a vendor's offer to provide significant personal benefits to facility leadership in exchange for facility decisions favorable to the vendor. The offer is presented as appreciation for ongoing relationships. The most appropriate response is to:

- A. Decline the offer in accordance with professional ethics standards and document the offer formally
- B. Accept the offer while disclosing it formally to organizational leadership for transparency
- C. Accept the offer but reduce the vendor's contract evaluation scoring proportionally
- D. Defer the response indefinitely while seeking organizational guidance on the offer

98. A facility manager discovers that a facility vendor has been making excessive accommodations to specific facility staff including personal favors and special treatment. The accommodations may affect procurement decisions and professional relationships. The most appropriate response is to:

- A. Continue current practices to maintain positive vendor relationships across the organization
- B. Address the accommodations directly with vendor without involving formal channels
- C. Engage organizational leadership and address the accommodations through structured process
- D. Document the accommodations informally for personal records without formal action

99. A facility manager is responding to a peer organization's request for sharing of confidential vendor relationships and contract information. The information would provide significant competitive advantage to the peer organization. The most appropriate response is to:

- A. Share the information given the peer organization industry support and engagement value
- B. Decline to share the confidential information based on organizational confidentiality requirements
- C. Share aggregated information that masks specific vendor relationship details consistently
- D. Defer the response indefinitely while seeking organizational guidance on information sharing

100. A facility manager observes that organizational policies regarding facility staff conflict of interest disclosure have been bypassed by specific staff members. The bypasses may affect organizational decision integrity. The most appropriate response is to:

- A. Continue current practices to avoid creating disruption with affected staff relationships
- B. Address the bypasses directly with affected staff without involving formal channels
- C. Document the bypasses informally for personal records without formal corrective action
- D. Engage organizational leadership and address the conflict disclosure bypasses through structured response

PRACTICE EXAM 14 — ANSWER KEY AND FULL EXPLANATIONS

1. C — Declining the gift in accordance with professional ethics standards addresses the conflict of interest implication of significant gifts from competing vendors. The IFMA Code of Conduct's principles of integrity and fiduciary responsibility require avoiding even the appearance of impropriety in vendor relationships. Acceptance, even with disclosure, creates conflicts that ethics standards prohibit.
2. A — Engaging organizational leadership and addressing the overcharge through formal process applies appropriate fiduciary responsibility for significant financial discrepancies. The pattern of overcharging requires structured response through organizational governance rather than informal vendor negotiation. Documentation, continued relationship, and unilateral termination all bypass appropriate organizational governance for significant financial issues.
3. C — Disclosing the relationship to leadership and recusing from the procurement decision addresses the conflict of interest through transparency and recusal. The IFMA Code of Conduct's disclosure principle requires transparent management of conflicts. Award decisions either way without disclosure violate procurement governance and ethical standards.
4. B — Engaging appropriate organizational reporting channels per established whistleblower protections supports both the staff member's concerns and organizational integrity. Direct investigation may bypass legal protections for the reporter. Discouragement and informal documentation fail to address credible concerns through appropriate organizational mechanisms.
5. C — Engaging the peer directly with specific examples and seeking understanding addresses the credit-claiming through professional dialogue. Public confrontation, formal documentation without engagement, and continued silence all fail to engage the peer through professional collaboration. Direct professional engagement is the appropriate first step in peer concerns.
6. A — Declining the request based on ethical and regulatory compliance obligations addresses the fundamental ethical violation of providing misleading regulatory information. The IFMA Code of Conduct's integrity principle and regulatory compliance obligations both prohibit misleading regulatory inspectors. Compliance, partial compliance, and indefinite deferral all involve providing or facilitating misleading regulatory information.
7. B — Engaging the staff member directly and addressing the personal use through structured process recognizes the issue while supporting professional response. Allowed continuation, formal documentation without engagement, and immediate termination all bypass professional

engagement with the staff member. Direct professional engagement is the appropriate first step in performance concerns.

8. D — Engaging executive leadership privately about procurement governance implications addresses the procurement integrity concern through professional dialogue. Awarding without competitive bidding, public refusal, and documented disagreement without engagement all fail to address the underlying procurement governance issue through appropriate channels.
9. A — Engaging the contractor immediately and requiring compliant safety practices addresses the fundamental safety obligation regardless of acceptable results. Acceptable results do not justify safety practice violations that create future risk. Continued work, informal documentation, and immediate termination all fail to balance immediate safety response with structured engagement.
10. C — Providing an honest reference within the limits of confidentiality and accuracy addresses the fundamental obligation of accurate professional reference. The IFMA Code of Conduct's integrity principle requires honest professional communications. Positive references regardless of accuracy, declined references, and vague references all violate honest professional reference obligations.
11. B — Engaging appropriate organizational reporting channels to address the policy violations supports organizational integrity through structured response. Continued practices, direct intervention without channels, and informal documentation all fail to address policy violations through appropriate organizational mechanisms. Whistleblower protections support reporting through formal channels.
12. D — Declining the free training given the vendor's active competitive bid status addresses the conflict of interest implication of vendor benefits during procurement evaluation. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety during procurement. Acceptance during competitive evaluation creates conflicts that ethics standards prohibit.
13. A — Maintaining professional confidentiality and not sharing the inadvertently disclosed information addresses both peer professional respect and competitive ethics. Internal sharing for competitive advantage exploits inadvertent disclosure inappropriately. Documentation for future use and public confrontation both fail to maintain appropriate professional boundaries.
14. C — Providing an honest recommendation reflecting actual experience with the vendor addresses the fundamental obligation of accurate professional reference. The IFMA Code of Conduct's integrity principle requires honest professional communications. Strong recommendations regardless of accuracy, declined recommendations, and vague recommendations all violate honest professional reference obligations.
15. B — Engaging organizational leadership immediately to address the inadvertent disclosure supports organizational governance for confidential information protection. Continued operations

hoping for non-detection, unilateral recipient contact, and informal documentation all fail to address the disclosure through appropriate organizational governance channels.

16. A — Presenting the safety implications and risk consequences with structured analysis engages the legitimate cost concern while preserving safety obligations. Implementation without analysis, public refusal, and documented disagreement without engagement all fail to balance organizational alignment with professional safety obligations through structured analysis.
17. D — Engaging organizational leadership and addressing the billing pattern through formal process applies appropriate fiduciary responsibility for significant billing discrepancies. The pattern requires structured organizational governance rather than informal vendor negotiation or unilateral termination. Documentation alone fails to address the active billing pattern.
18. C — Declining to share the specific metrics based on organizational confidentiality requirements addresses fundamental confidentiality obligations regardless of competitive context. The IFMA Code of Conduct's confidentiality principle requires protecting confidential organizational information. Sharing for any reason, even aggregated, may violate confidentiality without proper authorization.
19. B — Engaging the staff member directly and addressing workload concerns through structured discussion addresses the wellbeing concern through professional engagement. Continued practices, unilateral responsibility reduction, and formal documentation without engagement all fail to address workload concerns through professional dialogue. Direct engagement is the appropriate first step.
20. A — Declining the offer given the vendor's current service relationship and ethical concerns addresses the conflict of interest implication of significant vendor benefits during active service relationships. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Acceptance during active service creates conflicts that ethics standards prohibit.
21. D — Engaging organizational leadership and addressing the compliance issues through structured response addresses the significant exposure through appropriate governance. Continued operations, documentation alone, and waiting for inspection all maintain the compliance exposure that requires immediate organizational response. Significant compliance issues warrant immediate engagement.
22. B — Engaging appropriate organizational reporting channels to address the conflict of interest supports organizational integrity through structured response. Continued practices to avoid conflict, direct senior intervention, and informal documentation all fail to address conflict of interest concerns through appropriate organizational mechanisms.
23. C — Declining to share the specific pricing based on vendor confidentiality requirements addresses fundamental vendor confidentiality obligations. Vendor pricing is typically confidential

under contract terms. Sharing for any reason without authorization violates vendor confidentiality. Aggregated alternatives and indefinite deferral fail to address the immediate confidentiality requirement.

24. A — Engaging organizational leadership and addressing the inconsistent application through structured review addresses the policy fairness concern through appropriate governance. Continued practices, informal documentation, and direct staff intervention without leadership engagement all fail to address policy inconsistency through appropriate organizational mechanisms.
25. D — Declining the consultation in accordance with professional ethics standards addresses the conflict of interest implication of significant personal vendor benefits. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Acceptance, with or without disclosure or scoring adjustment, creates conflicts that ethics standards prohibit.
26. B — Engaging organizational leadership and addressing the information sharing through structured process supports organizational governance for confidential information protection. Continued operations, direct staff intervention without leadership engagement, and informal documentation all fail to address confidentiality concerns through appropriate organizational mechanisms.
27. A — Providing accurate testimony within the scope of the manager's actual knowledge addresses the fundamental obligation of honest legal testimony. The IFMA Code of Conduct's integrity principle and legal obligations both require honest testimony. Testimony supporting any position regardless of accuracy, declined testimony, and indefinite deferral all violate testimony obligations.
28. C — Engaging organizational leadership and addressing the accommodations through structured process supports procurement governance for vendor relationship integrity. Continued practices, informal documentation, and direct vendor intervention without leadership engagement all fail to address vendor relationship concerns through appropriate organizational mechanisms.
29. B — Presenting facility judgment with structured analysis and engaging executive priorities transparently addresses the difference through professional dialogue. Deferring to executive priorities without analysis, public refusal, and documented disagreement without engagement all fail to balance professional judgment with executive engagement through structured analysis.
30. D — Engaging building authority immediately and addressing the code concerns through structured process addresses the fundamental safety obligation of code compliance. Continued work despite code concerns, informal documentation, and direct contractor intervention without authority engagement all fail to address code compliance through appropriate authority channels.
31. A — Declining to share the confidential information based on organizational confidentiality requirements addresses fundamental confidentiality obligations regardless of competitive context. The IFMA Code of Conduct's confidentiality principle requires protecting confidential

organizational information. Sharing for any reason without authorization violates confidentiality requirements.

32. C — Engaging organizational leadership and addressing the qualification concerns through structured assessment addresses the hiring practice concerns through appropriate governance. Continued operations, immediate termination, and informal documentation all fail to address qualification concerns through appropriate organizational governance.
33. B — Declining the participation given the potential conflict of interest and organizational implications addresses the conflict implications of vendor marketing participation. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Participation creates conflicts that ethics standards prohibit, and scoring adjustment does not eliminate the conflict.
34. D — Engaging organizational leadership and addressing the procurement bypass through structured process applies appropriate procurement governance for control violations. Continued practices, informal documentation, and direct vendor intervention without leadership engagement all fail to address procurement governance violations through appropriate organizational mechanisms.
35. A — Presenting vendor performance evidence with structured analysis and engaging executive concerns transparently addresses the difference through professional dialogue. Implementation without analysis, public refusal, and documented disagreement without engagement all fail to balance vendor management responsibility with executive engagement.
36. C — Engaging the staff member and vendor through appropriate organizational channels to address concerns supports professional boundary enforcement through structured response. Continued practices, informal documentation, and direct vendor intervention without staff engagement all fail to address professional boundary concerns through appropriate organizational mechanisms.
37. B — Providing complete and accurate documentation per legal counsel request and professional obligation addresses the fundamental obligation of accurate legal documentation. The IFMA Code of Conduct's integrity principle and legal obligations both require complete documentation. Selective documentation, declined documentation, and indefinite deferral all violate documentation obligations.
38. D — Engaging organizational leadership and addressing the access bypasses through structured response addresses the security exposure through appropriate governance. Continued practices, direct individual intervention, and informal documentation all fail to address security exposures through appropriate organizational governance mechanisms.
39. A — Engaging organizational leadership and addressing the request through appropriate authorization channels addresses the marketing implications through proper organizational

governance. Approval without consultation, declined response without consultation, and indefinite deferral all fail to address marketing decisions through appropriate organizational authorization channels.

40. C — Engaging organizational leadership and addressing the infrastructure standards through structured planning addresses the standards gap through appropriate organizational governance. Continued operations, reduced standards, and informal documentation all fail to address infrastructure standards through structured organizational planning.
41. A — Declining the meeting given the conflict of interest implications of vendor employment discussions addresses the fundamental conflict implications. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety in vendor relationships. Acceptance creates conflicts that ethics standards prohibit, and scoring adjustment does not eliminate the conflict.
42. C — Engaging appropriate organizational reporting channels to address the procurement pattern supports organizational integrity through structured response. Continued practices, direct senior intervention, and informal documentation all fail to address procurement decision integrity concerns through appropriate organizational mechanisms.
43. B — Declining participation based on absence of formal organizational authorization addresses the governance requirement for sharing competitive information. Informal benchmarking without authorization may violate confidentiality requirements. Participation, masked sharing, and indefinite deferral all fail to address the fundamental authorization requirement.
44. D — Stopping contractor work and addressing safety shortcuts through structured corrective action addresses the fundamental safety obligation regardless of incident absence. Absence of demonstrated incidents does not justify safety shortcuts that create future risk. Continued work, informal documentation, and direct intervention without work stoppage all fail to address immediate safety concerns.
45. A — Engaging organizational leadership and addressing the request through structured authorization process addresses the resource allocation implications through appropriate governance. Declined assistance, immediate provision without authorization, and indefinite deferral all fail to address resource utilization decisions through appropriate organizational governance.
46. C — Engaging organizational leadership and addressing the disclosure through structured response addresses the competitive implications through appropriate governance. Continued operations, direct vendor intervention without leadership engagement, and informal documentation all fail to address competitive disclosure concerns through appropriate organizational mechanisms.
47. D — Presenting facility judgment with structured analysis and engaging executive priorities transparently addresses the difference through professional dialogue. Deferring to executive

priorities without analysis, public refusal, and documented disagreement without engagement all fail to balance professional judgment with executive engagement.

48. B — Engaging organizational leadership and addressing the inconsistent application through structured review addresses the policy fairness concern through appropriate governance. Continued practices, direct leader intervention, and informal documentation all fail to address policy consistency through appropriate organizational mechanisms.
49. A — Declining the offer in accordance with professional ethics standards and documenting the offer addresses the bribery implications of significant personal benefits in exchange for facility decisions. The IFMA Code of Conduct's integrity and fiduciary responsibility principles both prohibit such arrangements. Acceptance, with or without disclosure, violates fundamental ethics standards.
50. C — Engaging organizational leadership and addressing the disclosure through structured response addresses the confidentiality implications through appropriate governance. Continued operations, direct staff intervention without leadership engagement, and informal documentation all fail to address confidential information disclosure through appropriate organizational mechanisms.
51. D — Providing complete and accurate documentation per compliance request and professional obligation addresses the fundamental obligation of accurate compliance documentation. The IFMA Code of Conduct's integrity principle and compliance obligations both require complete documentation. Selective documentation, declined documentation, and indefinite deferral all violate documentation obligations.
52. B — Engaging the staff member directly and addressing concerns through structured discussion addresses the professional perspective difference through dialogue. Dismissal, formal documentation without engagement, and reduced responsibilities all fail to engage the staff member's concerns through professional dialogue. Open engagement supports both the relationship and decision quality.
53. A — Refusing the executive direction in accordance with professional ethics and reporting integrity addresses the fundamental violation of misleading board reporting. The IFMA Code of Conduct's integrity principle and professional reporting obligations both prohibit misleading reporting. Compliance, partial compliance, and indefinite deferral all involve providing or facilitating misleading information.
54. C — Engaging organizational leadership and addressing the duplication through structured assessment addresses the efficiency concern through appropriate organizational governance. Continued practices, direct role intervention, and informal documentation all fail to address organizational structure efficiency through appropriate management mechanisms.
55. B — Declining the sponsorship given the vendor's current service relationship and ethical concerns addresses the conflict of interest implications of significant vendor benefits during active service

relationships. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Acceptance during active service creates conflicts that ethics standards prohibit.

56. D — Engaging technical verification and addressing specification compliance through structured assessment addresses the specification concern through appropriate verification processes. Continued work without verification, informal documentation, and direct contractor intervention without verification all fail to address specification compliance through appropriate technical processes.
57. A — Engaging organizational leadership and addressing the sharing through appropriate authorization channels addresses the sharing decision through proper organizational governance. Sharing without authorization, declined sharing without consultation, and indefinite deferral all fail to address sharing decisions through appropriate organizational authorization channels.
58. C — Engaging organizational leadership and addressing the training bypasses through structured response addresses the qualification concerns through appropriate organizational governance. Continued practices, direct individual intervention, and informal documentation all fail to address training policy bypasses through appropriate organizational mechanisms.
59. B — Providing an honest reference reflecting actual experience with vendor services delivered addresses the fundamental obligation of accurate professional reference. The IFMA Code of Conduct's integrity principle requires honest professional communications. Strong references regardless of accuracy, declined references, and vague references all violate honest professional reference obligations.
60. D — Engaging organizational leadership and addressing the services through structured contract review addresses the contract management concerns through appropriate governance. Continued practices, informal documentation, and direct vendor intervention without contract review all fail to address contract scope expansion through appropriate organizational mechanisms.
61. B — Presenting the operational drivers of budget growth with specific quantified 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 budget concerns.
62. D — Engaging organizational leadership and addressing the information access through structured response addresses the confidentiality implications through appropriate organizational governance. Continued practices, direct vendor intervention without leadership engagement, and informal documentation all fail to address confidential information access concerns through appropriate organizational mechanisms.
63. A — Providing accurate and complete input within professional knowledge and observation scope addresses the fundamental obligation of accurate performance assessment input. The IFMA Code

of Conduct's integrity principle requires honest professional communications. Supportive input regardless of accuracy, declined input, and indefinite deferral all violate honest professional input obligations.

64. C — Engaging staff and organizational leadership to address workload concerns through structured assessment addresses the wellbeing concern through professional engagement. Continued practices, unilateral responsibility reduction, and informal documentation all fail to address workload concerns through professional engagement and structured assessment.
65. B — Declining the vacation in accordance with professional ethics standards consistently addresses the conflict of interest implication of significant personal vendor benefits. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Acceptance, with or without disclosure or scoring adjustment, creates conflicts that ethics standards prohibit.
66. A — Engaging organizational leadership and addressing the disclosure through structured response addresses the competitive implications through appropriate organizational governance. Continued operations, direct former employee intervention without leadership engagement, and informal documentation all fail to address confidential information disclosure through appropriate organizational mechanisms.
67. D — Presenting operational analysis with structured concerns and engaging executive priorities transparently addresses the difference through professional dialogue. Implementation without analysis, public refusal, and documented disagreement without engagement all fail to balance professional analysis with executive engagement.
68. C — Engaging appropriate organizational reporting channels to address the procurement bypasses supports organizational integrity through structured response. Continued practices, informal documentation, and direct senior leadership intervention all fail to address procurement governance bypasses through appropriate organizational mechanisms.
69. B — Declining to share the confidential vendor performance information based on confidentiality requirements addresses fundamental confidentiality obligations regardless of peer benefit. The IFMA Code of Conduct's confidentiality principle requires protecting confidential information. Sharing for any reason without authorization violates confidentiality requirements.
70. A — Engaging the staff member and addressing the scope concerns through structured discussion and documentation addresses both the authority concern and professional development. Continued practices, immediate discipline, and formal documentation without engagement all fail to address scope authority through professional dialogue and structured response.
71. 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.

72. D — Engaging organizational leadership and addressing the substitutions through structured contract response addresses the unauthorized contract changes through appropriate governance. Continued work, informal documentation, and direct contractor intervention without contract response all fail to address unauthorized contract changes through appropriate organizational mechanisms.
73. B — Providing accurate testimony within the scope of the manager's actual knowledge and decisions addresses the fundamental obligation of honest legal testimony. The IFMA Code of Conduct's integrity principle and legal obligations both require honest testimony. Testimony supporting any position regardless of accuracy, declined testimony, and indefinite deferral all violate testimony obligations.
74. A — Engaging organizational leadership and addressing the disclosure through structured response addresses the disclosure implications through appropriate organizational governance. Continued operations, direct staff intervention without leadership engagement, and informal documentation all fail to address confidential information disclosure through appropriate organizational mechanisms.
75. C — Declining the consultation given the vendor's active competitive bid status and ethical concerns addresses the conflict of interest implication of vendor benefits during procurement evaluation. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety during procurement. Acceptance during competitive evaluation creates conflicts that ethics standards prohibit.
76. B — Engaging appropriate organizational reporting channels to address the procurement pattern supports organizational integrity through structured response. Continued practices, direct senior intervention, and informal documentation all fail to address procurement decision integrity concerns through appropriate organizational mechanisms.
77. D — Engaging organizational leadership and addressing the sharing through structured authorization addresses the sharing decision through proper organizational governance. Sharing without authorization, declined sharing without consultation, and aggregated sharing without authorization all fail to address sharing decisions through appropriate organizational authorization channels.
78. A — Engaging organizational leadership and addressing the security gap through structured response addresses the security implications through appropriate organizational governance. Continued practices, direct staff intervention without leadership engagement, and informal documentation all fail to address security concerns through appropriate organizational mechanisms.

79. C — Presenting contractor performance evidence with structured analysis and engaging executive concerns addresses the difference through professional dialogue. Implementation without analysis, public refusal, and documented disagreement without engagement all fail to balance contractor management responsibility with executive engagement.
80. B — Engaging organizational leadership and addressing the contract terms through structured assessment addresses the contract review through appropriate organizational governance. Continued contracts unchanged, immediate termination, and informal documentation all fail to address contract terms through structured organizational planning and assessment.
81. C — Engaging organizational leadership and addressing the request through appropriate authorization channels addresses the marketing implications through proper organizational governance. Approval without consultation, declined response without consultation, and indefinite deferral all fail to address marketing decisions through appropriate organizational authorization channels.
82. A — Engaging organizational leadership and addressing the contributions through structured response addresses the professional boundary concerns through appropriate organizational governance. Continued practices, direct vendor intervention without leadership engagement, and informal documentation all fail to address professional boundary concerns through appropriate organizational mechanisms.
83. D — 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.
84. B — Engaging organizational leadership and addressing the inconsistent application through structured review addresses the policy fairness concern through appropriate governance. Continued practices, direct team leader intervention, and informal documentation all fail to address policy consistency through appropriate organizational mechanisms.
85. C — Declining the offer in accordance with professional ethics standards and engaging appropriate channels addresses the bribery implications of significant personal benefits in exchange for confidential information. The IFMA Code of Conduct's integrity, fiduciary responsibility, and confidentiality principles all prohibit such arrangements. The combination of decline and reporting addresses both immediate and systemic concerns.
86. A — Engaging organizational leadership and addressing the disclosure through structured response addresses the procurement implications through appropriate organizational governance. Continued operations, direct vendor intervention without leadership engagement, and informal documentation all fail to address confidential disclosure concerns through appropriate organizational mechanisms.

87. D — Engaging executive leadership privately about procurement governance and competitive evaluation addresses the procurement integrity concern through professional dialogue. Awarding without competitive evaluation, public refusal, and documented disagreement without engagement all fail to address the underlying procurement governance issue through appropriate channels.
88. B — Engaging the staff member and addressing workload concerns through structured discussion addresses the wellbeing concern through professional engagement. Continued practices, unilateral responsibility reduction, and formal documentation without engagement all fail to address workload concerns through professional dialogue. Direct engagement is the appropriate first step.
89. A — Engaging organizational leadership and addressing the sharing through appropriate authorization channels addresses the sharing decision through proper organizational governance. Sharing without authorization, declined sharing without consultation, and aggregated sharing without authorization all fail to address sharing decisions through appropriate organizational authorization channels.
90. C — Stopping contractor work and addressing safety shortcuts through structured corrective action addresses the fundamental safety obligation regardless of incident absence. Absence of demonstrated incidents does not justify safety shortcuts that create future risk. Continued work, informal documentation, and direct intervention without work stoppage all fail to address immediate safety concerns.
91. B — Presenting training requirements with structured analysis and engaging executive cost concerns addresses the difference through professional dialogue. Reduction without basis, defense based on judgment, and deferral all fail to engage the legitimate cost concern productively. Structured analysis is the appropriate response to executive cost concerns.
92. D — Engaging organizational leadership and addressing the access bypasses through structured response addresses the security exposure through appropriate organizational governance. Continued practices, direct staff intervention, and informal documentation all fail to address security exposures through appropriate organizational governance mechanisms.
93. A — Declining the participation given the conflict of interest implications and organizational concerns addresses the conflict implications of vendor marketing participation. The IFMA Code of Conduct's integrity principle requires avoiding even the appearance of impropriety. Participation creates conflicts that ethics standards prohibit, and scoring adjustment does not eliminate the conflict.
94. C — Engaging organizational leadership and addressing the disclosure through structured response addresses the disclosure implications through appropriate organizational governance. Continued operations, direct staff intervention without leadership engagement, and informal documentation all fail to address public disclosure concerns through appropriate organizational mechanisms.

95. B — Refusing the executive direction in accordance with professional ethics and reporting integrity addresses the fundamental violation of misleading stakeholder information. The IFMA Code of Conduct's integrity principle and professional reporting obligations both prohibit misleading reporting. Compliance, partial compliance, and indefinite deferral all involve providing or facilitating misleading information.
96. D — Engaging organizational leadership and addressing the overlap through structured assessment addresses the efficiency and confusion concerns through appropriate organizational governance. Continued practices, direct role intervention, and informal documentation all fail to address organizational structure efficiency through appropriate management mechanisms.
97. A — Declining the offer in accordance with professional ethics standards and documenting the offer formally addresses the bribery implications of significant personal benefits in exchange for facility decisions. The IFMA Code of Conduct's integrity and fiduciary responsibility principles both prohibit such arrangements. Acceptance, with or without disclosure, violates fundamental ethics standards.
98. C — Engaging organizational leadership and addressing the accommodations through structured process supports procurement governance for vendor relationship integrity. Continued practices, direct vendor intervention without leadership engagement, and informal documentation all fail to address vendor relationship concerns through appropriate organizational mechanisms.
99. B — Declining to share the confidential information based on organizational confidentiality requirements addresses fundamental confidentiality obligations regardless of peer relationship. The IFMA Code of Conduct's confidentiality principle requires protecting confidential information. Sharing for any reason without authorization, including aggregated sharing, violates confidentiality requirements.
100. D — Engaging organizational leadership and addressing the conflict disclosure bypasses through structured response addresses the decision integrity concerns through appropriate organizational governance. Continued practices, direct staff intervention, and informal documentation all fail to address conflict of interest disclosure bypasses through appropriate organizational mechanisms.