

# PRACTICE EXAM 16: CFM

## SIMULATION

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### PRACTICE EXAM 16 — 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 two-step reasoning questions where candidates must first identify the underlying issue and then identify the appropriate response. Difficulty is moderate-to-higher through the requirement of sequential analytical steps within each question, distinct from prior exams' single-step formats.*

1. A facility manager observes that asset failure rates have remained constant despite increased PM compliance. The likely underlying issue is that PM tasks may not address actual failure modes, and the appropriate response is to:

- A. Reduce PM compliance targets to align with the observed failure performance
- B. Conduct PM task analysis against documented failure modes for verification
- C. Replace the CMMS platform with a different vendor solution immediately
- D. Discontinue PM measurement to avoid documenting the disconnect

2. A facility manager identifies that vendor performance varies significantly across multiple service categories. The likely underlying issue is inconsistent vendor management practices, and the appropriate response is to:

- A. Standardize all vendor relationships through identical contract terms uniformly
- B. Outsource vendor management entirely to specialized third-party firms

- C. Continue current practices given established vendor relationship history
- D. Establish enterprise vendor management standards while supporting category implementation

3. A facility manager observes that occupant complaints about workspace temperature concentrate in a specific zone. The likely underlying issue may be system-specific rather than facility-wide, and the appropriate diagnostic step is to:

- A. Conduct zone-specific system performance assessment to verify the issue
- B. Implement facility-wide temperature adjustments to address the complaints
- C. Replace all building automation systems across the entire facility
- D. Discontinue temperature monitoring to avoid documenting the complaints

4. A facility manager identifies that capital project costs have consistently exceeded estimates by 18% over 24 projects. The likely underlying issue is systematic estimation discipline gaps, and the appropriate response is to:

- A. Accept the overrun pattern as inherent to facility project execution
- B. Increase project budgets by 18% to absorb expected cost overruns
- C. Implement structured estimation discipline improvement across project planning
- D. Discontinue facility project work given the demonstrated cost difficulty

5. A facility manager observes that emergency generator testing has been deferred for 11 months. The likely underlying issue is potential resilience capability gap, and the appropriate response is to:

- A. Continue operations given the absence of demonstrated emergency events
- B. Conduct immediate generator testing and establish ongoing testing schedule
- C. Document the testing gap in the risk register without conducting tests
- D. Outsource generator testing to specialized external testing providers

6. A facility manager identifies that satisfaction scores declined despite recent workplace investments. The likely underlying issue is investment-outcome misalignment, and the appropriate diagnostic step is to:

- A. Investigate specific dissatisfaction drivers through structured stakeholder engagement
- B. Defend the investments based on facility leadership professional judgment
- C. Reduce facility services to lower expectations and adjust relative satisfaction
- D. Discontinue satisfaction measurement to avoid documenting the disconnect

7. A facility manager observes that BAS alarm volume has increased while operator response rate has decreased. The likely underlying issue is alarm fatigue creating operational risk, and the appropriate response is to:

- A. Document the alarm pattern for future BAS replacement consideration
- B. Discontinue alarm notifications to reduce operator burden across the system
- C. Outsource alarm response to specialized external monitoring providers
- D. Conduct alarm rationalization to focus operator attention on critical alarms

8. A facility manager identifies that contracted vendor scope has expanded informally over time. The likely underlying issue is contract management discipline gaps, and the appropriate response is to:

- A. Continue current practices given operational benefits from informal scope expansion
- B. Document the scope expansion informally for future contract reference
- C. Conduct structured contract review to formalize scope and pricing alignment
- D. Terminate the vendor relationship immediately to address the scope expansion

9. A facility manager observes that energy consumption has increased while operations have not changed. The likely underlying issue is system performance degradation, and the appropriate diagnostic step is to:

- A. Conduct system performance assessment across major energy-consuming equipment

- B. Implement standard energy reduction measures without specific system assessment
- C. Replace all major energy-consuming equipment with newer efficient alternatives
- D. Discontinue energy monitoring to avoid documenting the consumption increase

10. A facility manager identifies that CMMS data quality has degraded over time. The likely underlying issue is data entry discipline gaps, and the appropriate response is to:

- A. Replace the CMMS platform with a different vendor solution immediately
- B. Implement structured data quality remediation with ongoing entry discipline
- C. Continue current practices given established system functionality demonstrated
- D. Discontinue CMMS use given the data quality challenges identified consistently

11. A facility manager observes that emergency response capability appears strong in tabletop exercises but has not been tested operationally. The likely underlying issue is exercise-reality gap, and the appropriate response is to:

- A. Continue current tabletop exercise practice given demonstrated capability
- B. Eliminate exercises entirely given the demonstrated tabletop capability
- C. Reduce exercise frequency given the demonstrated tabletop capability
- D. Conduct functional exercise to validate operational response capability

12. A facility manager identifies that workplace utilization data shows high underutilization in specific areas. The likely underlying issue is space-demand misalignment, and the appropriate response is to:

- A. Conduct space utilization assessment to verify allocation against demand
- B. Continue current allocation given established workspace assignment patterns
- C. Reduce overall facility footprint without specific area assessment
- D. Eliminate utilization measurement to avoid documenting the underutilization

13. A facility manager observes that contractor safety incidents have clustered during specific work types. The likely underlying issue is work-type specific hazard exposure, and the appropriate response is to:

- A. Document the incident pattern for the next safety committee review meeting
- B. Apply uniform safety enhancement across all contractor work activities
- C. Conduct work-type specific hazard analysis with targeted safety controls
- D. Terminate all contractor relationships given the demonstrated safety incidents

14. A facility manager identifies that vendor pricing has escalated faster than market rates over multiple years. The likely underlying issue is pricing review discipline gaps, and the appropriate response is to:

- A. Accept the pricing escalation given established vendor relationship history
- B. Conduct market analysis with structured pricing review and renegotiation
- C. Terminate all vendor relationships immediately to address pricing escalation
- D. Document the pricing pattern for future vendor selection consideration

15. A facility manager observes that capital asset condition has declined faster than depreciation models predicted. The likely underlying issue may be operational stress or maintenance gaps, and the appropriate diagnostic step is to:

- A. Accept the asset condition decline as inherent to facility operations
- B. Continue current practices given established asset management approaches
- C. Replace capital assets per accelerated schedule without diagnostic analysis
- D. Conduct asset condition assessment to identify drivers of accelerated decline

16. A facility manager identifies that workplace satisfaction varies significantly across building locations. The likely underlying issue is location-specific factors, and the appropriate response is to:

- A. Apply uniform workplace standards across all locations to reduce variation

- B. Continue current practices given established location-specific approaches
- C. Investigate location-specific factors driving satisfaction variation systematically
- D. Eliminate location-specific measurement to focus on enterprise satisfaction

17. A facility manager observes that work order completion times have improved while rework rates have increased. The likely underlying issue is speed-quality trade-off, and the appropriate response is to:

- A. Investigate the speed-quality relationship with structured quality assessment
- B. Continue current practices given the speed improvement demonstrated consistently
- C. Reduce speed targets to address the rework rate increase across the team
- D. Discontinue rework rate measurement given the speed improvement demonstrated

18. A facility manager identifies that occupant comfort complaints concentrate during shoulder seasons. The likely underlying issue is HVAC control logic during transitional periods, and the appropriate diagnostic step is to:

- A. Apply year-round comfort adjustments without seasonal differentiation
- B. Conduct shoulder-season HVAC control assessment to verify logic adequacy
- C. Replace all building automation systems across the entire facility
- D. Discontinue comfort measurement to avoid documenting the complaints

19. A facility manager observes that contractor billing has consistently exceeded contracted scope without authorization. The likely underlying issue is billing review discipline gaps, and the appropriate response is to:

- A. Continue current practices given established contractor relationship history
- B. Accept the billing pattern as inherent to facility contractor relationships
- C. Document the billing pattern for future contractor selection consideration
- D. Implement structured billing review with documented scope alignment verification

20. A facility manager identifies that critical asset replacement decisions have been deferred multiple times. The likely underlying issue is capital planning discipline gaps, and the appropriate response is to:

- A. Continue deferral given the absence of asset failure to date
- B. Replace all critical assets immediately to address the deferral pattern
- C. Implement structured capital planning with risk-based replacement prioritization
- D. Document the deferral pattern for future capital planning reference

21. A facility manager observes that facility staff turnover has increased significantly over 18 months. The likely underlying issue is workplace engagement or compensation factors, and the appropriate diagnostic step is to:

- A. Conduct structured turnover analysis to identify specific contributing factors
- B. Continue current practices given established workforce management approaches
- C. Replace facility staff with contractor resources to address turnover patterns
- D. Eliminate turnover measurement to avoid documenting the increased turnover

22. A facility manager identifies that vendor responses to RFP requirements have decreased in quality over time. The likely underlying issue may be RFP design or market response factors, and the appropriate diagnostic step is to:

- A. Continue current RFP practices given established procurement approaches
- B. Eliminate RFP requirements to attract more vendor responses
- C. Conduct RFP design review with vendor feedback on response quality drivers
- D. Replace all vendor relationships immediately to address response quality

23. A facility manager observes that emergency action plan training compliance has declined across facility staff. The likely underlying issue is training program design or scheduling factors, and the appropriate response is to:

- A. Continue current training practices given established compliance patterns
- B. Eliminate training requirements given the declining compliance pattern
- C. Discipline non-compliant staff to enforce training requirement compliance
- D. Conduct training program review with structured compliance improvement

24. A facility manager identifies that BAS data quality has degraded affecting management decisions. The likely underlying issue is sensor calibration or data validation gaps, and the appropriate response is to:

- A. Continue current practices given established BAS functionality demonstrated
- B. Implement structured BAS data quality remediation with calibration verification
- C. Replace the entire BAS platform with a different vendor solution immediately
- D. Discontinue BAS data use given the quality challenges identified consistently

25. A facility manager observes that vendor service levels meet contracted standards but occupant satisfaction has declined. The likely underlying issue is contracted standards-expectation misalignment, and the appropriate diagnostic step is to:

- A. Conduct service standard review against current occupant expectations
- B. Defend the vendor performance based on contracted standard achievement
- C. Reduce occupant feedback channels to limit satisfaction measurement
- D. Increase vendor payment to motivate service performance improvement

26. A facility manager identifies that facility cost growth has exceeded operational growth metrics. The likely underlying issue may be cost control or scope expansion factors, and the appropriate diagnostic step is to:

- A. Reduce facility costs uniformly to align with operational growth metrics
- B. Continue current practices given established cost management approaches
- C. Defend cost growth based on facility leadership professional judgment
- D. Conduct structured cost driver analysis to identify growth contributors

27. A facility manager observes that backup power testing has been completed but transfer switch testing has been deferred. The likely underlying issue is comprehensive testing gap, and the appropriate response is to:

- A. Continue current testing practices given backup power testing completion
- B. Document the transfer switch testing gap without addressing the gap
- C. Conduct comprehensive transfer switch testing with documented procedures
- D. Eliminate backup power testing entirely given resource constraints identified

28. A facility manager identifies that workplace lighting complaints have increased in specific areas. The likely underlying issue is area-specific lighting performance or design factors, and the appropriate diagnostic step is to:

- A. Conduct area-specific lighting assessment to identify performance issues
- B. Replace all facility lighting with newer efficient alternatives uniformly
- C. Continue current practices given established lighting design standards
- D. Eliminate lighting feedback channels to avoid documenting complaints

29. A facility manager observes that vendor emergency response times have increased over multiple incidents. The likely underlying issue is vendor capacity or priority factors, and the appropriate response is to:

- A. Continue the vendor relationship given established response history
- B. Implement structured vendor performance review with response time analysis
- C. Terminate the vendor relationship immediately to address response times
- D. Document the response time pattern for future vendor selection reference

30. A facility manager identifies that facility maintenance budget has been reduced multiple times while asset condition has declined. The likely underlying issue is budget-condition relationship documentation gap, and the appropriate response is to:

- A. Continue current budget practices given organizational financial constraints
- B. Defend current budget based on facility leadership professional judgment
- C. Document the budget reductions without addressing condition implications
- D. Present the budget-condition relationship with quantified analysis to leadership

31. A facility manager observes that procurement decisions have been delayed beyond standard processing times. The likely underlying issue is procurement process bottlenecks, and the appropriate diagnostic step is to:

- A. Bypass procurement processes given the demonstrated delay patterns
- B. Continue current procurement practices given established organizational standards
- C. Conduct procurement process review to identify bottleneck contributors
- D. Terminate procurement involvement entirely to expedite facility decisions

32. A facility manager identifies that facility documentation has degraded over multiple years. The likely underlying issue is documentation discipline gaps, and the appropriate response is to:

- A. Continue current practices given established operational functionality demonstrated
- B. Implement structured documentation remediation with ongoing maintenance discipline
- C. Eliminate documentation requirements given the demonstrated operational success
- D. Outsource documentation entirely to specialized external documentation providers

33. A facility manager observes that vendor contract renewal terms have escalated without performance justification. The likely underlying issue is contract renewal review discipline gaps, and the appropriate response is to:

- A. Conduct structured contract renewal review with performance-pricing analysis
- B. Accept the renewal terms given established vendor relationship history
- C. Terminate the vendor relationship immediately to address pricing escalation
- D. Document the renewal terms for future vendor selection reference

34. A facility manager identifies that workplace technology platforms have not been integrated with facility operations. The likely underlying issue is technology integration discipline gaps, and the appropriate response is to:

- A. Continue current practices given established technology platform functionality
- B. Replace all workplace technology platforms with integrated alternatives uniformly
- C. Conduct structured integration assessment with implementation planning
- D. Eliminate workplace technology platforms given the integration challenges

35. A facility manager observes that emergency action plan has not addressed cybersecurity scenarios. The likely underlying issue is plan scope gap given current threat environment, and the appropriate response is to:

- A. Update the emergency action plan to include cybersecurity response procedures
- B. Continue current plan practices given established emergency response approaches
- C. Eliminate emergency action plan given cybersecurity scope complexity
- D. Outsource cybersecurity planning entirely to specialized external providers

36. A facility manager identifies that capital project cost overruns concentrate in specific project types. The likely underlying issue is project-type specific estimation factors, and the appropriate diagnostic step is to:

- A. Apply uniform cost contingency across all project types regardless of variation
- B. Conduct project-type specific estimation review with structured improvement
- C. Continue current practices given established project management approaches
- D. Discontinue project type tracking to avoid documenting the variation

37. A facility manager observes that facility staff overtime has increased significantly without operational justification. The likely underlying issue is workload-staffing alignment or scheduling factors, and the appropriate diagnostic step is to:

- A. Continue current practices given established workforce management approaches
- B. Eliminate overtime authorization to address the cost growth pattern
- C. Discipline staff for overtime utilization without diagnostic understanding
- D. Conduct workload-staffing analysis with structured improvement planning

38. A facility manager identifies that vendor contract terms vary significantly across similar service categories. The likely underlying issue is contracting discipline gaps, and the appropriate response is to:

- A. Continue current practices given established vendor relationship management
- B. Standardize all vendor contracts through identical terms uniformly
- C. Establish enterprise contracting standards while supporting category-specific adaptation
- D. Outsource contract management entirely to specialized external providers

39. A facility manager observes that workplace satisfaction has declined among specific employee demographics. The likely underlying issue may be demographic-specific workplace factors, and the appropriate diagnostic step is to:

- A. Conduct demographic-specific satisfaction analysis with structured engagement
- B. Apply uniform workplace improvements across all demographics regardless of variation
- C. Continue current practices given established workplace management approaches
- D. Eliminate demographic measurement to focus on enterprise satisfaction patterns

40. A facility manager identifies that critical infrastructure has not been assessed for climate-related risks. The likely underlying issue is emerging risk assessment gap, and the appropriate response is to:

- A. Continue current practices given established infrastructure risk management
- B. Conduct structured climate risk assessment for critical infrastructure systematically
- C. Replace all critical infrastructure to address climate-related risks uniformly
- D. Document the assessment gap without addressing the risk implications

41. A facility manager observes that vendor performance has declined while market prices have increased. The likely underlying issue may be vendor capacity or market dynamics, and the appropriate diagnostic step is to:

- A. Continue the vendor relationship given established performance history demonstrated
- B. Terminate the vendor relationship immediately to address declining performance
- C. Increase vendor payment to motivate improved performance levels uniformly
- D. Conduct vendor performance review with market analysis and structured response

42. A facility manager identifies that facility energy efficiency has not improved despite multiple investments. The likely underlying issue is investment-outcome alignment factors, and the appropriate diagnostic step is to:

- A. Continue current investment practices given established efficiency programs
- B. Conduct investment effectiveness review with structured outcome analysis
- C. Increase energy efficiency investment uniformly to address performance gap
- D. Discontinue energy efficiency investment given the demonstrated lack of progress

43. A facility manager observes that workplace utilization has increased beyond design capacity in specific areas. The likely underlying issue is space-demand misalignment, and the appropriate response is to:

- A. Continue current allocation given established workspace assignment patterns
- B. Reduce overall workforce to align with designed capacity uniformly
- C. Conduct space utilization assessment with structured allocation planning
- D. Eliminate utilization measurement to avoid documenting the over-utilization

44. A facility manager identifies that vendor service quality has degraded across multiple categories simultaneously. The likely underlying issue may be vendor capacity, organizational, or relationship factors, and the appropriate diagnostic step is to:

- A. Conduct comprehensive vendor performance review with cause analysis
- B. Continue vendor relationships given established service history demonstrated
- C. Terminate all vendor relationships immediately to address quality decline
- D. Document the quality decline for future vendor selection reference

45. A facility manager observes that emergency response decisions have been delayed during recent incidents. The likely underlying issue is decision authority or escalation gaps, and the appropriate response is to:

- A. Continue current practices given established response approaches demonstrated
- B. Discipline staff for decision delays without addressing underlying authority issues
- C. Outsource emergency response decisions entirely to specialized external providers
- D. Conduct response decision review with structured authority improvement

46. A facility manager identifies that workplace transformation initiatives have produced mixed adoption across employee groups. The likely underlying issue is change management adequacy gaps, and the appropriate diagnostic step is to:

- A. Continue current transformation practices given established change approaches
- B. Discipline non-adopting employees to enforce transformation requirements uniformly
- C. Conduct adoption analysis with structured change management improvement
- D. Discontinue transformation initiatives given the demonstrated mixed adoption

47. A facility manager observes that capital project schedules have consistently exceeded planned timelines. The likely underlying issue is scheduling discipline or resource allocation gaps, and the appropriate response is to:

- A. Accept the schedule pattern as inherent to facility project execution consistently
- B. Implement structured scheduling discipline improvement with resource allocation review
- C. Increase project timelines uniformly to absorb expected schedule overruns
- D. Discontinue facility project work given the demonstrated schedule difficulty

48. A facility manager identifies that occupant injury reports have clustered in specific work activities. The likely underlying issue is activity-specific hazard exposure, and the appropriate response is to:

- A. Conduct activity-specific hazard analysis with targeted safety control implementation
- B. Apply uniform safety enhancement across all work activities regardless of variation
- C. Continue current practices given established safety management approaches
- D. Eliminate injury reporting to avoid documenting the activity-specific pattern

49. A facility manager observes that vendor relationships have produced inconsistent value across different service categories. The likely underlying issue may be vendor selection or management discipline gaps, and the appropriate response is to:

- A. Continue current vendor relationships given established service patterns demonstrated
- B. Standardize all vendor relationships through identical management approaches uniformly
- C. Conduct vendor portfolio review with category-specific optimization planning
- D. Outsource vendor management entirely to specialized external providers

50. A facility manager identifies that critical compliance documentation has gaps across multiple regulatory areas. The likely underlying issue is documentation discipline or scope gaps, and the appropriate response is to:

- A. Continue current documentation practices given established compliance functionality
- B. Outsource compliance documentation entirely to specialized external providers
- C. Eliminate documentation requirements given the demonstrated operational success
- D. Conduct comprehensive compliance documentation review with structured remediation

51. A facility manager observes that workplace technology adoption has lagged behind investment expectations. The likely underlying issue is adoption barrier factors, and the appropriate diagnostic step is to:

- A. Conduct adoption barrier analysis with structured implementation improvement
- B. Discontinue workplace technology investment given the demonstrated lag pattern
- C. Mandate technology adoption to enforce investment outcome achievement uniformly
- D. Replace all workplace technology platforms with simpler alternatives uniformly

52. A facility manager identifies that vendor performance metrics have improved while occupant satisfaction has not. The likely underlying issue is metrics-outcome misalignment, and the appropriate diagnostic step is to:

- A. Continue current metrics given the demonstrated vendor performance improvement
- B. Conduct metrics-outcome relationship review with structured alignment analysis
- C. Eliminate occupant satisfaction measurement given the metrics improvement
- D. Increase vendor payment to address the satisfaction-metrics disconnect uniformly

53. A facility manager observes that emergency response capability has not been validated in extreme conditions. The likely underlying issue is exercise scope gap, and the appropriate response is to:

- A. Continue current exercise practices given the established response approaches
- B. Eliminate exercises entirely given the absence of extreme condition events
- C. Reduce exercise frequency given the absence of extreme condition occurrence
- D. Conduct extreme condition exercise to validate response capability comprehensively

54. A facility manager identifies that facility cost growth has been concentrated in specific service categories. The likely underlying issue may be category-specific factors, and the appropriate diagnostic step is to:

- A. Reduce all facility costs uniformly to address the growth pattern across categories
- B. Continue current practices given established category-specific cost management
- C. Conduct category-specific cost driver analysis with structured improvement planning
- D. Defend cost growth based on facility leadership professional judgment exclusively

55. A facility manager observes that workplace satisfaction surveys have declining response rates over time. The likely underlying issue is survey design or feedback loop factors, and the appropriate diagnostic step is to:

- A. Conduct survey design review with feedback loop improvement implementation
- B. Continue current survey practices given established measurement approaches demonstrated
- C. Eliminate satisfaction surveys given the demonstrated declining response patterns
- D. Mandate survey participation to enforce response rate improvement uniformly

56. A facility manager identifies that critical asset condition assessment has not been conducted in over three years. The likely underlying issue is assessment discipline gap, and the appropriate response is to:

- A. Continue current practices given established asset reliability history demonstrated
- B. Conduct comprehensive asset condition assessment with documented findings
- C. Replace critical assets per accelerated schedule without diagnostic assessment
- D. Document the assessment gap without conducting assessment activities

57. A facility manager observes that facility staff productivity varies significantly across teams. The likely underlying issue may be team-specific factors including supervision, scope, or process variation, and the appropriate diagnostic step is to:

- A. Apply uniform productivity standards across all teams regardless of variation
- B. Continue current practices given established team-specific approaches demonstrated
- C. Conduct team-specific productivity analysis with structured improvement planning
- D. Discipline lower-performing teams without diagnostic understanding of variation

58. A facility manager identifies that vendor selection decisions have not been documented systematically. The likely underlying issue is selection documentation discipline gap, and the appropriate response is to:

- A. Continue current practices given established vendor selection effectiveness demonstrated
- B. Outsource vendor selection entirely to specialized external procurement providers
- C. Eliminate vendor selection processes given the demonstrated operational success
- D. Implement structured vendor selection documentation with decision rationale

59. A facility manager observes that occupant emergency briefings have not occurred in 14 months across multiple facilities. The likely underlying issue is briefing scheduling discipline gap, and the appropriate response is to:

- A. Continue current practices given the absence of demonstrated emergency events
- B. Schedule and conduct comprehensive occupant emergency briefings systematically
- C. Eliminate briefing requirements given the demonstrated operational continuity
- D. Outsource briefings entirely to specialized external safety training providers

60. A facility manager identifies that facility cybersecurity has not been integrated with IT cybersecurity programs. The likely underlying issue is cybersecurity integration gap, and the appropriate response is to:

- A. Engage IT collaboratively to address facility cybersecurity through shared responsibility
- B. Continue current practices given established facility cybersecurity approaches demonstrated
- C. Implement facility-specific cybersecurity independently from IT cybersecurity programs
- D. Outsource facility cybersecurity entirely to specialized external cybersecurity providers

61. A facility manager observes that workplace transformation budget has been consistently underspent. The likely underlying issue may be project execution capacity or scope alignment factors, and the appropriate diagnostic step is to:

- A. Continue current practices given the demonstrated under-spending pattern
- B. Reduce workplace transformation budget to align with execution capacity uniformly
- C. Conduct execution capacity analysis with structured budget alignment planning
- D. Increase workplace transformation budget to absorb additional initiatives uniformly

62. A facility manager identifies that critical vendor relationships have not been documented for continuity. The likely underlying issue is vendor documentation discipline gap, and the appropriate response is to:

- A. Implement structured vendor relationship documentation with continuity planning
- B. Continue current practices given established vendor relationship management demonstrated
- C. Eliminate vendor documentation given the demonstrated operational continuity
- D. Outsource vendor documentation entirely to specialized external providers

63. A facility manager observes that facility staff training compliance has improved while incident rates have not declined. The likely underlying issue is training-outcome misalignment, and the appropriate diagnostic step is to:

- A. Continue current training practices given the compliance improvement demonstrated
- B. Increase training requirements uniformly to address the incident rate pattern
- C. Discontinue incident measurement given the training compliance improvement
- D. Conduct training-outcome relationship review with structured effectiveness analysis

64. A facility manager identifies that vendor contracts have been auto-renewed without performance review. The likely underlying issue is renewal review discipline gap, and the appropriate response is to:

- A. Continue auto-renewal given established vendor relationship history demonstrated
- B. Implement structured renewal review with documented performance evaluation
- C. Terminate all auto-renewing contracts immediately to address the practice
- D. Document the auto-renewal pattern for future contract management reference

65. A facility manager observes that facility energy benchmarking has not been conducted against peer facilities. The likely underlying issue is benchmarking discipline gap, and the appropriate response is to:

- A. Conduct structured energy benchmarking against peer facility portfolios systematically
- B. Continue current practices given established energy management approaches demonstrated
- C. Outsource energy management entirely to specialized external providers
- D. Discontinue energy measurement given the absence of benchmarking comparison

66. A facility manager identifies that workplace amenity utilization has not been measured systematically. The likely underlying issue is utilization measurement discipline gap, and the appropriate response is to:

- A. Continue current amenity practices given established workplace management approaches
- B. Reduce amenity offerings uniformly to align with assumed utilization patterns
- C. Implement structured amenity utilization measurement with decision support analysis
- D. Eliminate workplace amenities given the absence of measured utilization data

67. A facility manager observes that critical infrastructure has not been evaluated for redundancy adequacy. The likely underlying issue is redundancy assessment discipline gap, and the appropriate response is to:

- A. Continue current practices given the absence of demonstrated infrastructure failures
- B. Replace critical infrastructure uniformly to address redundancy concerns systematically
- C. Document the assessment gap without addressing the redundancy implications consistently
- D. Conduct comprehensive redundancy assessment with structured improvement planning

68. A facility manager identifies that vendor risk has not been assessed across critical service relationships. The likely underlying issue is vendor risk assessment discipline gap, and the appropriate response is to:

- A. Continue current practices given established vendor relationship reliability demonstrated
- B. Conduct comprehensive vendor risk assessment with structured mitigation planning
- C. Terminate critical vendor relationships immediately to address risk exposure
- D. Outsource vendor risk management entirely to specialized external providers

69. A facility manager observes that facility staff safety training has produced compliance certificates without behavior change. The likely underlying issue is training-behavior gap, and the appropriate diagnostic step is to:

- A. Conduct training effectiveness review with behavior change measurement focus
- B. Continue current training practices given the compliance certificate completion
- C. Eliminate training requirements given the demonstrated certificate completion
- D. Increase training requirements uniformly to address behavior change concerns

70. A facility manager identifies that capital planning has not addressed asset replacement timing systematically. The likely underlying issue is capital planning discipline gap, and the appropriate response is to:

- A. Continue current practices given established asset management functionality demonstrated
- B. Replace assets uniformly per accelerated schedule without timing analysis consistently
- C. Document the planning gap without addressing the timing implications consistently
- D. Implement structured capital planning with risk-based replacement timing analysis

71. A facility manager observes that workplace transformation has produced positive metrics while occupant satisfaction has declined. The likely underlying issue is metrics-experience misalignment, and the appropriate diagnostic step is to:

- A. Continue current transformation practices given the metrics achievement demonstrated
- B. Increase transformation investment uniformly to address satisfaction decline patterns
- C. Conduct experience analysis with structured metrics-satisfaction alignment review
- D. Discontinue satisfaction measurement given the metrics achievement demonstrated

72. A facility manager identifies that vendor service standards vary significantly across similar contracts. The likely underlying issue is service standard discipline gap, and the appropriate response is to:

- A. Continue current practices given established vendor relationship management demonstrated
- B. Establish enterprise service standards while supporting contract-specific adaptation
- C. Standardize all vendor service standards through identical requirements uniformly
- D. Outsource service standard management entirely to specialized external providers

73. A facility manager observes that emergency action plan has not been communicated to all building occupants. The likely underlying issue is communication discipline gap, and the appropriate response is to:

- A. Implement structured emergency action plan communication across building occupants
- B. Continue current practices given established emergency response approaches demonstrated
- C. Eliminate emergency action plan given the communication scope challenges
- D. Outsource plan communication entirely to specialized external providers

74. A facility manager identifies that facility cost reporting has not addressed life cycle implications. The likely underlying issue is reporting scope gap, and the appropriate response is to:

- A. Continue current reporting practices given established financial management demonstrated
- B. Reduce facility cost reporting given the life cycle complexity considerations consistently
- C. Outsource facility cost reporting entirely to specialized external providers
- D. Implement structured life cycle cost reporting with decision support integration

75. A facility manager observes that workplace satisfaction has improved among newer employees but declined among tenured employees. The likely underlying issue is tenure-specific workplace factors, and the appropriate diagnostic step is to:

- A. Apply uniform workplace standards across all tenure groups regardless of variation
- B. Continue current practices given established workplace management approaches demonstrated
- C. Conduct tenure-specific satisfaction analysis with structured engagement planning
- D. Eliminate tenure-specific measurement to focus on enterprise satisfaction patterns

76. A facility manager identifies that critical asset condition has been documented but capital planning has not been updated. The likely underlying issue is condition-planning integration gap, and the appropriate response is to:

- A. Update capital planning to integrate documented asset condition findings systematically
- B. Continue current capital planning practices given established financial planning approaches
- C. Replace assets uniformly per accelerated schedule without planning integration consistently
- D. Document the integration gap without addressing the planning implications consistently

77. A facility manager observes that facility vendor management has produced cost savings while service quality has declined. The likely underlying issue is cost-quality trade-off, and the appropriate diagnostic step is to:

- A. Continue current vendor management practices given the cost savings demonstrated
- B. Conduct cost-quality relationship review with structured balance assessment
- C. Increase vendor payment uniformly to address service quality decline patterns
- D. Discontinue cost savings measurement given the service quality decline demonstrated

78. A facility manager identifies that facility staff workload has increased while staffing has remained constant. The likely underlying issue is workload-capacity misalignment, and the appropriate response is to:

- A. Continue current practices given established workforce management approaches demonstrated
- B. Discipline staff for workload management without addressing capacity constraints
- C. Conduct workload-capacity analysis with structured workforce strategy planning
- D. Eliminate workload measurement to focus on operational performance patterns

79. A facility manager observes that emergency response equipment has not been inventoried in over two years. The likely underlying issue is inventory discipline gap, and the appropriate response is to:

- A. Continue current practices given the absence of demonstrated equipment failures
- B. Outsource emergency response equipment management entirely to external providers
- C. Document the inventory gap without conducting inventory activities consistently
- D. Conduct comprehensive equipment inventory with documented procedures systematically

80. A facility manager identifies that workplace utilization data has been collected but not used for decision support. The likely underlying issue is data-decision integration gap, and the appropriate response is to:

- A. Develop structured utilization analysis with decision support integration systematically
- B. Continue current practices given established data collection approaches demonstrated
- C. Eliminate utilization data collection given the absence of decision support use
- D. Outsource utilization analysis entirely to specialized external analytics providers

81. A facility manager observes that vendor performance has improved while occupant complaints have increased. The likely underlying issue is vendor metrics-occupant experience misalignment, and the appropriate diagnostic step is to:

- A. Continue current vendor management practices given the performance improvement
- B. Conduct vendor metrics-experience relationship review with structured analysis
- C. Eliminate occupant complaint channels given the vendor performance improvement
- D. Discipline occupants for complaint patterns without diagnostic understanding consistently

82. A facility manager identifies that critical infrastructure has not been protected against single points of failure. The likely underlying issue is resilience design gap, and the appropriate response is to:

- A. Conduct single point of failure analysis with structured resilience improvement planning
- B. Continue current practices given the absence of demonstrated infrastructure failures
- C. Replace critical infrastructure uniformly to address resilience concerns systematically
- D. Document the resilience gap without addressing the infrastructure implications consistently

83. A facility manager observes that workplace transformation has produced cost savings while productivity has declined. The likely underlying issue is cost-productivity trade-off, and the appropriate diagnostic step is to:

- A. Continue current transformation practices given the cost savings achievement demonstrated
- B. Increase transformation investment uniformly to address productivity decline patterns
- C. Conduct cost-productivity relationship review with structured balance assessment
- D. Discontinue productivity measurement given the cost savings achievement demonstrated

84. A facility manager identifies that vendor pricing has been negotiated without market benchmarking. The likely underlying issue is pricing benchmarking discipline gap, and the appropriate response is to:

- A. Continue current pricing practices given established vendor relationship history demonstrated
- B. Terminate all vendor relationships immediately to address pricing benchmarking gaps
- C. Document the pricing gap without addressing the benchmarking implications consistently
- D. Implement structured pricing benchmarking with renegotiation planning systematically

85. A facility manager observes that facility staff have been working extended hours during specific operational periods. The likely underlying issue may be workload-scheduling alignment factors, and the appropriate diagnostic step is to:

- A. Conduct workload-scheduling analysis with structured workforce strategy planning
- B. Continue current practices given established workforce management approaches demonstrated
- C. Discipline staff for extended hours without addressing underlying workload factors
- D. Eliminate operational periods given the demonstrated extended hour patterns consistently

86. A facility manager identifies that occupant experience has not been mapped systematically across touchpoints. The likely underlying issue is experience design discipline gap, and the appropriate response is to:

- A. Continue current practices given established occupant experience management demonstrated
- B. Outsource occupant experience management entirely to specialized external providers
- C. Conduct structured experience mapping with touchpoint analysis and improvement planning
- D. Eliminate occupant experience measurement given the touchpoint complexity considerations

87. A facility manager observes that workplace technology platforms have produced data that is not being utilized. The likely underlying issue is data-utilization integration gap, and the appropriate response is to:

- A. Continue current practices given established technology platform functionality demonstrated
- B. Develop structured data utilization with decision support integration systematically
- C. Replace workplace technology platforms with simpler alternatives uniformly consistently
- D. Eliminate workplace technology data collection given the utilization gap consistently

88. A facility manager identifies that critical asset documentation has gaps affecting maintenance decisions. The likely underlying issue is documentation discipline gap, and the appropriate response is to:

- A. Continue current practices given established maintenance functionality demonstrated consistently
- B. Eliminate documentation requirements given the demonstrated operational continuity
- C. Outsource asset documentation entirely to specialized external documentation providers
- D. Implement structured asset documentation remediation with ongoing maintenance discipline

89. A facility manager observes that facility cost growth has been concentrated in specific seasonal periods. The likely underlying issue is seasonal cost driver factors, and the appropriate diagnostic step is to:

- A. Apply uniform cost reduction across all seasons regardless of variation patterns
- B. Continue current practices given established cost management approaches demonstrated
- C. Conduct seasonal cost driver analysis with structured improvement planning systematically
- D. Defend cost growth based on facility leadership professional judgment exclusively

90. A facility manager identifies that vendor relationships have produced operational improvements while strategic value has not been measured. The likely underlying issue is strategic value measurement gap, and the appropriate response is to:

- A. Implement structured strategic value measurement with decision support integration
- B. Continue current practices given established operational improvement patterns demonstrated
- C. Eliminate vendor strategic value measurement given the operational improvements
- D. Outsource vendor strategic value measurement entirely to specialized providers

91. A facility manager observes that emergency action plan has not been integrated with business continuity planning. The likely underlying issue is plan integration discipline gap, and the appropriate response is to:

- A. Continue current practices given established emergency response approaches demonstrated
- B. Conduct structured plan integration with comprehensive continuity coordination
- C. Outsource plan integration entirely to specialized external continuity providers
- D. Eliminate business continuity planning given the emergency action plan functionality

92. A facility manager identifies that facility staff competency assessment has not been conducted systematically. The likely underlying issue is competency assessment discipline gap, and the appropriate response is to:

- A. Continue current practices given established workforce management functionality demonstrated
- B. Outsource competency assessment entirely to specialized external workforce providers
- C. Eliminate competency assessment given the demonstrated operational success consistently
- D. Implement structured competency assessment with development planning integration

93. A facility manager observes that vendor contract performance has met requirements while organizational outcomes have declined. The likely underlying issue is contract-outcome misalignment, and the appropriate diagnostic step is to:

- A. Conduct contract-outcome relationship review with structured alignment analysis
- B. Continue current vendor management practices given the contract performance demonstrated
- C. Eliminate organizational outcome measurement given the contract performance achievement
- D. Increase vendor payment uniformly to address outcome decline patterns consistently

94. A facility manager identifies that critical infrastructure has been protected against documented risks while emerging risks have not been addressed. The likely underlying issue is emerging risk assessment gap, and the appropriate response is to:

- A. Continue current practices given the documented risk protection effectiveness demonstrated
- B. Replace critical infrastructure uniformly to address emerging risk concerns systematically
- C. Conduct structured emerging risk assessment with infrastructure protection planning
- D. Document the emerging risk gap without addressing the protection implications consistently

95. A facility manager observes that workplace transformation has produced metrics improvement while talent retention has declined. The likely underlying issue is metrics-talent misalignment, and the appropriate diagnostic step is to:

- A. Continue current transformation practices given the metrics improvement demonstrated
- B. Conduct metrics-talent relationship review with structured workplace experience analysis
- C. Eliminate talent retention measurement given the metrics improvement achievement
- D. Increase transformation investment uniformly to address talent retention decline patterns

96. A facility manager identifies that vendor management practices have produced operational stability while strategic alignment has not been evaluated. The likely underlying issue is strategic alignment measurement gap, and the appropriate response is to:

- A. Continue current practices given established operational stability achievement demonstrated
- B. Eliminate strategic alignment measurement given the operational stability achievement
- C. Outsource strategic alignment evaluation entirely to specialized external providers
- D. Conduct structured strategic alignment evaluation with decision support integration

97. A facility manager observes that facility staff training has produced certificate completion while skill demonstration has not been measured. The likely underlying issue is training-skill measurement gap, and the appropriate response is to:

- A. Implement structured skill demonstration measurement with development planning integration
- B. Continue current training practices given the certificate completion achievement demonstrated
- C. Eliminate training requirements given the certificate completion achievement consistently
- D. Increase training requirements uniformly to address skill demonstration concerns

98. A facility manager identifies that critical asset replacement has been deferred while alternative use has not been evaluated. The likely underlying issue is alternative evaluation discipline gap, and the appropriate response is to:

- A. Continue current deferral practices given established asset functionality demonstrated
- B. Conduct structured alternative evaluation with replacement decision support integration
- C. Replace critical assets uniformly per accelerated schedule without alternative evaluation
- D. Document the evaluation gap without addressing the replacement implications consistently

99. A facility manager observes that workplace experience has improved while collaboration patterns have not been measured. The likely underlying issue is collaboration measurement gap, and the appropriate response is to:

- A. Continue current workplace practices given the experience improvement demonstrated consistently
- B. Eliminate collaboration measurement given the workplace experience improvement achievement
- C. Implement structured collaboration measurement with workplace design integration support
- D. Outsource collaboration measurement entirely to specialized external providers

100. A facility manager identifies that vendor performance has met requirements while innovation has not been evaluated. The likely underlying issue is innovation evaluation discipline gap, and the appropriate response is to:

- A. Continue current vendor management practices given the requirement achievement demonstrated
- B. Eliminate innovation evaluation given the vendor requirement achievement consistently
- C. Outsource vendor innovation evaluation entirely to specialized external providers
- D. Implement structured vendor innovation evaluation with strategic value integration

# PRACTICE EXAM 16 — ANSWER KEY AND FULL EXPLANATIONS

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1. B — Conducting PM task analysis against documented failure modes for verification provides the analytical foundation for understanding the disconnect. PM compliance without failure rate improvement typically indicates that PM tasks do not address the failure modes producing problems. Compliance reduction, platform replacement, and discontinued measurement all bypass the diagnostic opportunity.
2. D — Establishing enterprise vendor management standards while supporting category implementation balances consistency with category-specific adaptation. Standardization through identical terms, comprehensive outsourcing, and continued variation all forfeit appropriate balance between enterprise standards and category-specific needs. Enterprise standards with category implementation is the standard organizational approach.
3. A — Conducting zone-specific system performance assessment to verify the issue provides the analytical foundation for response. Facility-wide adjustments, complete platform replacement, and discontinued monitoring all proceed without diagnostic understanding of the zone-specific issue. Concentrated complaint patterns warrant zone-specific diagnostic investigation.
4. C — Implementing structured estimation discipline improvement across project planning addresses the systemic source of cost overruns averaging 18% across 24 projects. Acceptance, blanket budget increases, and project discontinuation all fail to address the underlying estimation pattern. Systemic patterns warrant systemic improvement.
5. B — Conducting immediate generator testing and establishing ongoing testing schedule addresses both the immediate validation gap and prevents recurrence of the testing lapse. Continued operations, documentation only, and outsourcing without testing all fail to address the immediate testing gap. Critical backup systems require verified testing capability.
6. A — Investigating specific dissatisfaction drivers through structured stakeholder engagement provides the analytical foundation for effective response. Defense based on judgment, service reduction, and discontinued measurement all bypass the analytical opportunity. Investment-satisfaction disconnect requires diagnostic investigation.
7. D — Conducting alarm rationalization to focus operator attention on critical alarms addresses the alarm fatigue creating operational risk. Documentation for replacement, discontinued notifications, and outsourced response all fail to address the underlying alarm management issue. Alarm fatigue requires structured rationalization to prevent missed critical alarms.

8. C — Conducting structured contract review to formalize scope and pricing alignment addresses the contract management discipline gap. Continued informal practices, informal documentation, and immediate termination all fail to address the underlying contract management issue. Scope expansion warrants structured contract review.
9. A — Conducting system performance assessment across major energy-consuming equipment provides the analytical foundation for response. Standard reductions without assessment, comprehensive equipment replacement, and discontinued monitoring all proceed without diagnostic understanding. Energy consumption increases without operational changes warrant performance assessment.
10. B — Implementing structured data quality remediation with ongoing entry discipline addresses both the immediate quality gap and prevents recurrence. Platform replacement, continued practices, and discontinuation all fail to address the underlying data discipline issue. CMMS value depends on data quality discipline.
11. D — Conducting functional exercise to validate operational response capability addresses the exercise-reality gap that tabletop exercises cannot bridge. Continued tabletop practice, exercise elimination, and reduced frequency all fail to address operational validation needs. Tabletop validation does not substitute for functional exercise.
12. A — Conducting space utilization assessment to verify allocation against demand provides the analytical foundation for response. Continued allocation, blanket footprint reduction, and discontinued measurement all proceed without diagnostic understanding of the underutilization. High underutilization warrants assessment-based response.
13. C — Conducting work-type specific hazard analysis with targeted safety controls addresses the activity-specific hazard exposure pattern. Documentation only, uniform enhancement, and contractor termination all fail to address the underlying work-type specific exposure. Concentrated incident patterns warrant work-type specific analysis.
14. B — Conducting market analysis with structured pricing review and renegotiation addresses both the pricing escalation and discipline gap. Acceptance, immediate termination, and documentation only all fail to address the underlying pricing review discipline gap. Market-based pricing review is the appropriate response to escalation patterns.
15. D — Conducting asset condition assessment to identify drivers of accelerated decline provides the analytical foundation for response. Acceptance, continued practices, and accelerated replacement without diagnosis all proceed without understanding the decline drivers. Accelerated decline patterns warrant diagnostic assessment.
16. C — Investigating location-specific factors driving satisfaction variation systematically provides the analytical foundation for response. Uniform standards, continued practices, and discontinued

measurement all proceed without understanding the variation drivers. Location-specific variation warrants location-specific investigation.

17. A — Investigating the speed-quality relationship with structured quality assessment provides the analytical foundation for response to the disconnect pattern. Continued practices, target reduction, and discontinued measurement all fail to address the underlying speed-quality trade-off. Speed-quality disconnect warrants structured investigation.
18. B — Conducting shoulder-season HVAC control assessment to verify logic adequacy addresses the seasonal-specific issue pattern. Year-round adjustments, complete platform replacement, and discontinued measurement all proceed without diagnostic understanding. Seasonal complaint concentration warrants seasonal-specific assessment.
19. D — Implementing structured billing review with documented scope alignment verification addresses both the billing discipline gap and prevents recurrence. Continued practices, acceptance, and documentation only all fail to address the underlying billing review discipline issue. Unauthorized billing warrants structured review with verification.
20. C — Implementing structured capital planning with risk-based replacement prioritization addresses both the deferral pattern and underlying planning discipline gap. Continued deferral, blanket replacement, and documentation only all fail to address the underlying planning discipline issue. Replacement decisions warrant structured risk-based prioritization.
21. A — Conducting structured turnover analysis to identify specific contributing factors provides the analytical foundation for response to the increased turnover pattern. Continued practices, contractor replacement, and discontinued measurement all proceed without understanding the turnover drivers. Significant turnover patterns warrant structured analysis.
22. C — Conducting RFP design review with vendor feedback on response quality drivers provides the analytical foundation for response. Continued practices, requirement elimination, and vendor replacement all proceed without understanding the response quality decline. Vendor response patterns warrant structured RFP review.
23. D — Conducting training program review with structured compliance improvement addresses both the compliance decline and underlying program design issues. Continued practices, training elimination, and disciplinary action all fail to address the underlying program issue. Compliance decline warrants structured program review.
24. B — Implementing structured BAS data quality remediation with calibration verification addresses both the immediate quality gap and prevents recurrence. Continued practices, platform replacement, and discontinued data use all fail to address the underlying calibration discipline issue. BAS data value depends on calibration verification.
25. A — Conducting service standard review against current occupant expectations provides the analytical foundation for response to the standards-expectation misalignment. Performance

defense, feedback channel reduction, and increased payment all fail to address the underlying alignment issue. Standards-expectation misalignment warrants structured review.

26. D — Conducting structured cost driver analysis to identify growth contributors provides the analytical foundation for response to the cost-operations disconnect. Uniform reduction, continued practices, and judgment-based defense all proceed without understanding the cost growth drivers. Cost growth disconnects warrant structured analysis.
27. C — Conducting comprehensive transfer switch testing with documented procedures addresses the comprehensive testing gap that backup power testing alone does not address. Continued practices, documentation only, and elimination of testing all fail to address the comprehensive testing scope requirement. Backup power requires comprehensive system testing.
28. A — Conducting area-specific lighting assessment to identify performance issues provides the analytical foundation for response. Comprehensive replacement, continued practices, and feedback channel elimination all proceed without diagnostic understanding of the area-specific issues. Area-specific complaint patterns warrant area-specific assessment.
29. B — Implementing structured vendor performance review with response time analysis addresses both the response time pattern and underlying vendor management issue. Continued relationship, immediate termination, and documentation only all fail to address the underlying performance review discipline. Vendor performance patterns warrant structured review.
30. D — Presenting the budget-condition relationship with quantified analysis to leadership engages the budget decision-making with structured analysis. Continued practices, judgment-based defense, and documentation only all fail to engage the legitimate budget question with quantified analysis. Budget-condition relationships warrant quantified presentation.
31. C — Conducting procurement process review to identify bottleneck contributors provides the analytical foundation for response to the procurement delay pattern. Bypassing processes, continued practices, and procurement elimination all proceed without understanding the bottleneck contributors. Procurement delay patterns warrant structured process review.
32. B — Implementing structured documentation remediation with ongoing maintenance discipline addresses both the immediate documentation gap and prevents recurrence. Continued practices, requirement elimination, and outsourcing all fail to address the underlying documentation discipline issue. Documentation value depends on maintenance discipline.
33. A — Conducting structured contract renewal review with performance-pricing analysis addresses both the renewal terms and underlying review discipline gap. Acceptance, immediate termination, and documentation only all fail to address the underlying renewal review discipline. Renewal terms warrant structured performance-pricing review.
34. C — Conducting structured integration assessment with implementation planning addresses the integration discipline gap. Continued practices, blanket replacement, and platform elimination all

fail to address the underlying integration assessment need. Technology integration warrants structured assessment with planning.

35. A — Updating the emergency action plan to include cybersecurity response procedures addresses the plan scope gap given current threat environment. Continued practices, plan elimination, and outsourcing all fail to address the credible threat scenario. Emergency planning must address all credible threat categories including cybersecurity.
36. B — Conducting project-type specific estimation review with structured improvement addresses the project-type specific factors driving cost overruns. Uniform contingency, continued practices, and discontinued tracking all fail to address the project-type specific estimation factors. Concentrated overrun patterns warrant project-type specific analysis.
37. D — Conducting workload-staffing analysis with structured improvement planning provides the analytical foundation for response to the overtime pattern. Continued practices, overtime elimination, and disciplinary action all proceed without understanding the workload-staffing alignment factors. Overtime growth without operational justification warrants structured analysis.
38. C — Establishing enterprise contracting standards while supporting category-specific adaptation balances consistency with category-specific needs. Continued practices, complete standardization, and outsourcing all forfeit appropriate balance between enterprise standards and category-specific adaptation. Enterprise contracting with adaptation is the standard organizational approach.
39. A — Conducting demographic-specific satisfaction analysis with structured engagement provides the analytical foundation for response to the demographic-specific factors. Uniform improvements, continued practices, and discontinued measurement all proceed without understanding the demographic-specific drivers. Demographic-specific variation warrants demographic-specific analysis.
40. B — Conducting structured climate risk assessment for critical infrastructure systematically addresses the emerging risk assessment gap. Continued practices, blanket replacement, and documentation only all fail to address the structured climate risk assessment need. Emerging risks warrant systematic structured assessment.
41. D — Conducting vendor performance review with market analysis and structured response addresses both the performance decline and market dynamics. Continued relationship, immediate termination, and increased payment all fail to address the underlying performance-market dynamics. Vendor performance patterns warrant structured review with market analysis.
42. B — Conducting investment effectiveness review with structured outcome analysis addresses the investment-outcome alignment factors. Continued investment, uniform investment increase, and investment discontinuation all proceed without understanding the alignment factors. Investment-outcome disconnects warrant structured effectiveness review.

43. C — Conducting space utilization assessment with structured allocation planning addresses the space-demand misalignment. Continued allocation, workforce reduction, and discontinued measurement all fail to address the underlying space-demand alignment issue. Over-utilization warrants structured assessment with planning.
44. A — Conducting comprehensive vendor performance review with cause analysis provides the analytical foundation for response to the simultaneous quality decline. Continued relationships, blanket termination, and documentation only all proceed without understanding the cause factors. Simultaneous quality decline warrants comprehensive analysis.
45. D — Conducting response decision review with structured authority improvement addresses both the decision delay pattern and underlying authority gaps. Continued practices, disciplinary action, and outsourcing all fail to address the underlying authority improvement need. Decision delay patterns warrant structured authority review.
46. C — Conducting adoption analysis with structured change management improvement addresses both the mixed adoption pattern and underlying change management adequacy. Continued practices, disciplinary action, and initiative discontinuation all fail to address the underlying change management issue. Mixed adoption warrants structured change management improvement.
47. B — Implementing structured scheduling discipline improvement with resource allocation review addresses both the schedule pattern and underlying scheduling discipline. Acceptance, blanket timeline increases, and project discontinuation all fail to address the underlying scheduling discipline issue. Systemic schedule patterns warrant systemic improvement.
48. A — Conducting activity-specific hazard analysis with targeted safety control implementation addresses the activity-specific exposure pattern. Uniform enhancement, continued practices, and discontinued reporting all fail to address the underlying activity-specific exposure. Concentrated injury patterns warrant activity-specific analysis.
49. C — Conducting vendor portfolio review with category-specific optimization planning addresses the inconsistent value pattern across categories. Continued relationships, uniform standardization, and outsourcing all fail to address the category-specific optimization opportunity. Inconsistent vendor value warrants portfolio review.
50. D — Conducting comprehensive compliance documentation review with structured remediation addresses both the documentation gaps and underlying discipline issues. Continued practices, outsourcing, and requirement elimination all fail to address the underlying documentation discipline gap. Compliance documentation gaps warrant comprehensive remediation.
51. A — Conducting adoption barrier analysis with structured implementation improvement provides the analytical foundation for response to the adoption lag pattern. Investment discontinuation, mandate enforcement, and platform replacement all proceed without understanding the adoption barriers. Adoption gaps warrant barrier analysis.

52. B — Conducting metrics-outcome relationship review with structured alignment analysis addresses the metrics-outcome misalignment. Continued metrics, satisfaction elimination, and increased payment all fail to address the underlying alignment issue. Metrics-outcome disconnects warrant structured relationship review.
53. D — Conducting extreme condition exercise to validate response capability comprehensively addresses the exercise scope gap. Continued exercises, exercise elimination, and reduced frequency all fail to address the extreme condition validation need. Comprehensive resilience requires extreme condition validation.
54. C — Conducting category-specific cost driver analysis with structured improvement planning provides the analytical foundation for response to category-concentrated cost growth. Uniform reduction, continued practices, and judgment-based defense all proceed without understanding the category-specific drivers. Concentrated cost growth warrants category-specific analysis.
55. A — Conducting survey design review with feedback loop improvement implementation addresses the survey design or feedback loop factors driving response decline. Continued practices, survey elimination, and mandated participation all fail to address the underlying survey design issue. Declining response rates warrant structured design review.
56. B — Conducting comprehensive asset condition assessment with documented findings addresses the assessment discipline gap. Continued practices, accelerated replacement, and documentation only all fail to address the structured assessment need. Critical asset management requires periodic condition assessment.
57. C — Conducting team-specific productivity analysis with structured improvement planning provides the analytical foundation for response to the team-specific variation. Uniform standards, continued practices, and disciplinary action all proceed without understanding the team-specific factors. Team-specific variation warrants team-specific analysis.
58. D — Implementing structured vendor selection documentation with decision rationale addresses the selection documentation discipline gap. Continued practices, outsourcing, and process elimination all fail to address the underlying documentation discipline issue. Selection decisions warrant documented rationale.
59. B — Scheduling and conducting comprehensive occupant emergency briefings systematically addresses the briefing scheduling discipline gap. Continued practices, requirement elimination, and outsourcing all fail to address the immediate briefing scope gap. Lapsed safety briefings require immediate scheduling and completion.
60. A — Engaging IT collaboratively to address facility cybersecurity through shared responsibility recognizes the integrated nature of facility cybersecurity. Continued practices, independent implementation, and complete outsourcing all fail to engage the collaborative opportunity. Cybersecurity is a shared responsibility requiring active collaboration.

61. C — Conducting execution capacity analysis with structured budget alignment planning provides the analytical foundation for response to the consistent under-spending pattern. Continued practices, budget reduction, and budget increase all proceed without understanding the execution capacity factors. Budget-execution misalignment warrants structured capacity analysis.
62. A — Implementing structured vendor relationship documentation with continuity planning addresses both the documentation gap and continuity risk. Continued practices, documentation elimination, and outsourcing all fail to address the underlying continuity planning need. Critical vendor relationships warrant documented continuity planning.
63. D — Conducting training-outcome relationship review with structured effectiveness analysis addresses the training-outcome misalignment. Continued practices, uniform increase, and incident measurement elimination all fail to address the underlying effectiveness issue. Training compliance without incident reduction warrants structured effectiveness review.
64. B — Implementing structured renewal review with documented performance evaluation addresses the renewal review discipline gap. Continued auto-renewal, blanket termination, and documentation only all fail to address the underlying renewal review discipline. Contract renewal warrants structured performance evaluation.
65. A — Conducting structured energy benchmarking against peer facility portfolios systematically addresses the benchmarking discipline gap. Continued practices, outsourcing, and measurement discontinuation all fail to address the structured benchmarking need. Energy management warrants peer benchmarking.
66. C — Implementing structured amenity utilization measurement with decision support analysis addresses the utilization measurement discipline gap. Continued practices, blanket reduction, and amenity elimination all fail to address the structured measurement need. Amenity decisions warrant utilization-based decision support.
67. D — Conducting comprehensive redundancy assessment with structured improvement planning addresses both the assessment discipline gap and resilience adequacy. Continued practices, blanket replacement, and documentation only all fail to address the structured assessment need. Critical infrastructure resilience warrants comprehensive assessment.
68. B — Conducting comprehensive vendor risk assessment with structured mitigation planning addresses both the risk assessment gap and mitigation needs. Continued practices, blanket termination, and outsourcing all fail to address the structured risk assessment need. Critical vendor relationships warrant comprehensive risk assessment.
69. A — Conducting training effectiveness review with behavior change measurement focus addresses the training-behavior gap. Continued practices, requirement elimination, and uniform increase all fail to address the underlying training effectiveness issue. Behavior change is the meaningful outcome of safety training.

70. D — Implementing structured capital planning with risk-based replacement timing analysis addresses the capital planning discipline gap. Continued practices, blanket replacement, and documentation only all fail to address the structured planning need. Asset replacement timing warrants risk-based analysis.
71. C — Conducting experience analysis with structured metrics-satisfaction alignment review addresses the metrics-experience misalignment. Continued transformation, uniform investment increase, and satisfaction elimination all fail to address the underlying alignment issue. Metrics-experience disconnects warrant structured analysis.
72. B — Establishing enterprise service standards while supporting contract-specific adaptation balances consistency with contract-specific needs. Continued practices, complete standardization, and outsourcing all forfeit appropriate balance between enterprise standards and contract-specific adaptation. Enterprise standards with adaptation is the standard approach.
73. A — Implementing structured emergency action plan communication across building occupants addresses the communication discipline gap. Continued practices, plan elimination, and outsourcing all fail to address the immediate communication scope need. Emergency action plans require comprehensive occupant communication.
74. D — Implementing structured life cycle cost reporting with decision support integration addresses the reporting scope gap. Continued practices, reporting reduction, and outsourcing all fail to address the comprehensive life cycle analysis need. Facility cost reporting warrants life cycle integration.
75. C — Conducting tenure-specific satisfaction analysis with structured engagement planning addresses the tenure-specific factors driving satisfaction divergence. Uniform standards, continued practices, and tenure-specific measurement elimination all proceed without understanding the tenure-specific factors. Divergent tenure patterns warrant tenure-specific analysis.
76. A — Updating capital planning to integrate documented asset condition findings systematically addresses the condition-planning integration gap. Continued planning practices, blanket replacement, and documentation only all fail to address the structured integration need. Capital planning value depends on condition integration.
77. B — Conducting cost-quality relationship review with structured balance assessment addresses the cost-quality trade-off pattern. Continued practices, increased payment, and savings measurement elimination all fail to address the underlying cost-quality balance issue. Cost-quality disconnects warrant structured balance assessment.
78. C — Conducting workload-capacity analysis with structured workforce strategy planning provides the analytical foundation for response to the workload-staffing misalignment. Continued practices, disciplinary action, and workload measurement elimination all proceed without understanding the

workload-capacity factors. Workload-capacity misalignment warrants structured strategy planning.

79. D — Conducting comprehensive equipment inventory with documented procedures systematically addresses the inventory discipline gap. Continued practices, outsourcing, and documentation only all fail to address the immediate inventory scope need. Emergency response equipment requires comprehensive inventory discipline.
80. A — Developing structured utilization analysis with decision support integration systematically addresses the data-decision integration gap. Continued practices, data collection elimination, and outsourcing all fail to address the structured analysis integration need. Data investment value depends on decision support integration.
81. B — Conducting vendor metrics-experience relationship review with structured analysis addresses the metrics-experience misalignment. Continued practices, complaint channel elimination, and disciplinary action all fail to address the underlying alignment issue. Metrics-experience disconnects warrant structured relationship review.
82. A — Conducting single point of failure analysis with structured resilience improvement planning addresses the resilience design gap. Continued practices, blanket replacement, and documentation only all fail to address the structured resilience analysis need. Critical infrastructure resilience requires single point of failure analysis.
83. C — Conducting cost-productivity relationship review with structured balance assessment addresses the cost-productivity trade-off pattern. Continued practices, uniform investment increase, and productivity measurement elimination all fail to address the underlying cost-productivity balance issue. Cost-productivity disconnects warrant structured balance assessment.
84. D — Implementing structured pricing benchmarking with renegotiation planning systematically addresses the benchmarking discipline gap. Continued practices, blanket termination, and documentation only all fail to address the structured benchmarking need. Vendor pricing requires market-based benchmarking.
85. A — Conducting workload-scheduling analysis with structured workforce strategy planning provides the analytical foundation for response to the extended hour pattern. Continued practices, disciplinary action, and operational period elimination all proceed without understanding the workload-scheduling factors. Extended hour patterns warrant structured analysis.
86. C — Conducting structured experience mapping with touchpoint analysis and improvement planning addresses the experience design discipline gap. Continued practices, outsourcing, and measurement elimination all fail to address the structured experience mapping need. Occupant experience warrants touchpoint analysis.
87. B — Developing structured data utilization with decision support integration systematically addresses the data-utilization integration gap. Continued practices, blanket platform replacement,

and data collection elimination all fail to address the structured utilization need. Technology platform value depends on data utilization integration.

88. D — Implementing structured asset documentation remediation with ongoing maintenance discipline addresses both the immediate documentation gap and prevents recurrence. Continued practices, requirement elimination, and outsourcing all fail to address the underlying documentation discipline issue. Asset documentation value depends on maintenance discipline.
89. C — Conducting seasonal cost driver analysis with structured improvement planning systematically provides the analytical foundation for response to the seasonal cost pattern. Uniform reduction, continued practices, and judgment-based defense all proceed without understanding the seasonal cost drivers. Seasonal cost concentration warrants seasonal-specific analysis.
90. A — Implementing structured strategic value measurement with decision support integration addresses the strategic value measurement gap. Continued practices, measurement elimination, and outsourcing all fail to address the structured measurement need. Vendor strategic value warrants structured measurement.
91. B — Conducting structured plan integration with comprehensive continuity coordination addresses the plan integration discipline gap. Continued practices, outsourcing, and continuity planning elimination all fail to address the structured integration need. Emergency action and continuity plans warrant integration.
92. D — Implementing structured competency assessment with development planning integration addresses the competency assessment discipline gap. Continued practices, outsourcing, and assessment elimination all fail to address the structured assessment need. Workforce competency warrants structured assessment with development planning.
93. A — Conducting contract-outcome relationship review with structured alignment analysis addresses the contract-outcome misalignment. Continued practices, outcome measurement elimination, and uniform payment increase all fail to address the underlying alignment issue. Contract-outcome disconnects warrant structured relationship review.
94. C — Conducting structured emerging risk assessment with infrastructure protection planning addresses the emerging risk assessment gap. Continued practices, blanket replacement, and documentation only all fail to address the structured emerging risk assessment need. Emerging risks warrant systematic structured assessment.
95. B — Conducting metrics-talent relationship review with structured workplace experience analysis addresses the metrics-talent misalignment. Continued transformation, talent retention measurement elimination, and uniform investment increase all fail to address the underlying alignment issue. Metrics-talent disconnects warrant structured analysis.
96. D — Conducting structured strategic alignment evaluation with decision support integration addresses the strategic alignment measurement gap. Continued practices, alignment measurement

elimination, and outsourcing all fail to address the structured evaluation need. Vendor strategic alignment warrants structured evaluation.

97. A — Implementing structured skill demonstration measurement with development planning integration addresses the training-skill measurement gap. Continued practices, requirement elimination, and uniform increase all fail to address the underlying measurement need. Training value depends on skill demonstration measurement.
98. B — Conducting structured alternative evaluation with replacement decision support integration addresses the alternative evaluation discipline gap. Continued deferral, blanket replacement, and documentation only all fail to address the structured evaluation need. Asset replacement decisions warrant structured alternative evaluation.
99. C — Implementing structured collaboration measurement with workplace design integration support addresses the collaboration measurement gap. Continued practices, measurement elimination, and outsourcing all fail to address the structured measurement need. Workplace design value depends on collaboration measurement.
100. D — Implementing structured vendor innovation evaluation with strategic value integration addresses the innovation evaluation discipline gap. Continued practices, evaluation elimination, and outsourcing all fail to address the structured evaluation need. Vendor relationships warrant structured innovation evaluation.