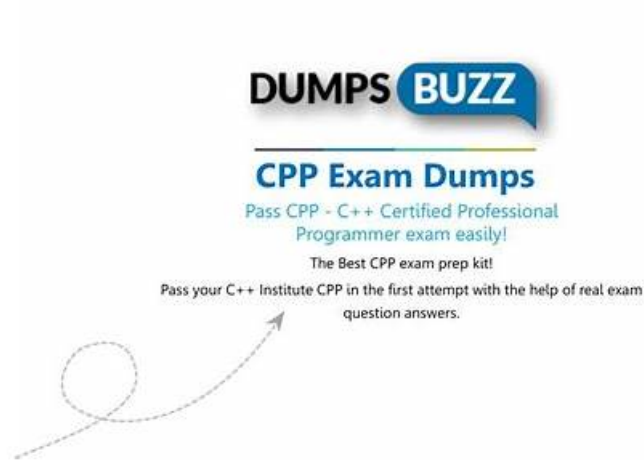


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The KPI Institute Certified KPI Professional Exam Sample Questions (Q66-Q71):

NEW QUESTION # 66

Which is the calculation formula for "On-time arrivals (%)?"

- A. None of the answers
- B. $[(B \# A) / B] * 100$, where A = # On-time arrivals and B = # Arrivals
- C. $(A1 + A2 + \dots + An) / n$, where A = trip completion time (days) and n = # Trips completed
- D. $(A / B) * 100$, where A = # On-time arrivals and B = # Arrivals

Answer: D

Explanation:

"On-time arrivals (%)" is a classic ratio KPI : the number of arrivals that met the on-time definition divided by total arrivals, multiplied by 100. Option B matches that structure directly: $(\text{on-time arrivals} / \text{total arrivals}) \times 100$. Option A calculates the complement (late arrivals as a percentage), not on-time arrivals.

Option D is an average duration calculation, which is a different type of measure (cycle time) and not an on-time percentage. A key

measurement challenge is defining "on-time" precisely-e.g., arrival within 5 minutes of schedule, or within a contractual window. The KPI documentation should specify: time window, inclusion/exclusion rules (canceled trips, rescheduled arrivals), time source (system timestamp vs manual entry), and how partial data is handled. Without consistent definitions, the KPI becomes easy to dispute and hard to improve. This KPI is also sensitive to data accuracy (clock sync, GPS timestamps), so activation should include data validation checks and ownership for corrections.

NEW QUESTION # 67

Which tolerance intervals would you propose for "Employee satisfaction (%)"?

- A. Red: < 65%, Yellow: 65-75%, Green: > 75%
- B. Red: < 10%, Yellow: 10-20%, Green: > 30%
- C. Red: 40%, Yellow: 40-80%, Green: 80%
- D. Red: > 80%, Yellow: 80-90%, Green: > 90%

Answer: A

Explanation:

Employee satisfaction percentages typically sit in a mid-to-high range in many organizations when measured on standard scales and converted to % favorable. Tolerance intervals should therefore be credible and discriminating: they should separate poor performance from acceptable and strong performance without being either impossible or meaningless. Option B provides practical bands: red below 65% (needs intervention), yellow 65-75% (watch/improve), green above 75% (healthy). Option A is unrealistically low and would label most organizations "green" even with poor satisfaction. Option C is poorly formed (single values at boundaries) and too wide to guide action. Option D implies red is above 80%, which reverses the typical meaning of red/yellow/green and would be nonsensical for satisfaction. Context still matters (industry, geography, survey method), but the principle is consistent: thresholds should be aligned to realistic baselines, allow for improvement, and support decision-making. Implementation should also specify sample size rules, segmentation, and confidence considerations to avoid overreacting to small changes.

NEW QUESTION # 68

Which KPI is suitable for measuring the following objective: "Improve process performance"?

- A. Hours spent on process improvement (#)
- B. Deliver process performance improvement project by 31 December
- C. Processes (#)
- D. Processes improved to the desired level (%)

Answer: D

Explanation:

An objective states the desired direction ("Improve process performance"), while a KPI should quantify progress toward that outcome. "Processes improved to the desired level (%)" directly measures the extent to which processes have reached a defined performance standard, making it a strong KPI candidate. Option A is an initiative milestone (a project deliverable with a deadline), not an ongoing performance indicator. Option B measures effort (hours spent), which can be gamed and does not guarantee performance improvement. Option C ("# Processes") is a count that does not reflect improvement or performance level. For KPI quality, "desired level" must be defined (e.g., cycle time # X, defect rate # Y, compliance # Z) and verified consistently, otherwise the KPI becomes subjective. A common measurement challenge is attributing improvements: teams may "optimize" processes on paper without measurable gains. Strong KPI activation includes clear criteria, baseline measurement, periodic audits, and linkage to outcome KPIs (customer satisfaction, cost per unit) so improvements translate into business value.

NEW QUESTION # 69

Which of the following statements is true?

- A. None of the answers
- B. Cascading objectives from organizational to departmental level can only happen by using the same objectives at the lower level
- C. Cascading stops at team level; there is no relevancy to cascade down to individual level
- D. Cascading objectives to lower levels can happen by using the same objectives and by identifying specific objectives that

can support those corporate objectives

Answer: D

Explanation:

Objective cascading ensures alignment from corporate strategy down to departments, teams, and individuals.

It does not require copying the exact same objective at every level. Instead, effective cascading can occur in two ways: (1) shared objectives where the same objective is relevant across levels (e.g., "Improve customer experience"), and (2) supporting objectives where lower-level objectives are tailored to the work that contributes to corporate outcomes (e.g., IT: "Improve system uptime," Operations: "Reduce order cycle time," both supporting customer experience). Option C reflects this best practice. Option A is too rigid and ignores the need for role-specific contribution. Option D is incorrect because individual objectives are often critical for accountability and execution, provided they are set carefully to avoid tunnel behavior. A common challenge is misalignment: teams choose local objectives that look good but don't move strategic outcomes.

Cascading should preserve a clear "line of sight," using a KPI tree or strategy map to link individual and departmental KPIs to organizational scorecard measures.

NEW QUESTION # 70

Which of the following statements are secondary research sources as part of the KPI selection process?

- A. Supplier focus groups
- B. None of the answers
- **C. Competitors' annual reports**
- D. Front-line employees' input

Answer: C

Explanation:

Secondary research refers to information gathered indirectly from existing sources-reports, publications, databases, benchmarks-rather than directly from interviews, workshops, or surveys you conduct.

Competitors' annual reports are a classic secondary source, because they are publicly available documents that can provide insight into industry metrics, strategic priorities, performance themes, and sometimes disclosed KPIs. Front-line employees' input is primary research (direct stakeholder engagement). Supplier focus groups are also primary research because you are collecting information firsthand through facilitated discussion. In KPI selection, secondary sources help you understand typical measures used in the sector, set realistic reference points, and identify what "good" can look like-but they must be adapted to your strategy and operating model. A pitfall is blindly copying competitor KPIs without ensuring relevance, controllability, and data feasibility. Secondary sources are best used to inform options and benchmarking, then validated through internal workshops and operational reality checks (data availability, ownership, measurement cost).

This combination improves both strategic alignment and practical implementability.

NEW QUESTION # 71

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