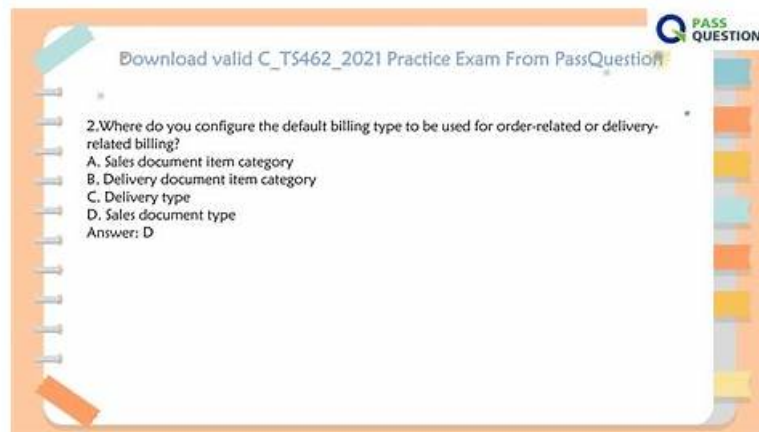


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The KPI Institute Certified KPI Professional Exam Sample Questions (Q32-Q37):

NEW QUESTION # 32

Which KPI measures the achievement of the following objective: "Operate a safe working environment"?

- A. HSSE staff certified in First Aid (%)
- **B. Lost Time Injury Frequency Rate (LTIFR) (#)**
- C. HSSE budget (\$)
- D. HSSE staff per production worker (%)

Answer: B

Explanation:

"Operate a safe working environment" is best measured by a safety outcome KPI that reflects actual harm reduction. LTIFR (Lost Time Injury Frequency Rate) is widely used to measure workplace safety outcomes, typically calculated as lost time injuries per a standard number of hours worked (e.g., per million hours). That makes it a strong KPI for assessing whether safety performance is improving. Options A, B, and C are inputs or enabling measures: first-aid certification, staffing ratios, and budget can support safety capability, but they do not directly measure the safety outcome. A common pitfall is relying only on lagging injury KPIs; best practice

balances LTIFR with leading indicators (near-miss reporting rate, safety observations completed, corrective actions closed on time, training completion) to prevent incidents rather than only counting them after the fact. Measurement challenges include underreporting and classification inconsistencies; activation should include clear incident definitions, reporting processes, and audit checks to ensure LTIFR is accurate and trusted.

NEW QUESTION # 33

Which metrics are used for calculating "Capacity utilized (%)?"

- A. A = Capacity utilized (#); B = Capacity needed (#)
- B. A = Capacity planned (#); B = Capacity (#)
- C. A = Capacity utilized (%)
- **D. A = Capacity utilized (#); B = Capacity available (#)**

Answer: D

Explanation:

"Capacity utilized (%)" is calculated as utilized capacity divided by available capacity, expressed as a percentage. Option B provides the correct numerator and denominator structure using measurable quantities:

A = amount of capacity actually used (hours, units, seats, machine time) and B = total capacity available for use during the period. Option C compares utilized to "needed," which is demand-oriented and would produce a different concept (coverage or fulfillment vs demand). Option D is ambiguous and does not clearly distinguish planned vs available capacity. Option A is circular (it restates the KPI rather than defining inputs).

Measurement challenges include defining "available capacity" (scheduled capacity, staffed capacity, theoretical maximum) and ensuring consistent units. This KPI is often used as an efficiency indicator, but it can create negative behaviors if pushed too high (overload, burnout, maintenance deferral). Good practice is to pair it with quality and reliability measures (defect rate, downtime, employee engagement) and to define target ranges rather than "maximize at all costs." Proper documentation prevents misinterpretation and makes the KPI usable for planning decisions.

Batch 4 (Questions 16-20)

NEW QUESTION # 34

In which stage of the Value Flow Analysis should "Customer satisfaction (%)" be monitored?

- A. Output
- B. Process
- C. Input
- **D. Outcome**

Answer: D

Explanation:

Customer satisfaction is an Outcome KPI because it measures the end result experienced by the customer, not the internal activity or resources used. Inputs are what you invest (budget, staffing), process KPIs describe how work is executed (cycle time, error rate), and outputs capture deliverables produced (orders delivered, requests resolved). Satisfaction reflects whether those outputs met customer expectations in quality, timeliness, and overall experience. It is also often used at organizational scorecard level, with departmental dashboards showing the operational drivers that influence it (response time, first-contact resolution, defect rate, on-time delivery). Measurement challenges include survey bias, response rate, timing (immediately after interaction vs periodic), and consistency of the rating scale. Proper activation includes setting a clear survey method, minimum sample sizes, segmentation rules, and a reporting cadence aligned with decision cycles. A common pitfall is using satisfaction without driver metrics—teams can see the score but can't identify what to improve. Linking outcome KPIs to leading indicators makes performance management actionable.

NEW QUESTION # 35

Which of the statements below represents a stage of the Value Flow Analysis?

- A. All the answers
- B. Effectiveness
- C. Efficiency
- **D. Output**

Answer: D

NEW QUESTION # 36

Which of the following KPIs is the most suitable to select for measuring the following objective: "Increase profitability"?

- A. Annual budget (\$)
- B. Revenue (\$)
- **C. Net profit (\$)**
- D. Cost (\$)

Answer: C

Explanation:

Profitability is fundamentally about the surplus after costs, so net profit (\$) is the most direct KPI to measure the objective "Increase profitability." Revenue alone can grow while profitability falls if costs rise faster. Cost alone can decrease while profitability still worsens if revenue drops sharply. Annual budget is a planning figure, not an outcome measure of profitability. In organizational scorecards, net profit is a lagging KPI that summarizes business performance and supports investor/board reporting. However, because it is lagging, it should be supported by driver KPIs at departmental and team levels—such as gross margin, cost per unit, pricing realization, churn, conversion rate, and operational efficiency—so teams can act before quarter-end results are locked in. A common measurement challenge is attribution: profitability changes can be driven by mix shifts, accounting treatments, or one-time items. Good KPI documentation should specify whether net profit is operating profit, EBITDA, or after-tax profit, and whether exceptional items are excluded for performance management comparability.

NEW QUESTION # 37

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