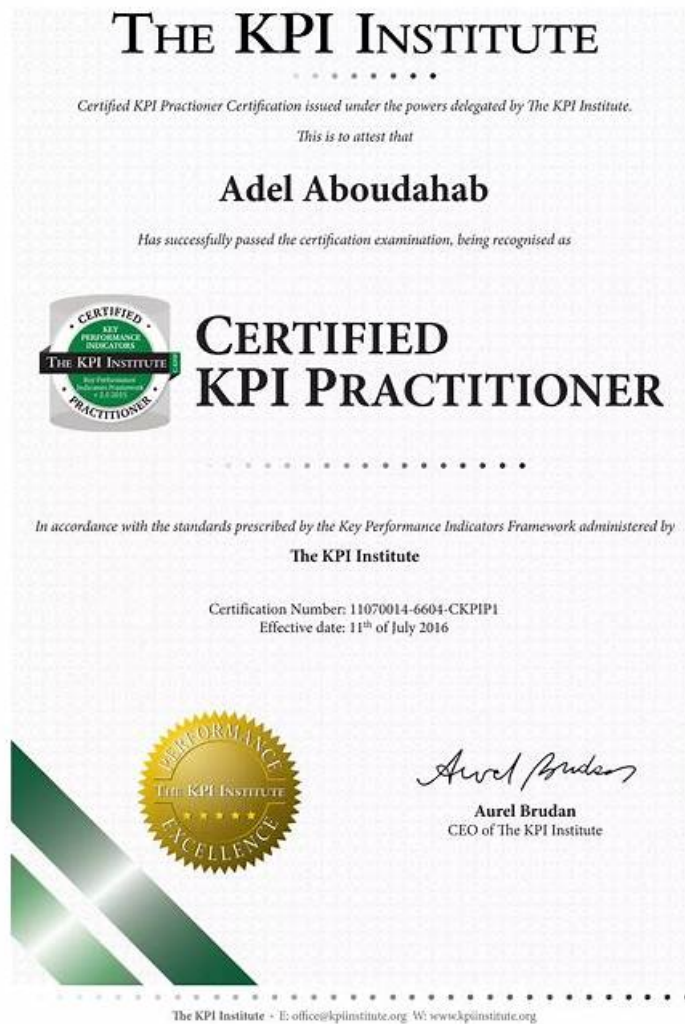


C-KPIP Reliable Test Book, C-KPIP High Quality



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The KPI Institute Certified KPI Professional Exam Sample Questions (Q40-Q45):

NEW QUESTION # 40

At what stage in the KPI implementation project should KPIs be linked to rewards?

- A. Never
- B. Within 12 months of implementation
- C. It should be done in conjunction with the rewards and recognition program coordinated by HR
- D. Immediately, upon activation

Answer: C

Explanation:

Linking KPIs to rewards is a sensitive design decision because it can strongly shape behavior and increase the risk of gaming, tunnel behavior, and data manipulation if done poorly. The best practice is to align KPI-based rewards through the formal rewards and recognition program coordinated by HR, ensuring consistent policy, fairness, calibration, and governance—so option B is correct. Doing it immediately upon activation (C) is risky because KPIs may still be stabilizing (definitions, data quality, baseline variability), and teams may not yet trust the measurement. "Within 12 months" (D) can sometimes be appropriate as a rule of thumb, but it is not universally correct; the key is governance alignment, not an arbitrary time delay. "Never" (A) is too absolute; some KPIs are legitimately tied to incentives when designed carefully and balanced with quality/compliance measures. A strong implementation plan typically includes a period of "measurement-only" to validate data and behaviors, then HR-led integration where appropriate, with safeguards such as balanced scorecards, auditability, and clear exception handling.

NEW QUESTION # 41

For "Budget variance (%)", the trend is good when:

- A. Decreasing
- B. This is not a KPI
- C. Increasing
- D. Within range

Answer: D

Explanation:

For budget variance, "good" performance is generally defined as being within an acceptable tolerance range around zero variance. The direction (increasing vs decreasing) can be misleading because variance can be positive or negative depending on whether actuals are above or below budget, and whether the budget line is cost or revenue. Therefore, evaluating the trend as "good when within range" is the most robust interpretation.

This aligns with best practice: define a target (often 0%) and set tolerance bands (e.g., green within $\pm 3\%$, yellow slightly outside, red beyond). A key measurement challenge is that variance can look "better" simply due to timing (accruals, delayed invoices) rather than real performance. To address this, KPI governance often includes consistent cut-off rules and commentary requirements explaining major drivers of variance. Also, organizations may track separate KPIs for cost variance and revenue variance because "favorable" direction differs. Using "within range" avoids confusion and focuses discussions on whether performance is acceptably controlled rather than chasing directionality that may not represent improvement.

NEW QUESTION # 42

Which value driver will influence "Service quality index"?

- A. Staff trained (%)
- B. Backlog orders (#)
- C. None of the answers
- D. Orders processed per day

Answer: C

NEW QUESTION # 43

How often would you recommend collecting data and reporting on "Employee engagement (%)"?

- A. Daily
- B. Monthly
- C. Weekly
- D. Biannually

Answer: D

Explanation:

Employee engagement is typically measured through structured surveys that require adequate participation, thoughtful analysis, and follow-up actions-so a biannual cadence is commonly appropriate. Engagement doesn't meaningfully change day-to-day, and collecting it too frequently can create survey fatigue, lower response quality, and reduce trust in the process. Monthly or weekly engagement reporting is rarely practical unless using lightweight "pulse" methods, and even then, the primary KPI is usually tracked less frequently with pulses as supporting diagnostics. Activation considerations include ensuring anonymity, consistent survey questions, clear segmentation rules (to protect confidentiality), and a structured action-planning cycle after results are reported. One major measurement challenge is turning engagement scores into action; reporting must align with manager enablement, communication plans, and initiatives that address the drivers of engagement. Biannual measurement provides enough time to implement changes and observe movement while maintaining a reliable baseline. In scorecards, engagement is often treated as an organizational-level outcome KPI supported by leading indicators such as manager 1:1 completion rate, training completion, workload balance metrics, and retention.

NEW QUESTION # 44

Fill in the blank word: Tunnel behavior means looking after the achievement of own targets, _____ consideration of the implications for other areas in the organization.

- A. For
- B. With
- C. In
- D. Without

Answer: D

Explanation:

Tunnel behavior refers to optimizing one's own targets without considering impacts on other parts of the organization. It is a common risk when KPIs are narrowly defined, overly incentivized, or not balanced across outcomes and drivers. For example, a team measured only on speed might cut corners that increase errors for another team downstream, shifting workload rather than improving end-to-end performance. Addressing tunnel behavior is a core KPI measurement challenge: it requires selecting a balanced set of KPIs (efficiency

+ quality + customer outcomes), aligning goals across functions, and designing incentives carefully.

Governance practices also help: cross-functional KPI reviews, shared outcome KPIs, and clear escalation when local optimization harms system performance. In KPI activation, documentation should include the purpose and potential unintended behaviors, plus recommended balancing KPIs. Leaders should reinforce that KPIs are tools for improving overall value delivery-not just hitting local numbers. Recognizing and preventing tunnel behavior is essential for sustainable performance improvement and for maintaining trust in KPI systems.

NEW QUESTION # 45

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