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## The KPI Institute Certified KPI Professional Exam Sample Questions (Q24-Q29):

### NEW QUESTION # 24

Which of the following KPIs reflects the outcome of the recruitment process?

- A. New employees passing probation period (%)
- B. Applications per job requisition (#)
- C. Job offer acceptance rate (%)
- D. Time to recruit (# / time)

**Answer: A**

Explanation:

An outcome KPI reflects the end result of a process, not just its activity or speed. "New employees passing probation period (%)" best reflects the quality and fit outcome of recruitment-whether hires succeed after joining and meeting performance expectations. "Time to recruit" is a process efficiency KPI (cycle time).

"Applications per job requisition" is an input/volume indicator (top-of-funnel). "Job offer acceptance rate" is an intermediate outcome in the recruitment funnel, but it does not confirm that the hires are effective once onboarded. Probation pass rate connects recruitment (selection) to downstream performance and retention risk, making it more outcome-oriented. Measurement challenges include ensuring consistent probation criteria across managers and roles, and avoiding bias or inconsistent standards. Activation should define probation duration, pass/fail rules, exclusions (role changes, layoffs), and segmentation by role family to identify where recruitment quality is strong or weak. This KPI is often balanced with speed measures (time to recruit) to avoid a "slow but perfect" hiring process that harms business needs.

### NEW QUESTION # 25

Which of the following statements is considered to be a KPI activation tool?

- A. Data gathering process map
- B. Performance Healthogram
- C. Ishikawa diagram
- D. Heinrich's Pyramid

**Answer: A**

Explanation:

KPI activation is the phase where a KPI becomes operational : data sources are confirmed, roles are assigned, collection steps are defined, and reporting is made repeatable. A data gathering process map is a direct activation tool because it documents the end-to-end flow: where data originates, who extracts it, what validations occur, deadlines, approvals, and how it reaches the reporting layer. This prevents common failures like missing data, inconsistent calculations, or dependence on one person's memory. Heinrich's Pyramid is a safety concept about incident ratios; it may inform safety thinking but is not an activation tool for KPI implementation. A Performance Healthogram can be a diagnostic/analysis visualization, and Ishikawa (fishbone) is a root-cause analysis tool-both useful later for improvement, but not primarily for activating data collection and reporting. Activation success depends on operational clarity: process mapping, defined ownership (KPI owner vs data custodian), and embedded routines (cutoff dates, automated extraction where possible). The process map is the practical blueprint that makes KPI reporting timely and trusted.

### NEW QUESTION # 26

Which KPI measures the achievement of the following objective: "Enhance process quality"?

- A. Production workers that attended process quality training (%)
- B. Time to process a transaction (# / time)
- C. Error rate (%)
- D. Process quality level of 99% achieved by the end of the financial year

**Answer: C**

Explanation:

"Enhance process quality" should be measured by a KPI that captures defects or errors in the process output.

"Error rate (%)" directly reflects quality performance by quantifying the proportion of transactions/outputs that contain errors, fail checks, or require rework. Option A (training attendance) is a leading/input measure-useful as a driver but not proof that quality improved. Option B is written like a target statement

/initiative-style goal rather than a KPI definition; it mixes a desired level with a deadline instead of defining the metric itself. Option D (time to process a transaction) measures speed/efficiency, not quality; improving speed can even harm quality if not balanced. A common measurement challenge for error rate is consistent defect definition and detection (what counts as an error, where it's recorded, and whether audits are consistent). Activation best practice includes clear defect taxonomy, sampling rules (100% check vs audit), and a balanced dashboard pairing error rate with cycle time so teams improve quality without creating bottlenecks or encouraging underreporting.

#### NEW QUESTION # 27

Which of the following is a data collection tool?

- A. Reminder email
- **B. Data gathering template**
- C. Dashboard
- D. Scorecard

**Answer: B**

Explanation:

A data collection tool is something used to capture and submit KPI data in a structured, repeatable way.

A data gathering template (spreadsheet form, standardized input sheet, online form) is designed specifically for this purpose: it defines required fields, formats, validation rules, and the submission structure needed for reporting. A scorecard and dashboard are primarily reporting/visualization tools -they present results but do not inherently collect raw data. A reminder email supports compliance with deadlines, but it is not a data collection tool; it does not structure or validate the data itself. In KPI activation, the goal is to reduce errors and manual rework by standardizing collection methods and ensuring consistent definitions. Templates help address common data gathering challenges: missing fields, inconsistent units, wrong time periods, and unclear ownership. Strong practice also includes version control, clear submission deadlines, and built-in checks (drop-downs, mandatory fields, range validation). When possible, organizations should automate collection from source systems, but when manual input is required, templates are the practical tool that improves completeness and accuracy.

#### NEW QUESTION # 28

Objectives should start with:

- A. Nouns
- B. Value drivers
- C. Adjectives
- **D. Action verbs**

**Answer: D**

Explanation:

Well-written objectives are action-oriented and describe a desired change or achievement, so they typically start with action verbs (e.g., "Increase," "Improve," "Reduce," "Enhance," "Build," "Strengthen"). This makes the objective clear, directional, and easier to cascade into supporting objectives and KPIs. Starting objectives with adjectives ("High quality...") or nouns ("Quality assurance...") often produces vague statements that are hard to measure and manage. "Value drivers" are underlying factors that influence outcomes, but they are not the grammatical starting point for objective wording; they are used to build causal logic and KPI trees. Clear objectives are essential for selecting the right KPIs: if the objective is "Reduce customer wait time," then lead-time and queue KPIs naturally follow. A common pitfall is writing objectives as topics instead of intentions (e.g., "Customer service"), which leads to confused KPI selection and weak accountability. Action-verb objectives improve alignment across organizational, departmental, and individual levels because each level can express how it will contribute using the same results-focused language.

#### NEW QUESTION # 29

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