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## The KPI Institute Certified KPI Professional Exam Sample Questions (Q68-Q73):

### NEW QUESTION # 68

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

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

- D. A = Capacity utilized (%)

**Answer: A**

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 # 69

Who is responsible for monitoring the achievement of KPI targets?

- A. Report generator
- B. Data custodian
- C. Strategy/Performance Manager
- **D. KPI owner**

**Answer: D**

Explanation:

The KPI owner is responsible for monitoring KPI performance against targets and driving the actions needed to achieve them. This role is accountable for interpreting results, investigating variances, coordinating corrective initiatives, and ensuring the KPI remains meaningful for decision-making. The data custodian provides and safeguards the data; the report generator compiles/publishes the report; and the strategy

/performance manager governs the overall framework and cadence-but they do not "own" the performance outcome for each KPI.

In a KPI implementation project plan, assigning a KPI owner is a critical deliverable because ownership ensures follow-through and prevents KPIs from becoming passive reporting. A common challenge is accountability gaps: KPIs exist on dashboards, but no one feels responsible for acting on red results. Clear RACI (Responsible, Accountable, Consulted, Informed) resolves this: KPI owner is accountable; data custodian is responsible for data provision; performance manager supports governance; reporting role supports distribution. Effective monitoring also requires defined review meetings, escalation rules, and documented action plans tied to KPI outcomes.

### NEW QUESTION # 70

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

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

**Answer: B**

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 # 71

Which KPI measures the achievement of the following objective: "Improve HR project management delivery capability"?

- A. HR initiatives on time, budget and specifications (%)
- B. HR projects (#)
- C. Main 3 HR projects implemented as planned, by 31 December
- D. Training effectiveness rating (%)

**Answer: A**

Explanation:

Project management delivery capability is best measured by whether projects are delivered to the core constraints: time, cost, and scope/quality. "HR initiatives on time, budget and specifications (%)" captures that directly and can be tracked across a portfolio, making it suitable for departmental dashboards and leadership scorecards. Option A (number of projects) is volume and does not indicate delivery capability.

Option C is a one-time milestone statement (initiative/goal) rather than an ongoing KPI definition. Option D (training effectiveness rating) can be a driver if HR is building capability through training, but it does not measure delivery performance itself. Measurement challenges for project KPIs include defining "on time" (baseline schedule vs revised), "on budget" (approved budget vs forecast), and "specifications" (acceptance criteria, stakeholder sign-off). Good KPI documentation should specify measurement rules, thresholds, and governance (e.g., stage-gate reporting) to prevent gaming through constant re-baselining. Balanced scorecards may also pair this KPI with benefits realization to ensure projects delivered actually create value.

#### NEW QUESTION # 72

Which of the statements represents an objective?

- A. Nurture a learning environment that fosters creativity and innovation
- B. Quality assurance
- C. Active running projects
- D. Feedback system implementation

**Answer: A**

Explanation:

An objective should express a desired outcome or direction using clear action-oriented language. "Nurture a learning environment that fosters creativity and innovation" is an objective because it states what the organization aims to build and improve. "Feedback system implementation" is an initiative (a specific project /action). "Quality assurance" is a vague concept or function; it is not written as an objective unless phrased as an outcome (e.g., "Improve quality assurance effectiveness"). "Active running projects" is descriptive and not an objective. Clear objectives help KPI selection by defining what success means; then KPIs quantify progress (e.g., innovation ideas submitted, learning participation, skills attainment, engagement). A common pitfall is using nouns or department names ("Quality assurance") as objectives, which creates ambiguity and makes KPI selection arbitrary. Good practice is to phrase objectives with action verbs and results orientation, then cascade them into supporting objectives and KPIs at department and individual levels. This ensures alignment and avoids teams optimizing activities that don't move the intended organizational outcomes.

#### NEW QUESTION # 73

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