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The KPI Institute Certified KPI Professional Exam Sample Questions (Q21-Q26):

NEW QUESTION # 21

Which of the following is an efficiency KPI?

- A. Employee satisfaction (%)
- B. None of the answers
- C. Production output (#)
- **D. Cost per delivered order (\$)**

Answer: D

Explanation:

Efficiency KPIs measure how well resources are converted into outputs-typically cost, time, or effort per unit of output. "Cost per delivered order (\$)" is a direct efficiency KPI because it expresses the resources spent to deliver one unit of service/output. "Production output (#)" is an output/volume measure, which is important but does not describe resource use per unit (it can increase even if efficiency worsens). "Employee satisfaction (%)" is an outcome/people metric, not efficiency. Selecting efficiency KPIs requires careful definition of included costs (labor, logistics, overhead allocation) and consistency across periods; otherwise, performance swings may reflect accounting changes rather than operational improvements. A common pitfall is optimizing efficiency at the expense of effectiveness (quality, customer outcomes). To prevent this, efficiency KPIs are often paired with effectiveness or quality KPIs (defect rate, on-time delivery, customer satisfaction) so teams don't reduce costs by cutting corners. Proper KPI documentation and balanced scorecards keep efficiency improvement aligned with overall value delivery.

NEW QUESTION # 22

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

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

Answer: C

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 # 23

Which KPI best measures the achievement of the following objective: "Improve employee skills & competencies"?

- A. Managers satisfied with new recruits 10 weeks into the role (%)
- **B. Employees with performance plans in place (%)**
- C. Internal customers satisfied (%)
- D. Leadership communication sessions (#)

Answer: B

NEW QUESTION # 24

Which KPI measures the achievement of the following objective: "Contribute to organizational productivity"?

- A. Team man-hours per service requests processed (#)
- B. Internal customer satisfaction index (%)
- C. Processes (#)
- D. Budget variance (%)

Answer: A

Explanation:

Organizational productivity is about output achieved relative to input effort/resources. "Team man-hours per service requests processed" is a direct productivity/efficiency KPI because it expresses labor effort per unit of output. Lower man-hours per request (while maintaining quality) typically indicates improved productivity. Budget variance is financial control, not productivity. Number of processes is a structural count and not a performance measure. Internal customer satisfaction is an outcome measure of service quality, valuable but not productivity. A measurement challenge for man-hours per request is ensuring accurate time capture and consistent definition of a "service request" (complexity varies). Good practice is to segment by request type/complexity or use weighted units to avoid penalizing teams handling harder work. This KPI should also be balanced with effectiveness/quality measures (rework, errors, satisfaction) to prevent speed at the expense of service quality. In cascading dashboards, executives may track high-level productivity trends, while departments track drivers (workload mix, automation rate, first-time resolution) that explain changes in man-hours per request.

NEW QUESTION # 25

Which of the following statements doesn't represent a KPI reporting data source?

- A. Operational reports
- B. Surveys
- C. Enterprise Resource Planning (ERP) software
- D. Competitors' annual reports

Answer: D

Explanation:

KPI reporting data sources are where your organization obtains its own performance data for calculation and reporting. Surveys, ERP systems, and operational reports are common internal/primary sources that provide measurable inputs for KPIs (customer ratings, transaction volumes, cycle times, cost data, etc.).

Competitors' annual reports are typically used for secondary research and benchmarking, not as a data source for reporting your organization's KPI results. They may inform target-setting or provide reference ranges, but they do not supply your internal operational data. This distinction matters in KPI selection and activation: a KPI is only sustainable if its data can be collected consistently, with clear ownership and adequate quality. A frequent pitfall is selecting KPIs that depend on external information that is not timely, not comparable, or not within your control. Competitor reports are published infrequently and use different definitions, making them unsuitable for regular KPI reporting. They are valuable as context for strategy, but KPI reporting should be grounded in auditable sources tied to your own systems and processes.

Batch 5 (Questions 21-25)

NEW QUESTION # 26

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