PRACTICE EXAM 21
PRINCIPAL ADMINISTRATIVE ASSOCIATE
EXAM PREP 2026-2027
100 QUESTIONS

Choose the single best answer, A-D, for each of the 100 original questions in Exam 21. Use only the facts and any exercise-specific rules stated in each question. Policies, amounts, deadlines, and eligibility formulas in the scenarios are fictional unless explicitly identified otherwise. Allow 120 minutes as an optional study target; this is not an official DCAS time limit. Award one point per correct answer, with no deduction for incorrect answers; your percentage is the number correct. This practice score is not a DCAS eligibility determination or passing score. Complete all questions before consulting the answer key and explanations. This educational set is not an official NYC examination or a reproduction of its education-and-experience assessment.

1. An application asks for an example of coordinating clerical staff. Which statement supplies the strongest evidence of that responsibility?

A. Assigned weekly work to four clerks, monitored deadlines, and resolved workload conflicts.
B. Held a senior clerical title, maintained personal calendars, and used several office applications.
C. Worked alongside four clerks, attended weekly meetings, and completed assigned filing tasks.
D. Assisted four clerks occasionally, enjoyed team projects, and received favorable attendance feedback.

2. For this exercise, full-time-equivalent experience equals months worked multiplied by weekly hours divided by 35. An applicant worked 18 months at 21 hours per week. How many equivalent months should be recorded?

A. 15.0 months
B. 12.6 months
C. 18.0 months
D. 10.8 months

3. A fictional evaluation permits at most one month of credit per calendar month. Job A covered January through August, inclusive; Job B covered June through December of the same year, inclusive. Both jobs qualify. What is the maximum credited period?

A. 15 months
B. 10 months
C. 12 months
D. 14 months

4. An employer letter lists a job title and dates but omits the applicant's weekly hours and duties. The exercise instructions require all four items. What is the best next step before submission?

A. Replace the employer letter with an unsigned personal estimate of the hours.
B. Request a corrected employer letter documenting the missing hours and duties.
C. Attach the existing employer letter and assume the title establishes the duties.
D. Submit the existing employer letter and wait for an evaluator to request details.

5. An applicant supervised a project only while a manager was absent. Which description most accurately presents that experience?

A. Describe every team result as work performed personally by the applicant.
B. List the project outcome without explaining the temporary assignment.
C. Use the manager's permanent title for the entire period of employment.
D. State the acting dates, delegated duties, and limits of decision authority.

6. An applicant's personal timeline shows a job starting in March, but the employer verification shows April. Which action best protects the accuracy of the submission?

A. Compare original records, resolve the discrepancy, and document the supported date.
B. Choose March because the earlier date provides the greatest amount of credit.
C. Choose April because employer records can never contain a clerical mistake.
D. Leave both dates unexplained and let the evaluator select the preferred date.

7. It is 9:00 a.m. Four independent tasks are ready. Each must be completed by its deadline: upload a report, 20 minutes, due 9:30; check a log, 15 minutes, due 10:00; prepare a roster, 30 minutes, due 10:45; organize supplies, 25 minutes, due noon. Which task has the least slack?

A. Organize the supplies.
B. Check the log.
C. Upload the report.
D. Prepare the roster.

8. A file must be compiled before review, reviewed before correction, and corrected before approval. Which sequence follows every dependency?

A. Compile, review, approve, correct.
B. Compile, review, correct, approve.
C. Compile, correct, approve, review.
D. Review, compile, correct, approve.

9. Three staff members are available together from 10:15 to 11:00 and from 1:00 to 1:30. A meeting requires 40 uninterrupted minutes and 5 minutes of setup within the shared availability. Which interval works?

A. 1:00-1:30
B. 10:15-11:00
C. 1:05-1:30
D. 10:20-11:00

10. A daily report cannot be issued until another unit confirms a disputed total. The confirmation is late, and the reporting deadline is approaching. What should the associate do first?

A. Continue waiting silently because only the other unit can resolve the disputed total.

B. Remove the disputed total and distribute the report without explaining the omission.
C. Issue the disputed total as final and plan to correct it during the next cycle.
D. Notify the responsible contact and supervisor, identifying the dependency and deadline.

11. A shared task register records task, owner, due date, and status. One overdue entry says only "in progress." Which addition would most improve the next handoff?

A. The remaining action, current blocker, and revised completion estimate.
B. The owner's general opinion about the usefulness of the register.
C. The original task title repeated in a second description field.
D. The number of routine emails received by the owner that week.

12. An office processes 24 routine requests per hour. It has 144 requests waiting and no new arrivals. With two identical processing stations working independently at that rate, how long will the queue take to clear?

A. 6 hours
B. 4 hours
C. 3 hours
D. 2 hours

13. A recurring report has been late because source files arrive in different formats and staff repeatedly reformat them. Which change most directly addresses the cause?

A. Agree on a source template with required fields and an arrival deadline.
B. Rename the final report and continue accepting the same inconsistent source files.
C. Increase the number of recipients who receive the completed monthly report.
D. Require staff to send an additional reminder after each report is already late.

14. An office requires a trained backup for every critical daily task. Only Dana knows how to submit the payment batch. Which action best meets the requirement?

A. Record Dana's personal password in a notebook available to the entire team.
B. Move the submission deadline to a day when Dana usually works onsite.
C. Train a backup, document the procedure, and verify a supervised submission.
D. Assign a backup in the roster without providing any practice or instructions.

15. At 2:10 p.m., a clerk must complete a 25-minute check followed by a 15-minute upload. The upload must finish by 3:00 p.m. Assuming no interruptions, what is the latest time the check may begin?

A. 2:25 p.m.
B. 2:20 p.m.
C. 2:15 p.m.
D. 2:35 p.m.

16. A completed assignment is returned because the requester expected a summary, while the associate prepared a detailed listing. Which step would best prevent this mismatch on future assignments?

A. Prepare a longer detailed listing for every request regardless of the stated purpose.
B. Ask the requester to choose a different associate for future work of this type.
C. Wait until delivery to explain why the associate preferred the selected format.
D. Confirm the intended audience, required output, and acceptance criteria before starting.

17. Exercise policy: "Requests received before noon are assigned that day. Requests received at noon or later are assigned the next business day." A complete request arrives Tuesday at exactly noon. There are no holidays. When must it be assigned?

A. Friday
B. Wednesday
C. Thursday
D. Tuesday

18. An exercise rule allows release only when a record has both supervisor approval and a verified recipient address. Which record may be released? Each option lists approval status, followed by address status.

A. Unapproved; verified.
B. Approved; unverified.
C. Approved; verified.
D. Unapproved; unverified.

19. A memo states: "The pilot reduced average intake time in the two participating offices. Other offices have not yet been evaluated." Which conclusion is supported?

A. Offices outside the pilot will necessarily achieve an identical time reduction.
B. Average intake time decreased in every office that uses the intake system.
C. The pilot eliminated all intake delays in the two participating offices.
D. Average intake time decreased in the two offices included in the pilot.

20. Exercise instructions require a request to be returned if the signature is missing, regardless of whether all other fields are complete. A request contains every field except the signature. What action follows the instructions?

A. Return the request because the required signature is missing.
B. Add a signature on the requester's behalf to complete the record.
C. Accept the request because every other required field is complete.
D. Archive the request permanently because the omission prevents correction.

21. A procedure states: "Archive a closed case unless a preservation hold is active." Which case should be archived under this rule? Each option lists case status, followed by hold status.

A. Closed; active hold.
B. Closed; no active hold.
C. Open; active hold.

D. Open; no active hold.

22. An exercise rule requires review when an expense exceeds $500 OR when a supporting receipt is missing. Which expense does NOT require review? Each option gives the amount and receipt status.

A. $500; receipt present.
B. $501; receipt present.
C. $480; receipt missing.
D. $700; receipt missing.

23. A report says 60 of 80 surveyed clients preferred appointment scheduling. It gives no information about clients who were not surveyed. Which statement accurately summarizes the finding?

A. Three quarters of all agency clients preferred appointment scheduling.
B. Every surveyed client preferred appointment scheduling over walk-ins.
C. Three quarters of surveyed clients preferred appointment scheduling.
D. One quarter of surveyed clients preferred appointment scheduling.

24. A notice says, "The east entrance will be unavailable during repairs. Deliveries must use the west entrance until further notice." Which delivery instruction follows the notice?

A. Cancel every delivery until the notice specifies the exact reopening date.
B. Let each driver choose either entrance according to the shortest route.
C. Direct deliveries to the east entrance if the driver is familiar with it.
D. Direct deliveries to the west entrance while the notice remains in effect.

25. The statement "All reconciled batches have a reviewer signature" is true. Batch K has no reviewer signature. Which conclusion necessarily follows?

A. Batch K has never been processed.
B. Batch K contains a numerical error.

C. Batch K is not a reconciled batch.
D. Batch K was submitted after its deadline.

26. An exercise rule classifies requests as urgent if and only if service is currently interrupted AND at least 20 clients are affected. Which request is urgent? Each option lists interruption status and affected clients.

A. Service operating; 40 clients.
B. Service interrupted; 20 clients.
C. Service operating; 25 clients.
D. Service interrupted; 19 clients.

27. Which revision most clearly assigns responsibility and a deadline for a missing attachment?

A. Someone needs to make certain that the attachment issue is eventually resolved.
B. The attachment should be dealt with at some point later this week.
C. It would be appreciated if the attachment could be sent fairly soon.
D. Please send the signed attachment to Priya by 3:00 p.m. Thursday.

28. Which sentence is grammatically correct?

A. Each of the completed forms is ready for review.
B. Each of the completed forms were ready for review.
C. Each of the completed forms have been ready for review.
D. Each of the completed forms are ready for review.

29. A message reads, "When Malik spoke to Chen after his review, he requested changes." Which revision makes clear that Malik requested changes after reviewing Chen's report?

A. After his review, he spoke to Chen and then requested some changes.
B. After reviewing Chen's report, Malik spoke to Chen and requested changes.

C. When Malik spoke to Chen, his review had prompted him to request changes.
D. Malik and Chen discussed his review, after which he requested the changes.

30. Which entry is the most useful action item in meeting minutes?

A. The intake checklist was discussed and several people offered useful suggestions.
B. There was considerable interest in reviewing the checklist again at another meeting.
C. Elena will submit the revised intake checklist to Omar by September 18.
D. Everyone agreed that making progress on the checklist would be beneficial.

31. Which subject line best helps a supervisor identify an email requesting approval of a revised staffing schedule by Friday?

A. Approval needed by Friday: revised staffing schedule.
B. A brief message regarding our recent office discussion.
C. Several important updates about various staffing matters.
D. Please read this whenever you have available time.

32. A summary must neutrally describe an unresolved difference between two records. Which sentence is most appropriate?

A. The two missing items confirm that somebody intentionally altered the office records.
B. The receipt is obviously wrong because the register has the more favorable total.
C. The register proves that the receiving clerk carelessly lost two of the items.
D. The register lists 48 items; the receipt lists 46, and reconciliation is pending.

33. Which sentence uses parallel structure in a list of duties?

A. The associate reviews invoices, updates logs, and the preparation of summaries.
B. The associate reviews invoices, to update logs, and preparing summaries.
C. The associate reviews invoices, updating logs, and prepares summaries.

D. The associate reviews invoices, updates logs, and prepares summaries.

34. A notice must tell clients that an office opens at 10:00 a.m. on Monday because of staff training. Which version communicates the change most clearly?

A. On Monday, the office will open at 10:00 a.m. because of staff training.
B. Staff development activities could affect the usual manner in which office access is provided.
C. Please be advised that the office may experience a modified start in the near future.
D. Due to certain operational circumstances, an adjustment to opening arrangements is anticipated.

35. A source record shows code AB-70419. Which entry is an exact match?

A. BA-70419
B. AB-70419
C. AB-70491
D. AB-74019

36. File names follow YYYY-MM-DD_Project_Version. Which name correctly records a September 6, 2026 intake document at version 3?

A. 2025-09-06_Intake_V03
B. 2026-09-06_Intake_V02
C. 2026-09-06_Intake_V03
D. 2026-06-09_Intake_V03

37. For this exercise, file surnames alphabetically, letter by letter, with no special treatment of prefixes. Which surname comes first?

A. Malik
B. MacArthur
C. Mason

D. Madden

38. A restricted folder contains employee banking details. A coworker asks for access to prepare a report that needs only employee counts. What is the most appropriate response?

A. Copy the restricted folder to a shared location to make the report easier.
B. Email the banking file and ask the coworker to ignore the unnecessary columns.
C. Grant full folder access because the coworker has a legitimate reporting assignment.
D. Provide an authorized count summary and route any access request through approval.

39. An approved procedure requires retaining the original value whenever a data correction is made. A clerk finds an incorrect account code. Which action follows the procedure?

A. Overwrite the incorrect code and remove every trace of the original entry.
B. Create a second active account record without linking it to the original record.
C. Use the correction log to retain the original code, new code, reason, and editor.
D. Ask another clerk to change the code under the first clerk's account credentials.

40. A register has IDs 8201, 8202, 8204, 8205, and 8206. IDs should be consecutive with no gaps. Which ID is missing?

A. 8203
B. 8200
C. 8213
D. 8207

41. An exercise defines a duplicate as a record with both the same client ID and the same service date. The source has client 4172 and date 2026-09-08. Which candidate is a duplicate?

A. Client 4172; date 2026-09-08.
B. Client 4712; date 2026-09-09.

C. Client 4712; date 2026-09-08.
D. Client 4172; date 2026-09-09.

42. For this exercise, disposal is permitted only for a closed record at least five years old, with no active hold and with written disposal authorization. Which record meets all conditions? Options list status, age, hold, and authorization.

A. Closed; 6 years; active hold; authorized.
B. Closed; 7 years; no hold; unauthorized.
C. Closed; 4 years; no hold; authorized.
D. Closed; 5 years; no hold; authorized.

43. An exercise rule requires using the highest numbered approved version. Available files are V01 approved, V02 approved, V03 draft, and V04 pending approval. Which version should be distributed?

A. V03
B. V04
C. V02
D. V01

44. A physical file is transferred from one unit to another. Which record best supports tracking its custody?

A. File subject alone, with no record of who transferred or received the material.
B. File identifier, releasing employee, receiving employee, and transfer date and time.
C. Employee preferences, general workload, office nickname, and previous meeting attendance.
D. Folder color, shelf height, office floor, and approximate thickness of the file.

45. An office has a $48,000 annual supply budget. It has spent $31,650 and has outstanding purchase commitments of $7,850 that are not included in spending. What amount remains uncommitted?

A. $39,500
B. $24,200
C. $16,350
D. $8,500

46. Monthly completed cases increased from 160 to 184. What was the percentage increase?

A. 13%
B. 20%
C. 15%
D. 24%

47. Unit A reviewed 100 records and found 3 errors. Unit B reviewed 300 records and found 15 errors. What was the combined error rate?

A. 6.0%
B. 4.5%
C. 4.0%
D. 9.0%

48. A clerk works on a reconciliation from 8:40 a.m. to 11:25 a.m., taking one 15-minute break. How many minutes are spent working on the reconciliation?

A. 150 minutes
B. 145 minutes
C. 180 minutes
D. 165 minutes

49. A mailing requires 1,220 sheets of paper. Paper is available only in unopened packs of 500 sheets, and there is no paper on hand. What is the smallest number of packs that will meet the need?

A. 2 packs
B. 4 packs
C. 3 packs
D. 5 packs

50. Eight clerks process 480 files during a three-hour session. Each clerk works the entire session. What is the average output per clerk-hour?

A. 16 files
B. 20 files
C. 24 files
D. 60 files

51. Five batches take 7, 10, 10, 13, and 20 minutes to check. What is the median checking time?

A. 10 minutes
B. 20 minutes
C. 13 minutes
D. 12 minutes

52. A unit has 84 open cases. The ratio of routine cases to complex cases is 5:2. How many cases are complex?

A. 12 cases
B. 30 cases
C. 60 cases
D. 24 cases

53. A supplier quotes 36 binders at $4.75 each and a single $18 delivery charge. Assume no tax or other charges. What is the total cost?

A. $171
B. $207
C. $180
D. $189

54. At the start of a week, 215 requests are pending. During the week, 96 arrive and 124 are completed. No requests are cancelled or transferred. How many remain pending?

A. 187 requests
B. 311 requests
C. 119 requests
D. 243 requests

55. A proposed allocation assigns 30% of $72,000 to records equipment. What amount is allocated to records equipment?

A. $50,400
B. $24,000
C. $21,600
D. $2,160

56. A service's on-time completion rate rises from 82% to 91%. What is the increase in percentage points?

A. 9.8 percentage points
B. 9 percentage points
C. 11 percentage points
D. 13 percentage points

57. An office prints 840 one-sided pages for a meeting. It switches to two-sided printing, using both sides of each sheet with no blank sides. How many sheets are saved?

A. 210 sheets
B. 420 sheets
C. 630 sheets
D. 840 sheets

58. A 30-day software service period costs $540. For this exercise, a credit is calculated at an equal daily rate for each unused day. What credit is due for 7 unused days?

A. $162
B. $108
C. $135
D. $126

59. A review team must finish 375 records in five days. It completes 68, 74, 81, and 72 records on the first four days. How many must it complete on day five to meet the target exactly?

A. 80 records
B. 85 records
C. 90 records
D. 75 records

60. A team samples 25 records from each of 12 boxes. It finds 18 defective records in the sample. What percentage of sampled records is defective?

A. 1.5%
B. 7.2%
C. 6%
D. 18%

61. In Excel, cell C2 contains =B2*F1. The formula is copied directly down to C3. Which formula appears in C3?

A. =B2*F1
B. =C3*G1
C. =B3*F2
D. =B3*F1

62. Cells B2 through B5 contain 120, 85, 95, and 100. The formula =SUM(B2:B5) adds all four numeric cells. What result does it return?

A. 400
B. 300
C. 420
D. 305

63. Cell C2 contains 80. What does the Excel formula =IF(C2>=80,"Ready","Hold") return?

A. FALSE
B. Ready
C. Hold
D. TRUE

64. Cells D2:D6 contain 2, 4, 3, 5, and 4. What result does the Excel formula =COUNTIF(D2:D6,">3") return?

A. 2
B. 4
C. 3
D. 5

65. In rows 2-5, column A contains East, West, East, North, while column B contains 110, 90, 140, 60. What does =SUMIF(A2:A5,"East",B2:B5) return in Excel?

A. 200
B. 310
C. 250
D. 400

66. Cell D4 contains =$B4*C$2. The formula is copied to E6, one column right and two rows down. Which formula results in Excel?

A. =$B4*C$2
B. =$C6*D$2
C. =$B6*C$4
D. =$B6*D$2

67. A worksheet stores base cost 240 in B2 and rate 0.15 in C2. Formula =B2*(1-C2) calculates cost after the stated reduction. What value does it return?

A. 276
B. 204
C. 36
D. 225

68. A worksheet has one complete client record per row, with name, ID, date, and balance in separate columns. What is the safest way to sort records by balance?

A. Sort the entire record range together using balance as the sort field.
B. Sort each column separately using whichever order is easiest for that column.
C. Sort only the balance column and leave names and identifiers where they are.
D. Move the balance cells manually without checking the associated client identifiers.

69. A team repeatedly overwrites formula cells while entering monthly data. Which workbook design most directly prevents the recurring error while allowing routine entries?

A. Restrict edits to designated input cells and protect the calculation cells.
B. Replace every formula with a manually typed number before each monthly entry.
C. Use brighter colors for totals while leaving the same unrestricted editing rights.
D. Hide the column labels and allow all worksheet cells to remain editable.

70. A worksheet shows only 37 of 52 records because a status filter is active. An associate must report the total number of stored records. What should the associate do?

A. Delete the hidden records so that the stored count matches the visible count.
B. Check the full record range and count all records, including filtered-out rows.
C. Add 37 and 52 because the visible records are separate from the stored records.
D. Report 37 because the visible rows always equal the total number stored.

71. An exercise procedure requires an invoice quantity to match both the purchase order and the accepted receiving report before payment. All list the same unit price, but the order and invoice show 40 units while the receiving report shows 36. What should happen next?

A. Pay the invoice and remove the receiving report from the transaction file.
B. Pay for forty units because the invoice agrees with the original purchase order.
C. Change the receiving report to forty units without confirming what was delivered.
D. Hold the invoice and reconcile the four-unit difference before authorizing payment.

72. A payment register contains an invoice already marked paid. The supplier sends an identical invoice with the same supplier ID, invoice number, amount, and service period. What is the best next action?

A. Change the invoice number so the payment system will accept the new submission.
B. Delete the earlier payment record and treat the resent invoice as the original.
C. Check the original payment evidence and investigate the duplicate before any release.
D. Issue another payment because every invoice received must be settled independently.

73. A petty-cash fund is fixed at $300. Approved receipts total $186, and cash on hand is $109. What shortage must be investigated?

A. $191
B. $5
C. $9
D. $14

74. One employee can create a supplier, enter its invoice, and approve its payment without review. Which control most directly reduces this concentration of authority?

A. Allow the employee to complete the same activities under a second username.
B. Ask the employee to process all transactions more quickly during busy periods.
C. Remove the transaction log to reduce the amount of administrative paperwork.
D. Require an independent authorized reviewer for supplier changes and payment approval.

75. An exercise requires a 2% reduction on the $1,250 merchandise subtotal if payment is made within ten days. Delivery of $40 is excluded from the reduction. Payment qualifies. What amount should be paid?

A. $1,265.00
B. $1,225.00
C. $1,264.20
D. $1,290.00

76. A reimbursement policy in this exercise requires an itemized receipt and supervisor approval. An employee provides only a payment-card statement showing a total. What should the associate do?

A. Approve the reimbursement personally even though the procedure names the supervisor.
B. Process the reimbursement because a card statement satisfies every documentation requirement.
C. Request the missing itemized receipt and approval before processing the reimbursement.
D. Create an estimated itemized receipt and attach it to the employee's submission.

77. An invoice totals $2,460. A valid supplier credit of $180 applies to that invoice, and a $900 partial payment has already been recorded. What balance remains payable?

A. $1,560
B. $2,280
C. $1,740
D. $1,380

78. Two suppliers meet all stated requirements. Supplier A offers 50 units at $12 each plus $45 delivery. Supplier B offers 50 units at $12.50 each with free delivery. Which choice has the lower total cost, and by how much?

A. Supplier A by $45.
B. Supplier A by $20.
C. Supplier B by $20.
D. Supplier B by $25.

79. A new clerk repeatedly misclassifies requests after receiving only verbal instructions. Which supervisory response best addresses the likely training gap?

A. Assign the clerk permanently to unrelated tasks without explaining the classification errors.
B. Demonstrate the classification rule, practice examples, and check independent performance.
C. Correct every error privately without giving the clerk any feedback or examples.
D. Repeat the same verbal instruction once and immediately increase the clerk's workload.

80. Two clerks disagree about who owns a shared deadline, and the assignment register is ambiguous. What should the supervisor do first?

A. Review the assignment facts, clarify one accountable owner, and document the handoff.
B. Remove the deadline so that neither clerk can be held responsible for missing it.
C. Tell both clerks to complete the full assignment separately without discussing responsibility.
D. Blame whichever clerk raises the disagreement and keep the register as it stands.

81. An exercise assigns one workload point to each routine case and three points to each complex case. Clerk A has 10 routine and 2 complex cases. Clerk B has 7 routine and 4 complex cases. Which clerk has the greater weighted workload, and by how much?

A. Clerk B by 1 point.
B. Clerk A by 3 points.
C. Clerk B by 3 points.
D. Clerk A by 1 point.

82. A supervisor compares two clerks. Clerk A makes 4 errors in 200 records; Clerk B makes 6 errors in 400 records. Which statement correctly compares their error rates?

A. Clerk B has the lower rate: 1.5% versus 2.0%.
B. Both clerks have the same rate: 2.0% each.
C. Clerk A has the lower rate: 1.0% versus 1.5%.
D. Clerk B has the higher rate: 3.0% versus 2.0%.

83. A performance plan aims to improve timely completion. Which expectation is the most measurable?

A. Demonstrate an improved general sense of urgency about the unit's ongoing responsibilities.
B. Show a more positive attitude toward the importance of timely completion at work.
C. Try harder to finish assigned requests quickly whenever the workload feels manageable.
D. Complete at least 95% of assigned requests by their recorded due dates each month.

84. A clerk privately reports that a coworker interrupts handoffs, causing information to be missed. The supervisor has not observed the events. What is the best initial response?

A. Accept the report as conclusive and announce a finding of misconduct immediately.
B. Gather specific examples from those involved and review the handoff process fairly.
C. Promise that the reporting clerk will never need to work with that coworker.

D. Ignore the report unless the same concern appears in a public team meeting.

85. Exercise policy permits a team lead to reassign routine work but reserves overtime approval to the manager. A team lead finds that routine work may not finish today. Which action stays within the lead's authority?

A. Tell staff that working beyond the shift is required without contacting the responsible manager.
B. Authorize overtime personally because meeting the deadline overrides the stated approval rule.
C. Record the overtime as regular hours so that separate managerial approval is unnecessary.
D. Reassign available routine work and ask the manager to decide whether overtime is needed.

86. Two managers give an associate assignments that each require the same full afternoon and both are due today. Neither knows about the other request. What should the associate do?

A. Accept both silently and wait until the deadlines to reveal that one was impossible.
B. Choose the more enjoyable assignment and ignore the other manager's stated deadline.
C. Explain the conflict promptly and request an agreed priority or revised arrangement.
D. Delegate both assignments to an untrained coworker without either manager's knowledge.

87. A client is upset about a delay and speaks loudly but makes no threat. Which response best supports a constructive service conversation?

A. End the conversation immediately without explaining the status or available service options.
B. Acknowledge the concern, explain the known status, and identify the next available step.
C. Match the client's volume so that the office's position is heard more forcefully.
D. Promise immediate approval even though the associate has no authority to approve it.

88. An office procedure directs requests for public disclosure of case records to a designated records officer. A visitor asks a front-desk associate for copies. What should the associate do?

A. Explain the request route and promptly refer the visitor to the designated records officer.

B. Release all case records immediately because the visitor describes them as public documents.
C. Deny every request personally because the associate does not work in the records unit.
D. Ask the visitor to contact individual employees until someone informally provides the records.

89. A visitor says the standard printed form is difficult to read and asks for an accessible format. Which initial response is most appropriate?

A. Ask the visitor to explain private medical details before discussing the form's readability.
B. Tell the visitor to return with another person because staff cannot discuss format needs.
C. Ask which available format would help and arrange assistance through the approved process.
D. Require the visitor to complete the same print form without discussing any alternatives.

90. A client cannot understand the explanation of a required form. The office has an approved language-assistance service. What should the associate do?

A. Guess what the client means and complete the form without confirming the information.
B. Ask a nearby visitor to interpret confidential details without checking authorization.
C. Repeat the same explanation more loudly without changing the communication method.
D. Offer the approved language-assistance service and explain how to use it.

91. An associate realizes that yesterday's email gave a client the wrong office hours. Which follow-up is best?

A. Delete the sent email from the associate's mailbox and make no further contact.
B. Send a prompt correction with the accurate hours and acknowledge the earlier error.
C. Send a general advertisement for the office without identifying the incorrect hours.
D. Wait until the client arrives at the wrong time before mentioning the mistake.

92. Exercise procedure: if a visitor threatens immediate physical harm, staff must move to safety and notify designated security or emergency responders. A visitor makes such a threat. What action follows the procedure?

A. Move to safety and notify the designated security or emergency responders.
B. Continue the routine interview without informing anyone about the stated threat.
C. Ask another waiting visitor to restrain the threatening person on staff's behalf.
D. Post details on a public social-media account before contacting any responders.

93. An exercise policy authorizes only the communications office to issue official statements. A reporter asks an associate to explain an unresolved incident on behalf of the agency. What should the associate do?

A. Offer a personal theory and ask the reporter to present it as the agency's position.
B. Ask a coworker to provide the same unofficial explanation using an agency email account.
C. Release an unfinished internal account because a quick response is always preferable.
D. Refer the inquiry to the communications office and avoid issuing an unauthorized statement.

94. A caller says, "My application is missing," but has not provided an identifier or described what happened. What is the best first step?

A. Promise to approve the application once the caller provides a full account password.
B. Clarify the issue and obtain the identifiers permitted by the verification procedure.
C. Assume the application was denied and explain an appeal process immediately.
D. Tell the caller to submit a second application without checking the first one.

95. A manager wants to estimate errors across all 2,000 requests completed last month. Which sample selection method best reduces the risk of choosing only convenient or favorable cases?

A. Randomly select requests from a complete list of all 2,000 completed requests.
B. Select only requests handled by the employee with the fewest complaints.
C. Review the first requests found in the easiest cabinet to reach.
D. Ask staff to submit whichever completed requests they consider their best work.

96. Processing time fell after a new checklist was introduced, but staff numbers also increased during the same period. Which conclusion is most defensible?

A. The checklist should be removed because two changes can never improve the same process.
B. The checklist alone caused the entire improvement because it was introduced first.
C. The improvement is observed, but the checklist's separate effect has not been established.
D. The extra staffing had no effect because a checklist was also introduced.

97. An exercise scores proposals using 60% for accuracy and 40% for speed. Proposal P scores 90 for accuracy and 70 for speed. Proposal Q scores 80 for accuracy and 90 for speed. Which proposal has the higher weighted score, and by how much?

A. Proposal P by 20 points.
B. Proposal Q by 2 points.
C. Proposal Q by 10 points.
D. Proposal P by 2 points.

98. A sequential process has independent stages with capacities of 30, 18, and 24 cases per hour. Every case must pass through all stages. With steady demand and no other constraints, what is the maximum sustained end-to-end throughput?

A. 72 cases per hour
B. 24 cases per hour
C. 18 cases per hour
D. 30 cases per hour

99. An exercise ranks risks by likelihood multiplied by impact; the highest score receives first attention. Risk A has likelihood 2 and impact 5; B has 3 and 4; C has 4 and 2; D has 1 and 5. Which risk ranks first?

A. Risk C
B. Risk D
C. Risk A
D. Risk B

100. A pilot speeds up intake but also increases the number of records that later require correction. The stated goal is faster accurate completion. What should management examine before expanding the pilot?

A. Total time through final accurate completion, including correction work and error frequency.

B. Initial intake speed alone, with all later correction work excluded from the evaluation.

C. The appearance of the new intake form, without measuring the work performed afterward.

D. The number of favorable comments, without comparing process times or record accuracy.

Practice Exam 21: Answer Key and Explanations

1. A — The supported statement identifies observable coordination duties, the staff involved, and the work being managed. Assigning tasks, monitoring deadlines, and resolving conflicts directly support the requested responsibility. Working nearby, holding a title, or having good attendance does not establish that the applicant coordinated others. Evidence should describe actual actions rather than imply authority from circumstances.

2. D — Apply the formula given in the question, rather than assuming that every calendar month counts as a full month of experience. The weekly fraction is 21 divided by 35, or 0.6. Multiplying 18 months by 0.6 gives 10.8 equivalent months. The other choices do not apply both the time period and the stated weekly fraction.

3. C — The credited period is the union of the months worked, not the sum of the two job lengths. January through December covers twelve distinct months. June, July, and August appear in both jobs and cannot be counted twice under the stated cap. Adding eight and seven would incorrectly produce fifteen months within one calendar year.

4. B — The stated instructions require evidence of hours and duties in addition to title and dates. Obtaining a corrected employer letter closes those specific gaps before submission. A title cannot reliably establish the actual work performed, and an unsigned estimate changes the evidence source. Waiting for a request risks leaving required information absent when the application is reviewed.

5. D — A temporary assignment can provide relevant evidence when its duration, duties, and authority are described accurately. This lets the evaluator assess what the applicant actually did. Using a permanent title overstates the role, claiming all team results obscures individual contributions, and giving only an outcome leaves the scope of the temporary assignment unclear to the reviewer.

6. A — Conflicting dates should be reconciled using reliable original records before the applicant presents a single timeline. The objective is a supported account, not the most favorable date or automatic

acceptance of one document. Either record could contain an error. Leaving the conflict unexplained transfers an avoidable evidence problem to the evaluator and may undermine the application.

7. C — Slack is the time remaining until the deadline minus the time needed for the task. The report has thirty minutes until its deadline and requires twenty, leaving ten minutes of slack. The log, roster, and supplies have forty-five, seventy-five, and one hundred fifty-five minutes respectively. The report therefore has the smallest scheduling cushion at nine o'clock.

8. B — Each stage depends on completion of the preceding stage. Compilation creates the material that will be reviewed, review identifies the needed corrections, and approval follows correction. Starting with review reverses the first dependency. The other sequences place correction before review or approval before correction. Only the stated sequence preserves all three required relationships in the workflow.

9. B — The meeting and setup must both fit inside a single shared interval. Forty minutes of discussion plus five minutes of setup requires forty-five minutes. The interval from 10:15 to 11:00 provides exactly that amount. The remaining intervals provide forty, thirty, and twenty-five minutes, so each is too short even though some occur within shared availability.

10. D — The unresolved confirmation is a dependency that threatens both accuracy and timeliness. Promptly identifying it to the responsible contact and supervisor allows an authorized decision about escalation or a qualified report. Issuing an unverified total or silently removing it conceals a material limitation. Waiting without notice prevents others from managing the approaching deadline or arranging appropriate assistance.

11. A — A useful handoff tells the next person what remains, what prevents completion, and when progress is expected. These details make the overdue status actionable and support escalation if needed. Repeating the task title does not add information. General opinions and unrelated email volume do not explain the specific obstacle or the next step required for this assignment.

12. C — Because the two stations work independently, their hourly capacities add. Together they process forty-eight requests per hour. Dividing the queue of 144 by forty-eight gives three hours. Six hours is the time for one station alone. The other choices neither use the combined capacity correctly nor account for all requests waiting at the start.

13. A — The identified cause is inconsistent input that creates repeated reformatting work. A shared source template prevents much of that work, while an arrival deadline supports scheduling. Reminders after lateness occur too late to prevent the problem. Renaming the output or expanding its distribution does not change the format or timing of the incoming source information.

14. C — The requirement calls for operational capability, not merely a name on a roster. Training, clear instructions, and a supervised demonstration show that a backup can perform the task. Sharing a personal password creates a separate access problem. Changing the deadline still leaves the office dependent on one person, and an untrained assignment provides no demonstrated coverage.

15. B — Work backward from the required finishing time because the two tasks must occur in sequence. The check and upload require forty minutes altogether. Subtracting forty minutes from 3:00 p.m. gives 2:20 p.m. Starting at 2:15 would work but is not the latest start. The later alternatives leave too little time to complete both required steps.

16. D — The mismatch concerns the definition of the deliverable. Agreeing on audience, output, and acceptance criteria before work begins allows both parties to share the same expectations. Increasing detail does not necessarily create a useful summary. Reassignment avoids rather than resolves the communication problem, and explaining the format only at delivery leaves no opportunity for early correction.

17. B — The policy divides requests into those arriving before noon and those arriving at noon or later. Exactly noon belongs to the second category, so the request is assigned on the next business day. With no holiday stated, that day is Wednesday. Tuesday would treat the boundary incorrectly; Thursday and Friday introduce delays that the policy does not authorize.

18. C — Both conditions must be satisfied at the same time. Approval alone does not establish that delivery will reach the verified recipient, and a verified address alone does not provide authorization to release the record. Only the approved record with a verified address meets the conjunction. Treating either condition as sufficient would change the rule from both to either.

19. D — The memo reports a measured change only for the two participating offices. It does not establish results elsewhere, guarantee future performance, or show that every delay disappeared. An average can decline even while some requests still take longer. The supported conclusion preserves both the measured outcome and the limited scope of the evaluation described in the memo.

20. A — The instruction explicitly makes a missing signature sufficient grounds for return. The completeness of other fields does not create an exception because the rule says regardless of their status. Acceptance would disregard the signature requirement. Signing for the requester changes the document without stated authority, while permanent archiving invents a consequence that the instructions do not provide.

21. B — The ordinary action is to archive a closed case, but an active preservation hold overrides that action. The case must therefore be closed and free of an active hold. An open case does not meet the initial condition. A closed case under a hold meets the initial condition but falls within the stated exception to archiving.

22. A — Review is triggered by either of two conditions, so avoiding review requires avoiding both. An expense of exactly five hundred dollars does not exceed the threshold, and its receipt is present. The other expenses exceed the threshold, lack a receipt, or do both. Confusing exceeds with equals or more would incorrectly send the boundary amount for review.

23. C — Sixty divided by eighty equals 0.75, or three quarters. The conclusion must remain limited to the surveyed clients because the report gives no basis for extending it to every agency client. One

quarter reverses the preferred and remaining shares. Saying every surveyed client preferred appointments contradicts the twenty surveyed clients who did not express that preference.

24. D — The notice gives a clear temporary delivery route and states how long that direction applies: until further notice. It does not create an exception for familiar drivers or authorize a choice of entrances. It also does not suspend deliveries. Directing deliveries to the west entrance implements the stated instruction without adding restrictions or exceptions that are absent.

25. C — A reviewer signature is a necessary condition for membership in the reconciled group. Since Batch K lacks that condition, it cannot belong to that group under the statement provided. Nothing in the statement links the missing signature to numerical errors, prior processing, or submission time. Those alternatives add facts that the evidence does not establish about Batch K.

26. B — The rule requires both a current service interruption and an affected count of at least twenty. Exactly twenty meets the inclusive count threshold. The interrupted service affecting nineteen clients falls below it, while the two operating services lack the required interruption. A high client count cannot compensate for the absence of the other condition in an AND rule.

27. D — The clear revision identifies the required item, the recipient, and an exact deadline. Its direct request makes the next action easy to follow without relying on vague words such as soon or eventually. The other versions leave timing, responsibility, or the deliverable uncertain. Courteous workplace writing can be specific without becoming unnecessarily wordy or indirect in tone.

28. A — The subject is each, which is singular even though the nearby phrase contains the plural noun forms. The singular verb is agrees with that subject. The plural verbs are, were, and have do not agree with each in these sentences. Identifying the subject before selecting a verb prevents the intervening plural noun from causing an agreement error.

29. B — The revision names the report owner and places Malik as the person performing both the review and the request. The other versions retain pronouns that could refer to either person, so the reader must infer the intended meaning. Replacing ambiguous references with specific names clarifies responsibility while preserving the sequence and substance of the original intended message.

30. C — An actionable minute records who will do what, for whom, and by when. The entry naming Elena, the revised checklist, Omar, and a date supplies those elements. The other entries may describe discussion or interest, but they leave the follow-up task undefined. Minutes can summarize discussion separately while using precise action entries to support accountability after the meeting.

31. A — The useful subject line states the requested action, deadline, and topic in a compact form. A supervisor can identify its purpose before opening the message and prioritize it appropriately. General descriptions of updates or discussions do not reveal the approval request. An invitation to read whenever convenient directly weakens the communication of the stated Friday deadline.

32. D — The neutral sentence distinguishes the observed facts from the unresolved issue. It reports both totals and the current status without assigning blame or claiming a cause that has not been established. The other choices infer carelessness, document superiority, or intentional misconduct from the

discrepancy alone. Accurate administrative writing should separate evidence, interpretation, and conclusions that still require investigation.

33. D — Parallel structure presents equal items in the same grammatical form. Reviews, updates, and prepares are matching present-tense verbs that share the subject associate. The alternatives mix a verb with a participle, an infinitive, or a noun phrase. That inconsistency makes the list harder to follow and obscures the relationship among the three duties described in the sentence.

34. A — The clear version states the affected day, exact opening time, and reason for the change. Clients can use it to plan their visit without interpreting administrative abstractions. The other versions omit essential details or introduce uncertainty through words such as may and could. A public notice should make the operational consequence immediately understandable to its intended audience.

35. B — An exact-match check requires every character to appear in the same position as in the source. AB-70419 preserves both the letter order and all five digits. The alternatives transpose the first letters, move digits within the number, or reverse the final digits. Reading the entry in small groups can help detect transpositions without overlooking the source punctuation.

36. C — The pattern puts the four-digit year first, followed by month, day, project, and version. September sixth is represented as 09-06 after the year, and version three is V03. The alternatives reverse the month and day, use the wrong version, or use the wrong year. The required components must all match; a partially correct name is insufficient.

37. B — All four surnames begin with Ma, so the third letter determines their order. The third letters are c, d, l, and s, respectively. Since c comes first alphabetically, MacArthur precedes the others. The instruction excludes special prefix conventions, so there is no reason to treat Mac as a separate group or substitute a different filing rule.

38. D — The reporting need is an aggregate count, not access to individual banking details. An authorized summary can meet that need while preserving the folder's access controls. A legitimate assignment does not automatically require every available data element. Granting broad access, emailing the file, or moving it to a shared location exposes information unrelated to the stated purpose.

39. C — The procedure requires a traceable correction that preserves the original value. Recording both values, the reason, and the editor supports later reconstruction of the change. Silent overwriting destroys the required history. An unlinked duplicate creates uncertainty about the authoritative record, while using another person's credentials misattributes the action and weakens accountability for the correction that was made.

40. A — The expected sequence increases by one at each step. After 8202, the next expected ID is 8203, but the register jumps directly to 8204. The missing identifier is therefore 8203. Values 8200 and 8207 lie outside the displayed interval, while 8213 is unrelated to the observed gap. The check identifies a sequence gap, not its underlying cause.

41. A — The duplicate rule requires agreement on two fields, not merely a similar identifier or a matching date. Only the candidate with client 4172 on September eighth matches both source values. A

different date may represent a separate service, while a different client ID refers to another client. Applying the complete matching rule prevents unrelated records from being merged.

42. D — All four conditions must be met before disposal is permitted in this fictional exercise. The closed five-year-old record has no hold and has written authorization, so it qualifies. The alternatives fail the age requirement, have an active hold, or lack authorization. Age alone does not authorize destruction, and these exercise values should not replace an agency's applicable retention instructions.

43. C — The rule first restricts the eligible files to approved versions and then selects the highest number within that group. Versions one and two are approved, so version two is the current distributable file. The higher numbers do not override their draft or pending status. Selecting a file by number alone would ignore the rule's required approval condition.

44. B — Custody tracking requires identifying the item, the people responsible for the handoff, and when responsibility changed. Those details allow the office to reconstruct where a file should be and who last received it. Physical appearance and unrelated employee information do not establish custody. A subject without a documented handoff cannot reliably connect the file to a responsible recipient.

45. D — Uncommitted funds exclude both money already spent and money reserved for outstanding purchases. Subtract 31,650 and 7,850 from 48,000 to obtain 8,500. Subtracting only spending would overstate available funds at 16,350. The question explicitly says the commitments are not included in spending, so deducting both categories does not double count the same amount in this calculation.

46. C — The increase is 184 minus 160, or twenty-four cases. Percentage increase compares that change with the original amount, so divide twenty-four by 160 and multiply by one hundred. The result is fifteen percent. Using the new total as the denominator gives a different measure, while reporting twenty-four percent confuses the numerical increase with its relative size.

47. B — Combine the underlying counts before calculating the overall rate. The units found eighteen errors among four hundred reviewed records, so eighteen divided by four hundred equals 4.5 percent. Averaging the separate rates without weighting them would give four percent and would ignore the larger number reviewed by Unit B. The combined denominator must include every reviewed record.

48. A — The elapsed interval from 8:40 to 11:25 is two hours and forty-five minutes, or 165 minutes. Subtract the fifteen-minute break because the question asks for working time. The result is 150 minutes. Leaving the break in gives elapsed time rather than productive time, while adding it would count time that was not spent on the reconciliation.

49. C — Dividing 1,220 sheets by 500 sheets per pack gives 2.44 packs. Because only whole unopened packs are available, round upward to three packs. Two packs provide only one thousand sheets and leave a shortage. Four or five packs would supply enough paper but would not be the smallest purchase that meets the stated mailing requirement.

50. B — Total labor input is eight clerks multiplied by three hours, which equals twenty-four clerk-hours. Divide 480 files by twenty-four clerk-hours to obtain twenty files per clerk-hour. Sixty files is the

output per clerk for the entire session, not per hour. Keeping the denominator in labor-hour units is essential when comparing productivity across teams of different sizes.

51. A — The values are already arranged from smallest to largest. With five observations, the median is the third value, which is ten minutes. Twelve minutes is the arithmetic mean, found by dividing the total of sixty by five. The median identifies the middle observation and is less affected by the twenty-minute batch than the mean is in this set.

52. D — The ratio has seven total parts because five routine parts and two complex parts must be added. Each part represents eighty-four divided by seven, or twelve cases. Complex cases occupy two parts, giving twenty-four. Sixty is the routine count. Treating the complex share as two fifths would confuse the part-to-part ratio with the part-to-total fraction needed here.

53. D — First calculate the merchandise cost: thirty-six binders multiplied by 4.75 dollars equals 171 dollars. Then add the single eighteen-dollar delivery charge to reach 189 dollars. The delivery fee is charged once, not for each binder. A total of 171 omits delivery, while the other totals do not follow the stated quantity, unit price, and single additional charge.

54. A — The ending backlog equals the opening backlog plus arrivals minus completions. Adding ninety-six to 215 gives 311 requests available for processing. Subtracting 124 completed requests leaves 187 pending. Using only arrivals and completions would ignore work already waiting. The question excludes cancellations and transfers, so no other adjustments are needed to reconcile the beginning and ending totals.

55. C — Thirty percent is 0.30 as a decimal. Multiplying 72,000 by 0.30 produces 21,600 dollars for records equipment. A result of 2,160 moves the decimal one place too far. The amount 50,400 is the remaining seventy percent, not the requested allocation. Dividing the budget into thirds would also apply a different percentage from the thirty percent stated.

56. B — Percentage-point change is the direct subtraction of one percentage from another. Ninety-one minus eighty-two equals nine percentage points. It is different from percentage growth, which would divide the nine-point change by the original eighty-two percent. The wording explicitly requests percentage points, so the original rate is not used as a denominator in the required calculation.

57. B — One-sided printing uses one sheet per page, so the original job requires 840 sheets. Two-sided printing fits two pages on each sheet and therefore uses 420 sheets. Subtracting the new sheet count from the original count gives a saving of 420 sheets. The number of printed pages remains unchanged; only the number of physical sheets decreases.

58. D — The exercise specifies equal daily proration, so divide 540 dollars by thirty days to obtain eighteen dollars per day. Multiplying that daily amount by seven unused days gives a 126-dollar credit. The other choices reflect different day counts or rates. This calculation follows the fictional contract terms provided and does not assume how an actual supplier calculates credits.

59. A — Add the first four days to determine completed work: sixty-eight plus seventy-four plus eighty-one plus seventy-two equals 295 records. Subtracting 295 from the five-day target of 375 leaves eighty

records. Seventy-five is the original equal daily target, but actual production differed by day. The final requirement depends on remaining work, not the initial average alone.

60. C — The sample contains twenty-five records per box multiplied by twelve boxes, or three hundred records. Divide eighteen defects by three hundred sampled records and multiply by one hundred to obtain six percent. Dividing by the number of boxes would use the wrong unit. Eighteen is the defect count, not the percentage of records defective in the sample.

61. D — B2 is a relative reference, so copying the formula down one row changes it to B3. The dollar signs fix both the column and row of F1, so that reference stays unchanged. The destination is C3, but the relative input remains in column B. Moving the fixed reference or leaving the relative row unchanged would misapply copying behavior.

62. A — The colon defines a continuous range that includes B2, B3, B4, and B5. Adding 120, eighty-five, ninety-five, and one hundred gives four hundred. The range includes both endpoints, so omitting either endpoint produces an incomplete total. The question states that all four cells are numeric, eliminating any issue involving text entries or blanks within the referenced range.

63. B — The IF function evaluates the comparison first and then returns the value assigned to its true or false branch. Eighty is greater than or equal to eighty, so the comparison is true and the formula returns Ready. TRUE is the comparison's logical result, not the specified output. Hold belongs to the false branch, which is not selected here.

64. C — COUNTIF counts cells meeting the stated condition rather than adding their contents. The two cells containing four and the cell containing five satisfy greater than three, giving three matches. The cell containing three does not qualify because the comparison is strict. Counting it would incorrectly interpret the condition as greater than or equal to three in this formula.

65. C — SUMIF tests the labels in column A and adds the corresponding amounts from column B only where the label is East. The matching amounts are 110 and 140, totaling 250. West and North do not meet the criterion. Counting the matches instead of adding their amounts would answer a different question from the conditional sum requested by this formula.

66. D — The dollar sign before B fixes that column, while its unfixed row moves from four to six. In C$2, the column is relative and moves right from C to D, but row two is fixed. Combining those adjustments gives $B6 multiplied by D$2. Each dollar sign controls only the row or column immediately following it in the reference.

67. B — The formula subtracts the rate from one to find the retained share of the base cost. One minus 0.15 equals 0.85, and 240 multiplied by 0.85 equals 204. Thirty-six is the amount of the reduction alone. Adding the rate would increase the cost to 276, while subtracting fifteen dollars would confuse a decimal rate with an amount.

68. A — Each row represents a relationship among fields belonging to one client. Sorting the complete range preserves that relationship while changing record order by balance. Sorting only one column separates values from the names and identifiers they describe. Independent column sorts and unchecked

manual moves create the same risk, even when each individual column appears neatly ordered after the change.

69. A — The problem occurs because routine entry can modify calculation cells. Separating editable inputs from protected calculations addresses that access path while allowing normal updates. Replacing formulas with typed values removes automatic recalculation and can create additional errors. Hiding labels or changing colors may affect appearance, but neither prevents a user from overwriting a formula in an unrestricted cell.

70. B — A filter changes which records are displayed, not which records belong to the underlying range. To report the stored total, the associate must account for all fifty-two records. Reporting only visible rows would answer a different question. Deleting hidden records changes the data unnecessarily, and adding the two counts double counts records already included in the full total.

71. D — The stated control requires agreement among the order, invoice, and accepted receiving report. Agreement between only two documents is insufficient. The four-unit difference must be resolved before payment is authorized. Paying immediately could pay for unreceived goods. Altering or removing the receiving record hides the discrepancy and undermines the evidence needed to establish what was actually accepted.

72. C — Matching supplier, invoice number, amount, and service period creates a strong duplicate-payment concern. Checking the original payment evidence distinguishes a resend from an unpaid obligation or a failed payment. Releasing another payment before resolving the status risks paying twice. Renumbering the invoice or deleting history would defeat the control instead of establishing whether any amount remains due.

73. B — Cash plus approved receipts should equal the fixed fund amount. The receipts and cash total 295 dollars, five dollars less than the authorized three hundred. That five-dollar difference is the shortage requiring investigation. The comparison must include both components; comparing cash alone with the fund would incorrectly treat properly documented expenditures as missing money in the reconciliation.

74. D — Independent review separates initiation from authorization and creates a second opportunity to detect an improper supplier or payment. A second username used by the same person does not provide independence. Faster processing leaves the concentration unchanged, while removing logs reduces traceability. The control should change who can authorize the transaction, rather than merely changing its appearance or processing speed.

75. A — The reduction applies only to the merchandise subtotal, so calculate two percent of 1,250 dollars, which is twenty-five dollars. Subtract that amount from merchandise and then add the forty-dollar delivery charge. The payment is 1,265 dollars. Reducing delivery as well would produce 1,264.20, while omitting delivery or omitting the reduction would also misapply the stated terms.

76. C — The card statement supports that a charge occurred but does not replace the two documents required by the exercise policy. Requesting the itemized receipt and supervisor approval preserves the

prescribed review process. Inventing item details creates unsupported evidence. Personal approval by the associate also substitutes the wrong authority for the supervisor specifically identified in the rule governing this reimbursement.

77. D — The balance must reflect both the valid credit and the payment already made. Subtracting 180 and 900 from 2,460 leaves 1,380 dollars payable. A balance of 1,560 ignores the credit, while 2,280 ignores the partial payment. The remaining alternative treats the credit in the wrong direction. Each adjustment reduces the obligation rather than creating an additional charge.

78. C — Supplier A costs fifty times twelve dollars plus forty-five dollars delivery, or 645 dollars. Supplier B costs fifty times 12.50 dollars, or 625 dollars. Supplier B is therefore twenty dollars cheaper. Comparing unit prices alone would favor the wrong supplier because it omits delivery. The question states that both meet requirements, so no quality adjustment is needed.

79. B — Demonstration, practice, and a performance check convert a verbal instruction into an observable skill. The supervisor can identify whether the clerk understands the classification rule and can apply it independently. Simply repeating the instruction may preserve the same misunderstanding. Avoiding the task or silently correcting errors prevents learning and leaves the cause of the recurring problem unresolved.

80. A — The immediate issue is unclear responsibility, so the supervisor should establish the assignment facts and create a clear, documented owner and handoff. This resolves the operational ambiguity while preserving accountability. Blame does not clarify the work. Duplicating the entire assignment wastes effort, and removing the deadline avoids the coordination problem rather than ensuring that the task is completed.

81. C — Clerk A has ten routine points plus six complex points, totaling sixteen. Clerk B has seven routine points plus twelve complex points, totaling nineteen. Clerk B therefore has three more workload points. Counting cases alone would favor the wrong conclusion because the exercise assigns greater weight to complex cases. The comparison must apply both weights consistently to each clerk.

82. A — Error rates compare errors with the number of records processed. Clerk A has four divided by two hundred, or two percent. Clerk B has six divided by four hundred, or 1.5 percent. Although Clerk B has more errors in absolute terms, that clerk processed twice as many records. Comparing counts without their denominators would misrepresent the relative error frequency.

83. D — The measurable expectation identifies an observable outcome, a numerical standard, a defined population, and a reporting period. Completion dates can be compared with recorded due dates to calculate compliance. The other expectations rely on impressions of attitude, effort, or urgency and do not define how success will be measured. A useful plan makes progress assessable using documented work results.

84. B — The supervisor needs facts before drawing a conclusion or selecting a response. Gathering examples and reviewing the process can reveal communication problems, conflicting expectations, or behavior requiring attention. Immediate findings assume facts not yet established. Ignoring the concern

loses an opportunity to prevent errors, while an absolute staffing promise may exceed what the supervisor can responsibly guarantee at this stage.

85. D — The lead may adjust routine assignments within delegated authority, but overtime remains the manager's decision. Reassigning available work and raising the remaining need respects both parts of the policy. Deadline pressure does not itself transfer approval authority. Authorizing extra hours, disguising their classification, or requiring them without contacting the manager would bypass the stated boundary governing the lead's role.

86. C — The conflict cannot be resolved simply by accepting both requests when the available time is insufficient. Prompt communication lets the managers agree on priority, scope, assistance, or a revised deadline. Silence delays a necessary decision. Personal preference does not establish organizational priority, and unauthorized delegation to an untrained coworker introduces quality and accountability problems without resolving the competing commitments.

87. B — Acknowledging the concern and providing verified status information can reduce uncertainty without promising an outcome outside the associate's authority. A clear next step gives the conversation a practical purpose. Matching the client's volume may escalate tension. Unsupported promises create false expectations, while ending a nonthreatening conversation without useful information leaves the service problem unresolved and may deepen the client's frustration.

88. A — The procedure assigns disclosure handling to a designated officer, so the associate should explain and facilitate that route. Referral preserves the authorized review process without prejudging the request. Immediate release or blanket denial assumes authority the associate has not been given. Informal employee searches create inconsistent handling and bypass the clearly stated procedure for receiving and evaluating disclosure requests.

89. C — The immediate service need is access to the form, so the associate should identify a helpful available format and use the approved assistance process. Requiring unnecessary private details does not clarify the requested format. Refusing to discuss alternatives or requiring another person to attend creates an avoidable barrier without first considering the assistance the office can provide.

90. D — The approved service provides a defined way to support accurate communication. Offering it helps the client understand requirements and allows the associate to confirm information through the established process. Speaking louder does not resolve a language gap. Using an unverified bystander or guessing answers may introduce errors and expose details unnecessarily, especially when the form contains confidential information.

91. B — A direct correction gives the client accurate information before relying further on the mistaken message. Acknowledging the error makes clear which information supersedes the earlier email. Deleting a local copy does not correct what the client received. Waiting or sending unrelated material fails to address the specific misunderstanding and may cause an unnecessary trip or missed opportunity for service.

92. A — The scenario directly meets the condition in the stated procedure: a threat of immediate physical harm. The prescribed response is to move to safety and notify the designated responders. Continuing routine service ignores that trigger. Involving an untrained visitor or posting publicly substitutes actions that the procedure does not authorize and delays the notification needed for an appropriate response.

93. D — The policy places official statements with the communications office, so referring the inquiry respects the defined authority. The associate should not convert personal speculation or unfinished internal material into an agency position. Using a coworker or an agency email address does not supply the missing authorization. The unresolved status of the incident makes careful routing particularly relevant to accurate communication.

94. B — The phrase missing could mean an absent confirmation, an unavailable status display, or a misplaced record. Clarification and permitted identifiers help establish the actual problem before choosing a response. A duplicate application or assumed denial may be inappropriate. Promising approval exceeds the information available, and asking for a full account password is not a suitable way to investigate the issue.

95. A — A random selection from the complete population gives each request a defined chance of selection and reduces deliberate or convenience-based selection bias. Choosing one employee, an accessible cabinet, or staff-selected best work can systematically exclude relevant cases. A random sample still has sampling uncertainty, but its selection method better supports an estimate of errors across the specified monthly population.

96. C — Two conditions changed together, so the observed reduction cannot be attributed solely to the checklist from this comparison. Additional evidence, such as a suitable comparison group or separated implementation, would help distinguish effects. The alternatives either assign causation without support or claim that multiple changes cannot help. Observing improvement is different from establishing which intervention caused how much of it.

97. B — Proposal P earns 0.60 times ninety plus 0.40 times seventy, totaling eighty-two points. Proposal Q earns 0.60 times eighty plus 0.40 times ninety, totaling eighty-four. Q leads by two points. Comparing only accuracy would select P, while comparing only speed would ignore most of the weighting. Both criteria must be combined using the percentages specified in the exercise.

98. C — The slowest required stage limits sustained output because every completed case must pass through it. The middle stage can handle only eighteen cases per hour, even though the other stages have greater capacity. Adding the three capacities treats sequential stages as if they were parallel alternatives. The faster stages cannot eliminate the middle stage's throughput limit under the stated conditions.

99. D — Apply the stated product to each risk. A scores ten, B scores twelve, C scores eight, and D scores five. B has the highest combined score even though it does not have the largest value on either individual scale. Selecting only the greatest likelihood or impact would ignore the exercise's rule for combining the two factors into a priority.

100. A — The goal combines speed with accuracy, so evaluation must include the full path to a correct completed record. Faster intake may shift work downstream if more errors require correction. Measuring total completion time and error frequency tests whether the pilot delivers the intended benefit. Intake speed alone, favorable comments, and appearance cannot establish the complete operational result against that goal.