PRACTICE EXAM 31: PRINCIPAL ADMINISTRATIVE ASSOCIATE (100 QUESTIONS)

Principal Administrative Associate Exam Prep 2026-2027. Roger C. Newlin, copyright 2026. This original educational practice set contains 100 four-option questions. Choose one best answer for each question. Suggested practice time: 120 minutes; this is an editorial study target, not an official time limit. Use scratch paper and, if desired, a basic calculator. Score one point per correct answer, with no deduction for incorrect answers; your total out of 100 is your percentage. This set has no official passing score. All workplace policies, amounts, scoring bands, and scenarios in the questions are hypothetical unless identified as software behavior. Apply each question's stated rules. DCAS archived Notices 1128 and 1507 describe education-and-experience assessments, not this 100-question format. Consult the notice for the exam you actually apply for. Answers and explanations follow Question 100.

1. In this capstone administrative scenario, a workflow lead is preparing an employment history for a qualifications review. Which entry provides the strongest evidence of administrative responsibility?

A. Worked with six clerks, attended weekly meetings, and described the office as busy.
B. Supported six clerks, enjoyed varied assignments, and considered the work highly responsible.
C. Assigned work to six clerks, reviewed weekly output, and resolved schedule conflicts.
D. Knew six clerks, received positive comments, and regularly stayed beyond normal hours.

2. In this capstone administrative scenario, a capstone practice exercise defines equivalent full-time months as months worked multiplied by weekly hours divided by 35. A workflow lead worked 21 hours per week for 20 months. How much experience should the exercise credit?

A. 12 months
B. 10 months
C. 14 months
D. 20 months

3. In this capstone administrative scenario, for this capstone practice exercise, overlapping work periods may be counted only once. One qualifying job covers months 1 through 14; another covers months 9 through 20. All endpoints are included. How many distinct months are covered?

A. 18 months
B. 24 months
C. 26 months
D. 20 months

4. In this capstone administrative scenario, a draft history says employment began in March. The candidate finds an appointment letter and first timesheet showing a May start. No record supports March. What should the candidate do before submission?

A. Keep the earlier March date because the draft was prepared before the records.
B. Use the supported May date and reconcile the draft with the employment records.
C. Choose an April date because it falls between the two possible start dates.
D. List both dates without explaining which date the supporting employment records establish.

5. In this capstone administrative scenario, an employer can verify that an employee prepared schedules and tracked attendance but did not assign staff or evaluate performance. Which description accurately reflects that experience?

A. Directed staff assignments and evaluated employee performance for the unit.
B. Managed staff discipline and approved employee promotions for the unit.
C. Supervised all clerical operations and set performance standards for the unit.
D. Prepared staff schedules and maintained attendance records for the unit.

6. In this capstone administrative scenario, a capstone practice exercise awards 4 points for 6 to fewer than 12 qualifying months, 8 points for 12 to fewer than 18, and 12 points for 18 or more. What score applies to exactly 18 months?

A. 12 points
B. 4 points
C. 8 points
D. 10 points

7. In this capstone administrative scenario, a qualification requires documented authority to plan, assign, and review clerical work. Which supporting document addresses that requirement most directly?

A. A general payroll printout showing the applicant's pay rate, deductions, and employee number.
B. A signed supervisor statement describing the applicant's assignments, review duties, and dates.
C. A building access report showing the applicant's entrance times, exits, and assigned location.
D. A course registration notice showing the applicant's selected classes, fees, and training location.

8. In this capstone administrative scenario, in this exercise, a candidate may count only experience completed by the stated cutoff. The cutoff is the end of month 24, but a job continues through month 29. Which period must be excluded?

A. Months 20 through 24
B. Months 24 through 28
C. Months 25 through 29
D. Months 23 through 27

9. In this capstone administrative scenario, a workflow lead has a course completion certificate showing 30 instructional hours. The application separately asks for academic credits, and no transcript is available. What is the most accurate approach?

A. Report 30 academic credits because each instructional hour can be treated as one credit.
B. Report the documented training hours and seek clarification about any allowable credit conversion.
C. Estimate academic credits from the course title and enter the most favorable resulting amount.
D. Describe the certificate as a degree because a completion document confirms educational achievement.

10. In this capstone administrative scenario, a workflow lead has completed all draft sections of an online application. Which final review best reduces errors before submission?

A. Review spelling in the personal statement, submit the form, and discard the source records.
B. Review the longest employment entry, submit the form, and assume the remaining fields agree.
C. Compare dates and duties with records, check required fields, and retain submission confirmation.
D. Compare the layout with another applicant's form, submit it, and rely on memory afterward.

11. In this capstone administrative scenario, a records unit rule states: "Release a file only after identity verification and supervisor approval are both recorded." Which case is ready for release under this rule?

A. Identity verified; supervisor approval pending.
B. Identity unverified; supervisor approval recorded.
C. Identity unverified; supervisor approval pending.
D. Identity verified; supervisor approval recorded.

12. In this capstone administrative scenario, a routing rule sends all purchasing requests to Unit P except requests marked emergency, which go to Unit E. A request is both purchasing-related and marked emergency. Where should it be sent?

A. Unit E for emergency routing.
B. Unit P for purchasing routing.
C. Both units for parallel routing.
D. Neither unit until the label changes.

13. In this capstone administrative scenario, a revised memo says: "The pilot reduced average processing time in the two offices studied. The report did not assess other offices or service quality." Which conclusion is supported?

A. Average processing time fell in every office in the agency.
B. Service quality improved in the two studied offices.
C. Average processing time fell in the two studied offices.
D. The pilot caused no operational problems in any office.

14. In this capstone administrative scenario, a revised procedure requires staff to register a request, check its attachments, obtain approval, and then send acknowledgment. Which sequence follows every requirement?

A. Check, register, approve, acknowledge.
B. Register, check, approve, acknowledge.
C. Register, approve, check, acknowledge.
D. Register, check, acknowledge, approve.

15. In this capstone administrative scenario, a revised memo states: "Managers may approve remote attendance when coverage is maintained." What does the word may establish?

A. Approval is required whenever any employee requests remote attendance.
B. Approval is prohibited unless every employee attends remotely together.
C. Approval occurs automatically when an employee submits a request.
D. Approval is permitted when the stated coverage condition is met.

16. In this capstone administrative scenario, for this capstone practice exercise, count business days as Monday through Friday, with no holidays, and do not count the receipt day. A response is due three business days after a request arrives on Thursday. On which day is it due?

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

17. In this capstone administrative scenario, a status report states that 80 completed cases were reviewed and 12 needed correction. It does not describe unfinished cases. Which statement stays within the report's evidence?

A. Twelve of all unfinished cases in the office needed correction.
B. Twelve of the reviewed completed cases needed correction.
C. Every case needing correction was included in the review.
D. All cases outside the review were completed without errors.

18. In this capstone administrative scenario, a selection rule includes records with status Open and age greater than 10 days. Which record qualifies?

A. Open, 10 days old.
B. Closed, 14 days old.
C. Open, 11 days old.
D. Closed, 9 days old.

19. In this capstone administrative scenario, a revised memo states: "The new checklist replaces the old checklist beginning Monday. Staff must finish Friday's already-started reviews using the old checklist." Which action follows the memo?

A. Restart every Friday review with the new checklist immediately.
B. Use the new checklist for all reviews regardless of start date.
C. Stop all Friday reviews because the old checklist is being replaced.
D. Use the old checklist to finish a review started Friday.

20. In this capstone administrative scenario, a notice says the service desk closes at 4:00 p.m., while appointments already in progress may continue until 4:30 p.m. A visitor arrives without an appointment at 4:10 p.m. What follows from the notice alone?

A. The continuing-appointment exception does not cover this visitor.
B. The visitor is automatically entitled to start a new appointment.
C. The service desk must accept new visitors until 4:30 p.m.
D. The visitor must be served before appointments already in progress.

21. In this capstone administrative scenario, a revised rule requires an attachment when the amount is above $500 or the request involves travel. Which request does not require an attachment under this rule?

A. A $501 request with no travel.
B. A $300 request involving travel.
C. A $700 request involving travel.
D. A $500 request with no travel.

22. In this capstone administrative scenario, an instruction says: "Unless a supervisor records an exception, incomplete applications remain on hold." An application is incomplete, and no exception is recorded. What status follows?

A. Remain on hold.
B. Move to approved.
C. Move to completed.
D. Remove from tracking.

23. In this capstone administrative scenario, a status report distinguishes requests received during the week from requests completed during the week. Some completed requests were received earlier. Which comparison would be invalid without additional information?

A. Comparing this week's arrival count with the previous week's recorded arrival count.
B. Comparing this week's completion count with the previous week's recorded completion count.
C. Treating this week's completions as the completion rate for this week's arrivals.
D. Reporting the arrival and completion counts separately with their respective time periods.

24. In this capstone administrative scenario, the procedure says: "Send the revised schedule to the workflow lead before notifying participants." The coordinator has not yet received it. Which action must come next among these choices?

A. Notify all participants of the revised schedule.
B. Send the revised schedule to the workflow lead.
C. Assume coordinator receipt and notify participants.
D. Delete the schedule and cancel the meeting.

25. In this capstone administrative scenario, a revised project log labels an item "submitted for review." Which statement is justified by that label alone?

A. The item has completed review and received approval.
B. The item has been rejected after a completed review.
C. The item has been implemented following final authorization.
D. The item has been forwarded into the review process.

26. In this capstone administrative scenario, which sentence is grammatically correct in formal office writing?

A. The list of revised appointments is attached to this message.
B. The list of revised appointments are attached to this message.
C. The list of revised appointments were attached to this message.
D. The list of revised appointments have been attached to this message.

27. In this capstone administrative scenario, which revision most clearly states who must act and by when?

A. Staffing information should be provided fairly soon so that planning can proceed.
B. Team leads must email their staffing totals to Morgan by noon Thursday.
C. It is requested that the necessary staffing matters receive attention when convenient.
D. There should be consideration of staffing totals before the planning process advances.

28. In this capstone administrative scenario, a status report is meant to say that Lena found an error while reviewing invoices. Which sentence expresses that meaning without a dangling modifier?

A. While reviewing the invoices, a duplicate charge was found by Lena.
B. While reviewing the invoices, a duplicate charge appeared on the report.
C. While reviewing the invoices, Lena found a duplicate charge.
D. While reviewing the invoices, the report showed Lena a duplicate charge.

29. In this capstone administrative scenario, a manager approved the budget, but implementation has not started. Which sentence reports those facts most accurately?

A. The manager implemented the budget after completing the approval process.
B. The budget remains unapproved because implementation has not yet begun.
C. The budget was approved and fully implemented by the manager.
D. The manager approved the budget; implementation has not yet begun.

30. In this capstone administrative scenario, an email asks staff to return corrected inventory counts by 2:00 p.m. today. Which subject line best helps recipients recognize the required action?

A. Office information: Several matters for staff attention this week.
B. General update: Notes about our recent inventory review process.
C. Action today: Return corrected inventory counts by 2:00 p.m.
D. For your records: Background information on inventory counting procedures.

31. In this capstone administrative scenario, which sentence uses parallel structure to describe three responsibilities?

A. The coordinator schedules meetings, prepares agendas, and recording decisions.
B. The coordinator schedules meetings, prepares agendas, and records decisions.
C. The coordinator schedules meetings, preparing agendas, and records decisions.
D. The coordinator scheduling meetings, prepares agendas, and records decisions.

32. In this capstone administrative scenario, an incident note must separate observation from inference. Which entry does that best?

A. At 10:15, the clerk found drawer 4 open; the cause was not established.
B. At 10:15, the careless evening clerk obviously left drawer 4 open during closing.
C. At 10:15, drawer 4 proved that the evening team ignored the closing procedure.
D. At 10:15, the clerk confirmed theft because drawer 4 was standing open unexpectedly.

33. In this capstone administrative scenario, which sentence corrects a comma splice while preserving two complete ideas?

A. The courier arrived late; the dispatch window had already closed.
B. The courier arrived late, the dispatch window had already closed.
C. The courier arrived late the dispatch window had already closed.
D. The courier arrived late, and the dispatch window having already closed.

34. In this capstone administrative scenario, a draft says: "Please make a determination as to whether an extension is necessary." Which revision preserves the meaning most concisely?

A. Please decide that an extension is needed.
B. Please request an extension without further review.
C. Please decide whether an extension is needed.
D. Please determine the length of the extension.

35. In this capstone administrative scenario, an action record must capture the agreed owner, task, and deadline. Which entry meets all three requirements?

A. The duplicate vendor records need reconciliation before the next review meeting.
B. Nora discussed the vendor record issue during the meeting on Tuesday.
C. The team agreed that duplicate vendor records were causing avoidable delays.
D. Nora will reconcile the duplicate vendor records by Friday at noon.

36. In this capstone administrative scenario, for this capstone practice exercise, sort surnames alphabetically letter by letter. Which surname comes first: Harmon, Hartley, Harper, or Harrow?

A. Harper
B. Harmon
C. Harrow
D. Hartley

37. In this capstone administrative scenario, file identifiers are sorted first by their three-letter prefix alphabetically and then by their numeric suffix as a number. Which comes first?

A. ADM-12
B. FIN-2
C. ADM-9
D. PER-1

38. In this capstone administrative scenario, the source record is "RQ-607814 | Ortiz | 04-16-2026 | $1,284.60". Which copy matches every field exactly?

A. RQ-607841 | Ortiz | 04-16-2026 | $1,284.60
B. RQ-607814 | Ortiz | 04-18-2026 | $1,284.60
C. RQ-607814 | Ortiz | 04-16-2026 | $1,248.60
D. RQ-607814 | Ortiz | 04-16-2026 | $1,284.60

39. In this capstone administrative scenario, a capstone practice exercise defines a duplicate invoice as the same vendor identifier and invoice number, regardless of amount. Which pair must be flagged as a duplicate?

A. Vendor 42, invoice 815, $90; vendor 42, invoice 815, $95.
B. Vendor 42, invoice 815, $90; vendor 43, invoice 815, $90.
C. Vendor 42, invoice 815, $90; vendor 42, invoice 816, $90.
D. Vendor 42, invoice 815, $90; vendor 43, invoice 816, $95.

40. In this capstone administrative scenario, a file naming rule is YYYY-MM-DD_Project_Version. For project Cedar, version 03, dated July 9, 2026, which filename follows the rule?

A. 07-09-2026_Cedar_03
B. 2026-07-09_Cedar_03
C. 2026-09-07_03_Cedar
D. Cedar_2026-07-09_03

41. In this capstone administrative scenario, a capstone practice exercise policy permits disposal only after the retention period expires, an authorized reviewer approves disposal, and no hold applies. A file has expired retention and approval, but an active hold remains. What should happen?

A. Preserve the file while the active hold remains in effect.
B. Dispose of the file because the retention period has expired.
C. Dispose of the file because the reviewer has already approved it.
D. Remove the hold entry and process the file as routine disposal.

42. In this capstone administrative scenario, two staff members need different access to a shared register. One enters records; the other reviews totals but must not change entries. Which arrangement best matches those duties?

A. Give both editing access and rely entirely on informal instructions.
B. Give both ownership access so either can change every permission.
C. Give the first viewing access and the second editing access.
D. Give the first editing access and the second viewing access.

43. In this capstone administrative scenario, a revised register contains two people named Daniel Lee with different employee identifiers. A correction request supplies only the name. What is the best next step?

A. Correct the first matching name because it appears earlier in the register.
B. Obtain the employee identifier before selecting the record to correct.
C. Correct both matching records because either employee might be the requester.
D. Delete one matching name because duplicate names prove duplicate people.

44. In this capstone administrative scenario, a batch control sheet shows 125 records. After import, the system reports 121 accepted and 4 rejected. What does this reconciliation establish?

A. All 125 records were accepted and no follow-up work is required.
B. Four records are missing because rejected records cannot be counted.
C. All 125 records are accounted for, but four require rejection review.
D. The batch contains 129 records because rejections must be added twice.

45. In this capstone administrative scenario, a new list contains these case identifiers: 410, 411, 412, 411, 413, 410, 414. Counting each distinct identifier once, how many unique cases are represented?

A. 4 cases
B. 6 cases
C. 5 cases
D. 7 cases

46. In this capstone administrative scenario, a capstone practice exercise identifier uses a check digit equal to the remainder after the sum of its first four digits is divided by 10. What check digit belongs after 6-8-3-7?

A. 2
B. 4
C. 6
D. 8

47. In this capstone administrative scenario, a repository rule says only a version marked Approved may be distributed. Version 5 is Draft; version 4 is Approved; version 3 is Superseded. Which should be distributed?

A. Version 4, marked Approved.
B. Version 5, marked Draft.
C. Version 3, marked Superseded.
D. Version 5 with the Draft label removed.

48. In this capstone administrative scenario, arrange these dates from earliest to latest. Which sequence is correct?

A. 2027-01-09; 2026-02-18; 2027-03-02; 2026-11-04.
B. 2026-11-04; 2026-02-18; 2027-01-09; 2027-03-02.
C. 2026-02-18; 2027-01-09; 2026-11-04; 2027-03-02.
D. 2026-02-18; 2026-11-04; 2027-01-09; 2027-03-02.

49. In this capstone administrative scenario, compare source code AB7D92K4 with entered code AB7O92X4. Count one error for each character position that differs. How many errors occurred?

A. 1 error
B. 2 errors
C. 3 errors
D. 4 errors

50. In this capstone administrative scenario, a revised register requires every correction to preserve the original value, the new value, the person making the change, and the reason. Which method satisfies that requirement?

A. Overwrite the value and clear the history so readers see only the corrected entry.
B. Create a separate unexplained copy and remove the original register from shared access.
C. Enter the corrected value and retain a linked change record with all required details.
D. Ask another employee to remember the original value and continue using the edited register.

51. In this capstone administrative scenario, an office starts with 186 cartons, receives 72 cartons, and issues 159 cartons. There are no other movements. What is the ending inventory?

A. 87 cartons
B. 113 cartons
C. 417 cartons
D. 99 cartons

52. In this capstone administrative scenario, an order contains 18 items at $24.50 each. A 10% discount applies to merchandise only, and shipping is $28. No tax applies in this exercise. What is the total?

A. $424.90
B. $422.10
C. $441.00
D. $469.00

53. In this capstone administrative scenario, a records unit has a $48,500 budget. It has spent $31,760 and has $8,420 in additional commitments not included in spending. How much remains uncommitted?

A. $16,740
B. $23,320
C. $8,320
D. $40,180

54. In this capstone administrative scenario, unit A reviewed 120 records and found 6 errors. Unit B reviewed 180 records and found 9 errors. What is the combined error rate?

A. 4%
B. 6%
C. 10%
D. 5%

55. In this capstone administrative scenario, a weekly workload rises from 240 requests to 300 requests. What is the percentage increase relative to the original workload?

A. 20%
B. 25%
C. 30%
D. 60%

56. In this capstone administrative scenario, three clerks each work six productive hours and together process 432 records. What is the average output per clerk-hour?

A. 24 records
B. 18 records
C. 72 records
D. 144 records

57. In this capstone administrative scenario, a records unit begins the week with 185 open cases, receives 260 new cases, closes 310, and reopens 12 previously closed cases. What is the ending open caseload?

A. 123 cases
B. 135 cases
C. 457 cases
D. 147 cases

58. In this capstone administrative scenario, a shipping carton holds at most 17 files. What is the minimum number of cartons needed for 245 files?

A. 13 cartons
B. 14 cartons
C. 15 cartons
D. 16 cartons

59. In this capstone administrative scenario, an employee works from 8:35 a.m. to 4:20 p.m. and takes a 45-minute unpaid break. How many paid hours are recorded?

A. 6.75 hours
B. 7.00 hours
C. 7.25 hours
D. 7.75 hours

60. In this capstone administrative scenario, sixteen records each require eight minutes of correction. Correction labor costs $30 per hour. What is the total labor cost, with no other charges?

A. $64.00
B. $48.00
C. $60.00
D. $96.00

61. In this capstone administrative scenario, printer A charges a $35 setup fee plus $0.08 per copy. Printer B charges a $17 setup fee plus $0.11 per copy. At how many copies do their total charges equal?

A. 600 copies
B. 150 copies
C. 300 copies
D. 900 copies

62. In this capstone administrative scenario, a reconciliation starts with a $24,860 statement balance. Add a $1,450 deposit not yet shown and subtract $2,180 in outstanding checks. No other adjustments apply. What is the adjusted balance?

A. $22,130
B. $24,130
C. $25,590
D. $28,490

63. In this capstone administrative scenario, a $1,350 shared service cost is allocated in proportion to active workstations. Unit Cedar has 36 of the 90 active workstations. What is its share?

A. $486
B. $675
C. $540
D. $810

64. In this capstone administrative scenario, a process error rate falls from 12% to 9%. What is the relative percentage reduction in the error rate?

A. 3%
B. 9%
C. 33.33%
D. 25%

65. In this capstone administrative scenario, eighty-four cases each require 12 staff-minutes. Each assigned clerk can supply 252 productive minutes during the available period. Work can be divided freely. What is the minimum number of clerks needed?

A. 3 clerks
B. 5 clerks
C. 6 clerks
D. 4 clerks

66. In this capstone administrative scenario, in Excel, cell C2 contains =B2*F1. The formula is copied straight down to C5. Which formula appears in C5?

A. =B5*F1
B. =B2*F1
C. =B5*F4
D. =B2*F4

67. In this capstone administrative scenario, in Excel, B2:B5 contains Open, Closed, Open, Open. C2:C5 contains 80, 125, 40, 60, respectively. What does =SUMIF(B2:B5,"Open",C2:C5) return?

A. 125
B. 245
C. 180
D. 305

68. In this capstone administrative scenario, in Excel, D2:D7 contains 7, 10, 12, 9, 15, and 10. What does =COUNTIF(D2:D7,">=10") return?

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

69. In this capstone administrative scenario, in Excel, E2 contains 20. What does =IF(E2>=20,"Escalate","Routine") return?

A. Escalate
B. Routine
C. 20
D. TRUE

70. In this capstone administrative scenario, a new worksheet stores each vendor's identifier, name, and payment amount on one row. Staff need the rows arranged alphabetically by name while preserving the associations. Which approach meets the requirement?

A. Sort only the name column while leaving identifiers and amounts in their original positions.
B. Sort each column separately so each field appears in its own preferred order.
C. Sort only the amount column and assume the adjacent names still identify the payments.
D. Sort the complete records together using the name field as the sort key.

71. In this capstone administrative scenario, a new worksheet view includes only records whose status is Open and amount is at least $100. Which record should be visible?

A. Open, $99.
B. Closed, $150.
C. Open, $100.
D. Closed, $80.

72. In this capstone administrative scenario, a new worksheet has a calculated total column and separate staff-entry columns. The supervisor wants routine entries to continue while reducing accidental formula changes. Which design best meets both goals?

A. Allow edits everywhere and remove the calculated column whenever an error is noticed.
B. Restrict edits in the calculated column while leaving authorized input cells editable.
C. Restrict every worksheet cell so staff cannot enter the daily transaction information.
D. Replace every calculated result with a manually typed number before each shift begins.

73. In this capstone administrative scenario, a new worksheet records completed tasks in B2 and assigned tasks in C2. B2 is 45 and C2 is 60. Which expression produces the completion proportion 0.75 before percentage formatting?

A. =C2/B2
B. =C2-B2
C. =B2/C2
D. =B2+C2

74. In this capstone administrative scenario, a data dictionary defines zero as "measured quantity is none" and a blank as "quantity not yet reported." A staff member replaces every blank with zero before computing results. What is the main problem?

A. Confirmed measurements of none become distinguishable from every unreported quantity.
B. The change guarantees that all missing quantities have been verified with staff.
C. The change preserves the original reporting status while adding complete evidence.
D. Unreported quantities become indistinguishable from confirmed measurements of none.

75. In this capstone administrative scenario, a revised worksheet is intended to flag every amount above $2,000, but not $2,000 itself. Which test set best checks the boundary behavior?

A. $500, $600, and $700.
B. $1,999, $2,000, and $2,001.
C. $2,100, $2,200, and $2,300.
D. $100, $1,000, and $3,000.

76. In this capstone administrative scenario, a task takes 40 minutes to draft, then 25 minutes to review, then 15 minutes to distribute. The steps cannot overlap. To finish by 11:30 a.m., what is the latest start time?

A. 10:10 a.m.
B. 10:25 a.m.
C. 10:35 a.m.
D. 10:50 a.m.

77. In this capstone administrative scenario, a 30-minute meeting requires all three people. Ada is free 9:00-10:00, Ben 9:30-10:30, and Cara 9:15-10:15. Which proposed slot works?

A. 9:30-10:00
B. 9:00-9:30
C. 10:00-10:30
D. 9:15-9:45

78. In this capstone administrative scenario, a records unit rule prioritizes verified safety alerts, then items due today, then routine items by receipt time. Which item should be handled first?

A. A routine item received yesterday with no deadline today.
B. A standard report due today at the end of the shift.
C. A routine request from a frequent caller received this morning.
D. A verified safety alert received five minutes ago.

79. In this capstone administrative scenario, task A takes 20 minutes. After A, tasks B and C can run in parallel for 35 and 50 minutes. Task D takes 15 minutes and starts only after both finish. What is the shortest completion time?

A. 70 minutes
B. 105 minutes
C. 85 minutes
D. 120 minutes

80. In this capstone administrative scenario, a revised shift handoff concerns an unresolved request due tomorrow. Which note best supports continuity?

A. Record that the shift was busy and the request will probably need attention soon.
B. Record the case identifier, completed steps, pending task, assigned owner, and deadline.
C. Record only the caller's first name and ask the next shift to reconstruct the status.
D. Record that another employee knows the details and leave the request without an owner.

81. In this capstone administrative scenario, a revised procedure requires approval before release and allows the designated alternate to approve when the supervisor is absent. The supervisor is absent and a release is urgent. What should the associate do?

A. Release the package immediately and ask the absent supervisor to approve it later.
B. Ask any available coworker to sign without checking the alternate designation.
C. Delete the approval requirement from the package because the request is urgent.
D. Send the complete approval package to the designated alternate before release.

82. In this capstone administrative scenario, two appointments occur in different buildings. The first ends at 11:20 a.m.; travel takes 15 minutes. What is the earliest possible start for the second appointment, assuming no other delay?

A. 11:20 a.m.
B. 11:35 a.m.
C. 11:25 a.m.
D. 11:30 a.m.

83. In this capstone administrative scenario, a capstone practice exercise purchasing procedure requires receipt confirmation before invoice approval and invoice approval before payment authorization. Which sequence is permitted?

A. Approve invoice, confirm receipt, authorize payment.
B. Confirm receipt, authorize payment, approve invoice.
C. Confirm receipt, approve invoice, authorize payment.
D. Authorize payment, approve invoice, confirm receipt.

84. In this capstone administrative scenario, four employees are on duty. At least two must remain at the service desk at all times. All are equally qualified, and there are no other coverage needs. What is the largest number who may take a break simultaneously?

A. 2 employees
B. 1 employee
C. 3 employees
D. 4 employees

85. In this capstone administrative scenario, a service team wants to know whether a new intake checklist reduces rework. Which comparison best addresses that question?

A. Compare rework rates before and after the change using the same case definition.
B. Compare total staff compliments before and after the change without tracking rework.
C. Compare the new checklist's page count with the previous checklist's page count only.
D. Compare this month's arrivals with last month's closures without identifying returned cases.

86. In this capstone administrative scenario, a clerk repeatedly misclassifies one request type. The supervisor has examples and a clear written classification rule. Which initial coaching response is most useful?

A. Discuss the clerk's errors publicly and wait for the employee to infer the correct rule.
B. Reassign every future request permanently without explaining the specific classification problem.
C. Review examples privately, explain the rule, and check the clerk's next sample of work.
D. Send a general reminder to everyone and assume the individual error pattern is resolved.

87. In this capstone administrative scenario, a section supervisor delegates preparation of a monthly report but retains responsibility for final approval. Which instruction best defines the delegation?

A. Ask for help with reporting and let the employee infer the deadline and approval authority.
B. Transfer final approval without informing the employee or changing the stated responsibility.
C. Delegate only the report title and assume the employee knows all reporting requirements.
D. Specify the report, deadline, available authority, and review point before final approval.

88. In this capstone administrative scenario, two employees dispute who should handle a difficult assignment. A records unit rule allocates work by required skill, current workload, and development needs. What should the supervisor do?

A. Assign the task to whoever argues least and avoid discussing the unit criteria.
B. Apply the stated criteria, explain the assignment, and document the responsibility clearly.
C. Assign the task to the supervisor's preferred employee without reviewing current workload.
D. Leave the assignment unowned until the employees reach agreement without supervisory input.

89. In this capstone administrative scenario, a senior associate receives two assignments from different supervisors, both due at noon. Available time is insufficient to complete both, and no priority rule applies. What is the best response?

A. Promise both supervisors full completion and wait until noon to disclose the conflict.
B. Choose the preferred assignment silently and let the other supervisor discover the delay.
C. Stop both assignments entirely without informing either supervisor about the time constraint.
D. Explain the conflict promptly and seek an agreed priority or revised allocation of work.

90. In this capstone administrative scenario, two clerks complete different numbers of cases, but one handles substantially more complex work. What should a supervisor do before judging their relative performance?

A. Rank performance by raw case count alone because every completed case is equivalent.
B. Compare workload complexity, accuracy, and timeliness as well as completed case counts.
C. Assume the clerk with fewer completions is less productive without reviewing the assignments.
D. Ignore output entirely and evaluate only how confident each clerk sounds during meetings.

91. In this capstone administrative scenario, a section supervisor needs to give feedback about three late weekly reports. Which statement is most specific and actionable?

A. The last three reports arrived after Friday noon; let's plan how to meet that deadline.
B. Your attitude toward deadlines is always poor, and everyone has noticed the same problem.
C. You never care about the office, so you should improve your general approach immediately.
D. You need to become a better employee because the team expects more professionalism overall.

92. In this capstone administrative scenario, a records unit policy requires one employee to enter payment changes and a different authorized employee to review them before release. A staffing shortage occurs. Which response preserves the policy?

A. Have the entry employee approve the same changes and release them immediately afterward.
B. Release the changes first and ask any available employee to review them next month.
C. Arrange review by another authorized employee before the changed payments are released.
D. Remove the reviewer field from the form so the shortage no longer delays processing.

93. In this capstone administrative scenario, a revised procedure changes next Monday. Staff use several saved copies of the old procedure. Which rollout best reduces conflicting instructions?

A. Mention that a change exists and allow each employee to choose a preferred saved copy.
B. Send the new title alone and assume staff can reconstruct the revised steps from memory.
C. Wait for errors to reveal which employees continue using the previous procedure at work.
D. Identify the approved version, explain the changes, and replace or mark obsolete copies.

94. In this capstone administrative scenario, a records unit receives a complaint about inconsistent service. The supervisor wants an initial review grounded in evidence. Which approach is best?

A. Review the relevant records and accounts before deciding what occurred and what needs correction.
B. Conclude that the complaint is accurate immediately and assign responsibility without reviewing records.
C. Dismiss the complaint immediately because the unit normally receives favorable comments from customers.
D. Ask employees to agree on one explanation before any individual records or accounts are examined.

95. In this capstone administrative scenario, errors increased immediately after a form redesign, and several experienced employees make the same mistake. Which first investigation is most useful?

A. Assume every experienced employee suddenly became careless and end the investigation immediately.
B. Replace the entire staff before reviewing whether the new form changed the task requirements.
C. Check whether the redesigned fields or instructions contribute to the shared error pattern.
D. Ignore the shared timing and evaluate only the employees' unrelated attendance history from last year.

96. In this capstone administrative scenario, a resident caller is upset about a delayed request. The associate can check status but cannot promise an approval date. Which response is most appropriate?

A. Promise approval tomorrow so the caller feels reassured before the actual status is checked.
B. Acknowledge the concern, verify the request, and explain the confirmed status and next step.
C. End the call immediately because the caller's frustration makes status verification unnecessary.
D. Describe another customer's confidential case to show that other people also experience delays.

97. In this capstone administrative scenario, for this capstone practice exercise, office procedure directs staff to use an approved language-assistance service when needed. A visitor cannot understand the form instructions in English. What should the associate do?

A. Require the visitor to guess the answers and sign before any assistance is considered.
B. Ask an unrelated waiting visitor to interpret sensitive details without following the procedure.
C. Arrange the approved assistance and explain how the visitor can proceed with the form.
D. Complete and sign the form as the visitor without explaining the questions or obtaining answers.

98. In this capstone administrative scenario, a senior associate discovers that a confidential attachment was sent to the wrong external address. Office procedure requires immediate incident reporting and approved containment steps. What should happen first?

A. Delete the sent message locally and assume this removes the attachment from the recipient.
B. Report the incident through the required channel and begin the approved containment process.
C. Wait until the recipient complains before deciding whether the incident should be reported.
D. Send more confidential information to explain the mistake without notifying the designated team.

99. In this capstone administrative scenario, a senior associate is assigned to review a request submitted by a close family member. The exercise policy requires disclosure and reassignment before review. What should the associate do?

A. Disclose the relationship and arrange reassignment through the designated supervisor before reviewing.
B. Review the request privately and disclose the relationship only if the outcome is challenged.
C. Approve the request quickly because familiarity with the applicant makes verification unnecessary.
D. Reject the request automatically so nobody can suggest that the family member received preference.

100. In this capstone administrative scenario, a resident asks a procedural question that the associate cannot answer reliably. Which response best combines accuracy and helpfulness?

A. Give the most confident guess available and avoid mentioning that the procedure remains uncertain.
B. Use an outdated personal note because it provides a quick answer without requiring any verification.
C. Tell the resident to ask someone else without identifying a responsible office or next step.
D. Check the approved guidance or responsible office and explain how a confirmed answer will follow.

Practice Exam 31: Answer Key and Explanations

1. C	2. A	3. D	4. B	5. D	6. A	7. B	8. C	9. B	10. C
11. D	12. A	13. C	14. B	15. D	16. A	17. B	18. C	19. D	20. A
21. D	22. A	23. C	24. B	25. D	26. A	27. B	28. C	29. D	30. C
31. B	32. A	33. A	34. C	35. D	36. B	37. C	38. D	39. A	40. B
41. A	42. D	43. B	44. C	45. C	46. B	47. A	48. D	49. B	50. C
51. D	52. A	53. C	54. D	55. B	56. A	57. D	58. C	59. B	60. A
61. A	62. B	63. C	64. D	65. D	66. A	67. C	68. B	69. A	70. D
71. C	72. B	73. C	74. D	75. B	76. A	77. A	78. D	79. C	80. B
81. D	82. B	83. C	84. A	85. A	86. C	87. D	88. B	89. D	90. B
91. A	92. C	93. D	94. A	95. C	96. B	97. C	98. B	99. A	100. D

1. C - The strongest entry identifies actions, scope, and responsibility: allocating work, checking results, and resolving conflicts. Those details help a reviewer evaluate what the candidate actually did. General statements about a busy office, favorable comments, or long hours do not establish comparable decision authority. Accurate task descriptions should be supported by available employment records and references.

2. A - Divide 21 weekly hours by the stated 35-hour standard to obtain a workload fraction of 0.6. Multiply that fraction by 20 months to obtain 12 equivalent months. Crediting all 20 months ignores the reduced schedule. The other amounts do not follow the supplied formula. Use the exercise standard without substituting another workweek assumption.

3. D - The first job covers months 1 through 14, and the second extends the combined period through month 20. Months 9 through 14 overlap and cannot be counted twice. Adding the two job lengths gives 26 months, but subtracting the six duplicated months leaves 20. Counting distinct calendar coverage prevents inflation of the experience total.

4. B - The appointment letter and timesheet support May, whereas the earlier draft has no supporting evidence. The candidate should correct the history and keep the records used to resolve the discrepancy. Averaging dates creates an unsupported statement. Leaving conflicting dates unexplained transfers an avoidable inconsistency to the reviewer and can make the application harder to assess.

5. D - The verified duties are schedule preparation and attendance tracking. Describing those tasks directly provides useful evidence without claiming supervisory powers the employee did not hold. Assigning work, evaluating performance, disciplining employees, and approving promotions add unsupported responsibilities. An accurate description can demonstrate administrative support experience while allowing the reviewer to decide how that experience qualifies.

6. A - Exactly 18 months belongs in the final band because that band includes 18 or more. The middle band stops before 18, so its eight points no longer apply. Four points applies to a shorter period, and ten points is not an available award. Pay particular attention to inclusive lower boundaries and exclusive upper boundaries.

7. B - A branch supervisor statement can directly describe whether the applicant planned, assigned, and reviewed clerical work during an identifiable period. Payroll and access records may corroborate employment but usually do not establish those responsibilities. A registration notice demonstrates enrollment, not job authority. Supporting evidence is strongest when its content addresses the exact requirement being evaluated by the reviewer.

8. C - The cutoff includes all experience completed through the end of month 24. Therefore, months 25 through 29 fall outside the allowable period and must be excluded. Removing months before or including month 24 would discard eligible time. A continuing job does not make future experience creditable when the stated exercise rule fixes an earlier measurement date.

9. B - Instructional hours and academic credits are different measures, and the certificate establishes only the hours stated on it. The candidate should report the documented training accurately and verify whether the application permits any conversion. Inventing a conversion or treating a certificate as a degree overstates the evidence. Clarification should come from the applicable application instructions or authority.

10. C - A final review should check factual consistency, completeness, and evidence that submission occurred. Comparing dates and duties with records targets substantive errors; checking required fields targets omissions. Retaining confirmation helps document the completed transaction. Spelling and appearance checks alone do not address inaccurate experience entries, and another applicant's form cannot establish the correctness of this candidate's information.

11. D - The rule joins two prerequisites with the word both. A file is ready only when identity verification and supervisor approval are each recorded. Satisfying just one prerequisite leaves the release condition incomplete. The remaining cases lack one or both requirements. Evaluate every required condition separately before concluding that the overall authorization rule has been satisfied.

12. A - The emergency exception overrides the general purchasing route for requests carrying that label. This request satisfies the exception, so Unit E receives it. Sending it to Unit P applies only the general rule and overlooks the stated exception. Parallel routing or waiting for a label change introduces procedures that the instruction does not authorize or require.

13. C - The memo reports a processing-time reduction in exactly the two offices studied. It expressly excludes other offices and service quality from the assessment. Extending the finding agencywide or claiming quality improvement goes beyond the evidence. The absence of an assessment of operational problems also does not prove there were none. Keep conclusions within the measured scope.

14. B - The stated sequence places registration first, attachment checking second, approval third, and acknowledgment last. Each step has a defined position, so even a plausible alternative order violates the procedure. Checking before registration, approving before the attachment check, or acknowledging before approval changes a required dependency. Follow the supplied sequence rather than an assumed office routine.

15. D - The word may grants permission; it does not create an automatic entitlement or a mandatory approval. The sentence also conditions that permission on maintaining coverage. A request alone therefore does not establish approval. Neither a prohibition nor a requirement that everyone attend remotely appears in the text. Read the permission and its condition together carefully.

16. A - Because the receipt day is excluded, Friday is business day one. Saturday and Sunday do not count, making Monday business day two and Tuesday business day three. Counting Thursday produces an earlier date; counting weekend days also shortens the allowed interval incorrectly. Apply the exercise calendar and its starting-point rule before identifying the response deadline.

17. B - The report identifies twelve corrections within a review of eighty completed cases. It supplies no information about unfinished cases or cases outside that review. Therefore, only the statement limited to the reviewed completed cases is supported. The other choices extend the sample finding to populations the report did not describe or claim comprehensive coverage without evidence.

18. C - The selected record must satisfy two conditions: its status must be Open, and its age must exceed ten days. An open record aged eleven days meets both conditions. Ten days equals the boundary but does not exceed it. Closed records fail the status condition regardless of age. Apply the conditions together rather than choosing on age alone.

19. D - The memo establishes a general change beginning Monday but preserves the old checklist for reviews already started Friday. Finishing such a review with the old version follows that transition instruction. Restarting, switching versions, or stopping all reviews disregards the explicit exception. Effective dates and transition rules must be read together when procedures change during ongoing work.

20. A - The exception applies only to appointments already in progress, not to new arrivals after the service desk closes. This visitor has no appointment underway, so the exception does not apply. The notice does not establish an entitlement to immediate service or priority over existing appointments. Do not extend a limited continuation rule into a general admission rule.

21. D - The attachment requirement is triggered by either an amount above five hundred dollars or any travel involvement. A five-hundred-dollar request without travel meets neither trigger, because above excludes equality. The other requests meet at least one trigger. When a rule uses or, one satisfied condition is sufficient; both conditions do not need to be present.

22. A - The default treatment for an incomplete application is to remain on hold. The only stated way around that default is a recorded supervisor exception, which is absent here. Approval, completion, and removal from tracking are not authorized alternatives. The word unless identifies an exception; without evidence of that exception, apply the ordinary rule as written.

23. C - The arrivals and completions are not necessarily the same group of requests. Some completions concern earlier arrivals, so dividing the two weekly totals does not establish the completion rate for this week's incoming cohort. Separate workload comparisons remain meaningful when consistently defined. To measure cohort completion, track which requests received this week have actually been completed.

24. B - The coordinator must receive the revised schedule before participants are notified. Sending it to the workflow lead is therefore the required next step among the choices. Notifying participants now reverses that dependency, and assuming receipt substitutes an unsupported fact for a required action. Nothing in the instruction calls for deleting the schedule or canceling the meeting.

25. D - Submitted for review identifies a handoff into the review process. It does not establish that a reviewer has finished, approved, rejected, or implemented anything. Those outcomes require additional status evidence. Treat workflow labels as distinct milestones: movement into a stage is different from completion of that stage, and neither alone proves a later authorization decision.

26. A - The subject is the singular noun list, so it takes the singular verb is. The phrase of revised appointments modifies list; its plural noun does not control the verb. The other choices incorrectly make the verb agree with appointments. Identify the main subject before checking agreement, especially when a modifying phrase separates it from the verb.

27. B - The clearest revision names the responsible people, the action, the information, the recipient, and the deadline. Readers can act without inferring what fairly soon or when convenient means. The other versions rely on vague wording or passive constructions that obscure ownership. Operational messages are most useful when responsibility and the required next step are explicit.

28. C - The introductory phrase describes the person reviewing invoices, so the next grammatical subject should be Lena. That arrangement clearly connects the action to its actor. The other versions place a charge or report immediately after the modifier, making the wording imply that an object reviewed invoices. Keep introductory modifiers close to the people or things they describe.

29. D - Approval and implementation are separate milestones. The accurate sentence preserves the completed approval while clearly stating that implementation has not begun. The other choices either add an unsupported completed action or deny the approval already established in the prompt. Reliable status writing distinguishes what has happened from what remains pending instead of collapsing adjacent project stages.

30. C - The strongest subject line identifies the action, the specific material, and the deadline. Recipients can recognize the message's priority before opening it. The other lines suggest general information, background, or recordkeeping and conceal the immediate response required. A useful subject line summarizes the task rather than merely describing the broad topic of the email.

31. B - The correct sentence presents all three responsibilities with matching present-tense verbs: schedules, prepares, and records. Parallel structure makes the items easy to compare and clearly connects each to the workflow lead. The other options mix finite verbs with participles, breaking the sentence pattern. Lists of duties should use consistent grammatical forms unless a different structure is deliberately required.

32. A - The first entry records a time and an observable condition while explicitly leaving the cause unresolved. The other entries assign blame, infer a procedural violation, or conclude that theft occurred without supporting evidence. A factual incident note should distinguish what the writer directly observed from explanations that still require investigation, preserving the usefulness of the record.

33. A - The semicolon correctly joins two closely related independent clauses without treating a comma as sufficient punctuation. The second option retains the comma splice, and the third removes needed punctuation altogether. The final option changes the second clause into an incomplete construction. A period or a suitable conjunction could also work, but neither appears correctly in those alternatives.

34. C - Please decide whether an extension is needed preserves the request to evaluate necessity while removing unnecessary words. Deciding that an extension is needed presupposes the outcome. Requesting an extension skips the decision, and determining its length asks a different question. Concision improves writing only when the revision keeps the original decision and degree of certainty intact.

35. D - The complete action entry names Nora as the owner, reconciliation as the task, and Friday at noon as the deadline. Each other entry omits at least one required element or merely records discussion. An action record should allow someone who missed the meeting to identify who will do what and when completion is expected.

36. B - All four surnames begin with Har, so compare the next letter. Harmon has m, Harper has p, Harrow has r, and Hartley has t. Alphabetically, m comes before p, r, and t, placing Harmon first. Comparing only the shared prefix cannot resolve the order; move to the first position at which the names differ.

37. C - First compare prefixes: ADM precedes FIN and PER. The choice is therefore between the two ADM records. Their suffixes are compared numerically, so nine precedes twelve even though a character-based comparison might treat the leading one differently. Apply the hierarchy in order and use the comparison method stated for each component of the identifier.

38. D - The matching copy preserves the request identifier, surname, date, and amount exactly as shown in the source. The other copies each change one field: transposed identifier digits, a different date, or transposed amount digits. Check each field independently rather than relying on the overall appearance of the line, because small differences can be easy to overlook.

39. A - The duplicate definition uses vendor identifier and invoice number together. The matching pair shares both fields even though the amounts differ, so it must be flagged for review. Matching only the invoice number across different vendors is insufficient, as is matching a vendor with different invoice numbers. Use the defined business key rather than the amount alone.

40. B - The rule requires the four-digit year, two-digit month, and two-digit day first, followed by the project and version. July ninth therefore becomes 2026-07-09, and Cedar precedes 03. The other choices change the date order or the order of components. A consistent naming convention allows predictable identification and sorting without opening each file to inspect its contents.

41. A - The policy requires all three conditions before disposal. An active hold means the no-hold condition is not satisfied, even though retention has expired and approval exists. The file must therefore be preserved. Removing the hold entry without authorization does not eliminate the underlying restriction. Apply the stated disposal conditions cumulatively, rather than treating either completed condition as sufficient.

42. D - Editing access matches the first employee's data-entry duty, while viewing access supports the second employee's review without allowing changes. Giving both broad access creates unnecessary opportunities to alter records. Reversing the permissions prevents each person from performing the assigned role correctly. Access should be matched to the functions staff actually need to carry out in the shared register.

43. B - A shared name does not uniquely identify a person. Obtaining the employee identifier resolves which record the request concerns before any correction occurs. Selecting the first match is arbitrary, changing both risks altering an unrelated record, and deleting a name assumes a duplicate person without evidence. Use a reliable unique identifier when names alone are ambiguous.

44. C - The accepted and rejected counts add to the batch control total: 121 plus 4 equals 125. That accounts for every submitted record, but accounting for a rejected record is not the same as accepting it. The four rejections still need review. There is no evidence of missing records or any reason to count the rejected items twice.

45. C - The distinct identifiers are 410, 411, 412, 413, and 414, giving five unique cases. The repeated appearances of 410 and 411 add rows but not new case identities. Seven is the total number of entries, not the unique count. Distinguish row totals from entity totals whenever a list may contain repeated identifiers for the same case.

46. B - Add the four supplied digits: six plus eight plus three plus seven equals twenty-four. Dividing twenty-four by ten leaves a remainder of four, so four is the required check digit. The rule uses the remainder, not the quotient or the final source digit. Follow the stated calculation instead of assuming a different identifier-validation method applies.

47. A - The distribution rule depends on approval status, not simply on the largest version number. Version four is the only version marked Approved and is therefore the authorized choice. A draft may contain changes that have not been accepted, and a superseded version is no longer current. Removing a status label does not create approval or satisfy the rule.

48. D - Chronological sorting compares the year first, then the month, then the day. Both 2026 dates precede both 2027 dates; February precedes November within 2026, and January precedes March within 2027. Sorting by month alone would mix years incorrectly. The year-month-day format makes the relevant comparison order visible, but each component still needs to be interpreted correctly.

49. B - The fourth character differs: the source has D, while the entry has O. The seventh character also differs: the source has K, while the entry has X. All other positions match, producing two errors under the stated counting rule. Compare corresponding positions directly rather than counting visually unfamiliar characters or treating the whole code as one error.

50. C - A linked change record preserves the original and corrected values together with responsibility and rationale. That allows a later reviewer to reconstruct what changed and why. Overwriting without history, creating an unexplained copy, or relying on memory fails the stated requirements. Corrections should improve the register while retaining the evidence needed to understand the modification.

51. D - Ending inventory equals beginning inventory plus receipts minus issues. Adding 186 and 72 gives 258 cartons available; subtracting 159 cartons issued leaves 99. Adding every movement would incorrectly treat outgoing stock as incoming. Check the direction of each transaction and use the same unit throughout so that the final balance represents cartons still on hand.

52. A - The merchandise subtotal is 18 times $24.50, or $441. A ten-percent merchandise discount is $44.10, leaving $396.90. Add the separate $28 shipping charge to obtain $424.90. Discounting shipping would produce a different amount and violate the stated terms. Omitting the discount or the shipping charge also fails to account for the full order correctly.

53. C - Uncommitted funds equal the budget less both actual spending and outstanding commitments. Subtracting $31,760 from $48,500 leaves $16,740; subtracting the additional $8,420 commitment leaves $8,320. Treating the first remainder as available would ignore money already promised. Because the prompt states that commitments are not included in spending, deducting both does not double-count the same obligations.

54. D - Combine the error counts and the reviewed-record counts before dividing. There are 15 errors across 300 reviewed records, so the combined rate is 15 divided by 300, or five percent. Adding the two unit percentages would incorrectly produce ten percent. A combined rate uses the total relevant numerator and denominator, rather than treating separate percentages as additive quantities.

55. B - The increase is 300 minus 240, or 60 requests. Divide that increase by the original 240 requests to obtain 0.25, which equals twenty-five percent. Dividing by the new total would give twenty percent, a different comparison. The question asks for growth relative to the original workload, so the original value must be the denominator.

56. A - The three clerks contribute 18 clerk-hours in total because each works six productive hours. Dividing 432 records by 18 clerk-hours gives 24 records per clerk-hour. Dividing by six alone measures combined team output per elapsed hour, while dividing by three gives output per clerk for the entire period. Match the denominator to the requested productivity unit.

57. D - New and reopened cases increase the open caseload, while closures reduce it. Start with 185, add 260 new cases, subtract 310 closures, and add 12 reopened cases to obtain 147. Ignoring reopenings gives 135; subtracting them gives 123. Classify each movement by its effect on the open balance before calculating the ending workload.

58. C - Divide 245 files by the capacity of 17 files per carton. Fourteen cartons hold only 238 files, leaving seven files that require another carton. Therefore, fifteen cartons are necessary. A fractional carton cannot be used as the final count of physical containers. For capacity questions, round upward whenever the division leaves a remainder.

59. B - The elapsed time from 8:35 to 4:20 is seven hours and forty-five minutes, or 465 minutes. Subtract the 45-minute unpaid break to obtain 420 paid minutes. Dividing by 60 gives seven paid hours. The full elapsed time includes the break and cannot be entered as paid time under the conditions of this exercise.

60. A - The corrections require 16 times eight minutes, or 128 minutes. At thirty dollars per hour, the labor rate is fifty cents per minute. Multiplying 128 minutes by fifty cents gives $64. Converting minutes to hours before multiplying by the hourly rate produces the same result. Do not treat 128 minutes as 1.28 hours.

61. A - Printer A has an eighteen-dollar higher setup fee but saves three cents on each copy. Divide eighteen dollars by three cents per copy to obtain 600 copies. At that quantity, both printers charge $83. Comparing setup fees alone overlooks variable cost; comparing per-copy rates alone overlooks setup. Equal total cost occurs where the fixed difference is fully offset.

62. B - Apply the adjustments in the directions specified. Adding the deposit to $24,860 gives $26,310, and subtracting the outstanding checks gives $24,130. Adding both adjustments would overstate the balance; reversing their directions would also be incorrect. The exercise provides all necessary adjustments, so do not introduce assumed fees, interest, or additional transactions into the reconciliation.

63. C - Unit Cedar accounts for 36 of the 90 workstations, or forty percent of the total. Multiply $1,350 by 0.40 to obtain a $540 allocation. Allocating half the cost would ignore the workstation proportions, while allocating the remaining sixty percent would assign another unit's share. Use the stated allocation basis consistently across the entire shared cost.

64. D - The rate falls by three percentage points, from twelve percent to nine percent. Relative reduction compares that three-point decrease with the original twelve-percent rate: three divided by twelve equals twenty-five percent. Three percent confuses percentage points with relative percentage change. Dividing by the final rate instead would answer a different question and yield about thirty-three percent.

65. D - The workload requires 84 times twelve minutes, or 1,008 staff-minutes. Each clerk supplies 252 productive minutes, so dividing 1,008 by 252 gives exactly four clerks. Three clerks provide only 756 minutes and cannot finish the work. Because division is exact, no additional clerk is needed. Use productive capacity rather than assuming the entire scheduled period is available.

66. A - Copying the formula three rows downward moves the relative reference B2 to B5. The dollar signs make both the column and row of F1 absolute, so that reference stays fixed. Leaving B2 unchanged ignores its relative behavior; changing the fixed row to four ignores the absolute reference. Evaluate each reference separately when predicting a copied formula.

67. C - SUMIF evaluates the status range and adds amounts from corresponding rows where the status matches Open. Those rows contain 80, 40, and 60, totaling 180. The closed row's 125 is excluded. Adding every amount produces 305 and ignores the condition. The criteria range and sum range must remain aligned so each status selects its own amount.

68. B - The criterion includes values greater than or equal to ten. The qualifying entries are 10, 12, 15, and the second 10, so COUNTIF returns four. Counting only values strictly greater than ten excludes the boundary entries incorrectly. Counting unique values would also be wrong because the function counts qualifying cells, including repeated values in separate cells.

69. A - The logical test asks whether E2 is at least twenty. Since E2 equals twenty, the test is true and IF returns its specified true-result text, Escalate. Routine is the false-result text. The formula does not return the original number or the logical value itself because it explicitly supplies text for both possible outcomes of the test.

70. D - Each row represents one vendor record, so its identifier, name, and amount must move together. Sorting complete records by the name field changes presentation while preserving those relationships. Sorting isolated columns can attach one vendor's name to another vendor's identifier or amount. The organizing operation must protect record integrity as well as produce the requested alphabetical order.

71. C - The visible record must satisfy both the Open status condition and the minimum amount of one hundred dollars. An open record at exactly one hundred qualifies because at least includes equality. An open record below that amount fails the amount condition. Closed records fail the status condition even when their amounts exceed the stated minimum.

72. B - Restricting edits in the calculated column protects formulas while allowing staff to continue entering authorized inputs. Locking the entire sheet would prevent the required work, whereas unrestricted editing leaves formulas exposed. Replacing formulas with typed results removes the automatic calculation and can create stale totals. Separate input permissions from calculation protection to preserve both usability and reliability.

73. C - Completion proportion compares completed tasks with assigned tasks, so divide B2 by C2. Forty-five divided by sixty equals 0.75, which displays as seventy-five percent when formatted appropriately. Reversing the division gives a value above one; subtraction gives tasks remaining, and addition combines unlike workload counts. Choose the calculation that matches the intended relationship between the two quantities.

74. D - The data dictionary assigns different meanings to zero and blank. Replacing blanks with zero changes unknown or unreported quantities into apparent confirmed measurements of none. That can distort interpretation and calculations that depend on reporting completeness. A numeric replacement does not supply missing evidence. Preserve the distinction until the actual quantity or an authorized treatment is established.

75. B - The best boundary test includes one value just below the threshold, the threshold itself, and one just above it. Those cases check whether the rule distinguishes greater than from greater than or equal to. Values all below or all above the threshold miss that distinction. Widely separated values may show general behavior without exposing an equality error.

76. A - The three sequential steps require eighty minutes in total. Counting backward eighty minutes from 11:30 a.m. gives a latest start of 10:10 a.m. Adding only two steps or allowing overlap would understate the required duration. When tasks depend on completion of the preceding task, reserve the full sum of their durations before the final deadline.

77. A - The shared availability begins when the last person becomes free, at 9:30, and ends when the first person becomes unavailable, at 10:00. That creates exactly one thirty-minute common interval. Earlier slots conflict with Ben's availability, while the later slot conflicts with Ada's. Meeting feasibility depends on the intersection of all participants' available intervals, not a single person's schedule.

78. D - The rule places verified safety alerts ahead of both same-day deadlines and routine receipt order. Therefore, the recent safety alert has first priority despite arriving later than other items. Receipt time matters only within the routine category after higher priorities are addressed. Caller familiarity is not a stated priority factor and should not replace the unit's explicit ordering rule.

79. C - Task A must finish first, taking twenty minutes. The parallel stage then lasts as long as its slower branch, fifty minutes for C. Task D adds fifteen minutes after both branches finish, for a total of eighty-five minutes. Adding both parallel durations overstates elapsed time, while using only the faster branch would start D before C is complete.

80. B - A useful handoff identifies the case, its current status, the remaining action, responsibility, and the deadline. Those details allow the next shift to continue without repeating completed work or losing the due date. Vague comments, incomplete identification, or reliance on another person's memory leave avoidable gaps. The unresolved task should remain traceable to a specific owner.

81. D - The procedure already provides an authorized route for the supervisor's absence: the designated alternate. Sending the complete package there preserves the required approval before release. Urgency does not authorize bypassing the control, choosing an undesignated signer, or deleting the requirement. Use the available escalation path that maintains the sequence and authority specified by the procedure.

82. B - The employee cannot begin traveling until the first appointment ends at 11:20. Adding the stated fifteen-minute travel interval gives 11:35 as the earliest arrival and start. Earlier options leave insufficient travel time. Calendar availability must account for movement between locations as well as the appointments themselves; adjacent time slots do not automatically mean a feasible schedule.

83. C - The procedure establishes two dependencies: receipt confirmation precedes invoice approval, and invoice approval precedes payment authorization. Together they create the stated three-step order. Each other sequence violates at least one dependency by approving too early or authorizing payment before approval. Trace prerequisites through the whole process, because meeting one relationship does not excuse violating the other.

84. A - Two of the four employees must remain at the desk, leaving a maximum of two who may be away simultaneously. Allowing three or four breaks would leave fewer than the required two employees. One break is feasible but is not the largest permitted number. Subtract minimum required coverage from available staff when qualifications and other constraints are equal.

85. A - Rework rates measured with a consistent case definition directly address the proposed improvement. The comparison should also consider differences in workload or case mix before attributing all change to the checklist. Compliments, page counts, and unrelated arrival or closure totals do not measure rework. Choose a measure that corresponds to the intended outcome and can be compared consistently.

86. C - Private, specific coaching connects the observed errors with the correct classification rule and checks whether the employee can apply it. Reviewing a later sample provides evidence of improvement. Public criticism, unexplained reassignment, or a general reminder may leave the cause unresolved. The response should teach the required behavior and include a practical way to confirm that learning occurred.

87. D - Effective delegation explains the expected output, timing, authority, and review arrangements. Because the supervisor retains final approval, the instruction should make that boundary explicit. Vague requests leave the employee to infer essential requirements, while silently transferring approval contradicts the stated responsibility. Clear delegation gives the employee enough direction to act while preserving the intended accountability for the finished report.

88. B - The unit has supplied relevant assignment criteria, so the supervisor should use them to make and explain the decision. Clear ownership prevents the dispute from delaying work. Argument style or personal preference does not substitute for skill, workload, and development considerations. Waiting indefinitely for agreement also leaves a supervisory responsibility unresolved and may put the assignment at risk.

89. D - Promptly explaining the capacity conflict allows the supervisors to agree on priorities, deadlines, or additional help while options remain available. Promising impossible completion hides the risk, and silently choosing an assignment prevents coordination. Stopping without communication also wastes available time. State the work requirements and constraints clearly so an authorized decision can guide the next steps.

90. B - Raw case counts do not account for differences in difficulty or the quality and timeliness of the work. Reviewing those factors gives a more meaningful basis for comparison. Assuming equal effort per case can penalize the employee handling complex assignments. Ignoring output altogether is also unhelpful. Performance assessment should match the actual work and the unit's relevant expectations.

91. A - The useful statement identifies an observable pattern, states the required deadline, and opens discussion of a concrete improvement plan. The other choices make broad judgments about attitude, caring, or overall character without specifying what to change. Feedback is easier to act on when it addresses documented behavior and a clear standard rather than unsupported generalizations about the employee.

92. C - The policy requires an independent authorized review before release. Arranging another authorized reviewer preserves both the separation of duties and the timing requirement. Self-approval, delayed review, or deleting the field bypasses the stated control. A staffing shortage creates a scheduling problem to solve through the authorized process; it does not itself change the unit's approval requirements.

93. D - A clear rollout identifies the authoritative version, explains what changed, and prevents obsolete copies from being mistaken for current instructions. Staff then have both the document and the context needed to apply it. Allowing personal version choices, sending only a title, or waiting for errors leaves predictable inconsistencies unresolved. Version control and communication support each other during procedural changes.

94. A - An evidence-based initial review examines the relevant records and accounts before reaching conclusions. This allows the supervisor to distinguish a service problem from misunderstanding or incomplete information. Automatically accepting or dismissing the complaint prejudges the outcome. Coordinating a single story before examining evidence can obscure differences that matter. Begin with facts and preserve the ability to assess them fairly.

95. C - A common error emerging after a process change suggests examining the redesigned form and instructions. That does not prove the form caused every error, but it is a relevant starting point supported by the pattern. Immediate blame, wholesale replacement, or unrelated attendance comparisons bypass the strongest available clue. Investigate the process as well as individual performance before choosing a remedy.

96. B - The associate should acknowledge the concern, identify the correct request, and communicate only the status and next step that can be confirmed. That provides useful service without inventing an outcome or exceeding authority. An unsupported promise may create further frustration, ending the call avoids the issue, and discussing another customer's confidential case is irrelevant to resolving this request.

97. C - The stated procedure provides an approved assistance route, which helps the visitor understand the form and give their own answers. Requiring guesses, using an unrelated visitor, or signing on the person's behalf bypasses that route and can compromise accuracy or privacy. Follow the supplied assistance process while keeping the visitor informed about the steps needed to proceed.

98. B - The office procedure calls for immediate reporting and approved containment, so the associate should initiate that process promptly. Deleting a local sent copy does not establish that the recipient no longer has the attachment. Waiting delays the response, and sending additional confidential information can enlarge the problem. Use the designated process to coordinate any appropriate follow-up actions.

99. A - The policy requires disclosure and reassignment before review, so the associate should follow that sequence. Reviewing privately delays the required disclosure, while automatic approval or rejection substitutes action for the authorized process. Reassignment allows the request to receive an appropriate review without the associate making the substantive decision. Follow the exercise policy rather than inventing a favorable or punitive outcome.

100. D - Checking approved guidance or the responsible office provides a path to a reliable answer while keeping the resident informed. A confident guess or outdated note may mislead the person into taking the wrong action. An unexplained referral leaves the service need unresolved. Helpful communication can acknowledge a knowledge gap and still provide a clear, accountable next step toward resolution.

Source Notes

Sources checked September 16, 2026. Scenario rules and figures are supplied within the questions; they are not current legal or regulatory requirements.

Official exam context: NYC DCAS, Principal Administrative Associate, Notice 1128 (2020 application period). Historical notice; not a claim about future exam rules.

Job-task context: NYC DCAS, Principal Administrative Associate, Exam Support Group (archived vacancy).

Q66: Microsoft Support, Switch between relative, absolute, and mixed references.

Q67: Microsoft Support, SUMIF function.

Q68: Microsoft Support, Use the COUNTIF function in Microsoft Excel.

Q69: Microsoft Support, IF function.