

ADMINISTRATIVE ANALYST PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

VISIT US ONLINE FOR
THE FULL VERSION STUDY GUIDE

<https://administrativeanalyst.examzify.com>



Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.

SAMPLE

Table of Contents

Copyright	1
Table of Contents	2
Introduction	3
How to Use This Guide	4
Questions	5
Answers	8
Explanations	10
Next Steps	15

SAMPLE

Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

SAMPLE

- 1. Which accounting basis recognizes revenue and expenses when earned and incurred, regardless of cash flow?**
 - A. Cash Basis.
 - B. Tax Basis.
 - C. Accrual Basis.
 - D. Modified Accrual.

- 2. What is an ethics compliance program in public administration?**
 - A. A single code of ethics with no procedures.
 - B. Periodic budget reviews unrelated to ethics.
 - C. Annual financial reporting as the sole compliance measure.
 - D. Policies, training, reporting channels, and enforcement mechanisms to prevent, detect, and address misconduct.

- 3. In budgeting, an item intended to correct a service deficiency is called a _____.**
 - A. Service Betterment
 - B. Capital Improvement
 - C. Operating Expense
 - D. Administrative Overhead

- 4. When presenting recommendations to operating personnel, the best approach is to focus on acceptability, meaning you should first explain changes most likely to be accepted. This approach is called?**
 - A. Feasibility
 - B. Acceptability
 - C. Urgency
 - D. Economic impact

- 5. Which item is NOT part of the Cal/OSHA recordkeeping steps?**
 - A. Maintain injury and illness records
 - B. Prepare and submit required reports
 - C. Develop procedures for identifying and evaluating workplace hazards
 - D. Post safety notices and communicate compliance

- 6. Vertical specialization refers to which concept in organizational structure?**
- A. Flattening hierarchy
 - B. Assignment of tasks based on levels of authority and supervision
 - C. Grouping tasks into cross-functional teams
 - D. Outsourcing non-core activities
- 7. Name 3 Charter Departments with Citizens Commissions.**
- A. Planning, Personnel, and Neighborhood Empowerment
 - B. Planning, Public Works, and Housing Authority
 - C. City Clerk, Chief Legislative Analyst, and Neighborhood Empowerment
 - D. Building & Safety, Planning, and Neighborhood Empowerment
- 8. The letting of contracts by the City Council is which type of function?**
- A. Administrative
 - B. Legislative
 - C. Judicial
 - D. Executive
- 9. The authority that determines that a manpower shortage exists in a class in order to adjust entry level salary is:**
- A. Civil Service Commission
 - B. City Council
 - C. CAO
 - D. Personnel Board
- 10. Protection of rights under the California Fair Employment Practices Act is done under what authority of the State?**
- A. Police Power
 - B. Judicial Power
 - C. Legislative Power
 - D. Executive Power

Answers

SAMPLE

1. C
2. D
3. A
4. B
5. C
6. B
7. A
8. A
9. A
10. A

SAMPLE

Explanations

SAMPLE

1. Which accounting basis recognizes revenue and expenses when earned and incurred, regardless of cash flow?

- A. Cash Basis.
- B. Tax Basis.
- C. Accrual Basis.**
- D. Modified Accrual.

This question tests accrual accounting: revenue is recognized when earned and expenses are recognized when incurred, regardless of cash flow. Under this approach, you record revenue when the seller has fulfilled the earning process (even if cash isn't yet received), and you record expenses when the related obligation or consumption occurs (even if cash isn't yet paid). For example, a sale made on credit is recorded as revenue today because the earnings process is complete, not when the customer pays. A wage expense is recognized when the employees have earned it, even if the payday is later. Depreciation is spread over the asset's useful life, not tied to when cash changes hands. Cash basis would only record events when cash moves, which can distort timing of income and expenses. Tax basis follows tax rules rather than economic reality. Modified accrual is used in some governmental funds with timing constraints, not the standard full accrual practice. Therefore, the basis described is accrual accounting.

2. What is an ethics compliance program in public administration?

- A. A single code of ethics with no procedures.
- B. Periodic budget reviews unrelated to ethics.
- C. Annual financial reporting as the sole compliance measure.
- D. Policies, training, reporting channels, and enforcement mechanisms to prevent, detect, and address misconduct.**

An ethics compliance program in public administration is a structured system that combines clear policies, ongoing training, accessible reporting channels, and consistent enforcement to prevent, detect, and address misconduct. The best option captures all these elements—policies plus education, channels to report concerns, and procedures for investigation and discipline—along with oversight to ensure the program actually works and improves integrity. The other choices miss essential pieces: a single code with no procedures leaves gaps; budget reviews unrelated to ethics ignore behavior and governance; and annual financial reporting alone doesn't provide proactive safeguards or enforcement.

3. In budgeting, an item intended to correct a service deficiency is called a _____.

- A. Service Betterment**
- B. Capital Improvement
- C. Operating Expense
- D. Administrative Overhead

The main idea is that budgeting distinguishes between routine operating costs, asset-related investments, and improvements aimed at raising service quality. When the goal is to remedy a deficiency in how a service is delivered—improving performance, reliability, or quality rather than simply maintaining operations—the appropriate label is a service betterment. It signals an enhancement to service levels specifically to address shortcomings. Service betterment is different from operating expenses, which are ongoing costs to run daily activities. It's also distinct from capital improvements, which typically involve creating or extending a capital asset or its useful life. While a deficiency might lead to a capital asset upgrade in some cases, the term service betterment focuses on the improvement of service delivery itself to meet standards. Administrative overhead covers indirect support costs and isn't about improving the service quality itself.

4. When presenting recommendations to operating personnel, the best approach is to focus on acceptability, meaning you should first explain changes most likely to be accepted. This approach is called?

- A. Feasibility
- B. Acceptability**
- C. Urgency
- D. Economic impact

The idea here centers on acceptability—the degree to which those who will implement or be affected by a change find it agreeable and suitable. Presenting recommendations by first explaining changes most likely to be accepted helps build buy-in, reduce resistance, and create early successes that pave the way for broader adoption. When the audience sees that proposed changes fit their needs and everyday work, they're more open to supporting and sustaining the changes. This is different from feasibility, which focuses on whether something can be done with available resources and technically. It's not about urgency, which deals with how quickly changes should be implemented, nor about economic impact, which considers costs and financial consequences.

5. Which item is NOT part of the Cal/OSHA recordkeeping steps?

- A. Maintain injury and illness records
- B. Prepare and submit required reports
- C. Develop procedures for identifying and evaluating workplace hazards**
- D. Post safety notices and communicate compliance

Recordkeeping tasks revolve around documenting and sharing safety information: keeping injury and illness records so there is a trail of what happened, preparing and submitting the required reports so authorities have the data, and posting safety notices to inform workers and demonstrate compliance. The item about developing procedures for identifying and evaluating workplace hazards is a proactive safety-management activity. It focuses on how to find and assess risks and implement controls, not on recording incidents or reporting and communicating what has to be reported. Because of that, it doesn't fit the recordkeeping steps, making it the right choice for what isn't part of Cal/OSHA recordkeeping.

6. Vertical specialization refers to which concept in organizational structure?

- A. Flattening hierarchy
- B. Assignment of tasks based on levels of authority and supervision**
- C. Grouping tasks into cross-functional teams
- D. Outsourcing non-core activities

Vertical specialization is about structuring the organization so that tasks and responsibilities are allocated according to levels of authority and supervisory responsibility within the hierarchy. In other words, it defines who has decision-making power, who reports to whom, and how supervision is organized across the levels of the organization. This is why the concept best matches assigning tasks based on levels of authority and supervision. Flattening the hierarchy reduces those vertical levels, cross-functional teams focus on horizontal collaboration across functions, and outsourcing moves work outside the organization rather than along the vertical chain of command.

7. Name 3 Charter Departments with Citizens Commissions.

- A. Planning, Personnel, and Neighborhood Empowerment
- B. Planning, Public Works, and Housing Authority
- C. City Clerk, Chief Legislative Analyst, and Neighborhood Empowerment
- D. Building & Safety, Planning, and Neighborhood Empowerment

In cities that organize departments as Charter Departments, certain ones are paired with independent Citizens Commissions to provide civilian oversight and policy guidance. The three that fit this structure are the Planning Department, the Personnel Department, and the Neighborhood Empowerment Department. Each has a corresponding citizen commission: the Planning Commission oversees planning and land-use matters, the Personnel Commission handles civil service rules and personnel issues, and the Neighborhood Empowerment Commission coordinates involvement with neighborhood councils and related programs. This alignment with citizen commissions is what makes these departments the ones identified as Charter Departments with Citizens Commissions.

8. The letting of contracts by the City Council is which type of function?

- A. Administrative
- B. Legislative
- C. Judicial
- D. Executive

The letting of contracts is an administrative function. In municipal government, the legislative branch makes laws and policies, the executive carries out and enforces those policies, and the administrative side handles the day-to-day operations and delivery of services. Procuring goods and services through contract bids is a day-to-day operation that implements city programs and keeps services running, which is why it falls under administrative functions rather than legislative or judicial. It involves managing resources, coordinating procurement, and ensuring programs have the tools they need, not creating laws or adjudicating disputes.

9. The authority that determines that a manpower shortage exists in a class in order to adjust entry level salary is:

- A. Civil Service Commission
- B. City Council
- C. CAO
- D. Personnel Board

The authority to declare a manpower shortage in a class and authorize an adjustment to the entry-level salary rests with the Civil Service Commission. This body oversees the classified service, including how jobs are classified, how recruitment is conducted, and how compensation is set or adjusted to ensure the service remains competitive. When data shows it is difficult to fill a position at current entry pay, the Commission can evaluate the situation and approve salary adjustments to address the shortage. This role isn't typically filled by the City Council, which handles ordinances and budgets, nor by the CAO, who runs administrative operations, and while the Personnel Board may handle certain personnel matters, the formal determination of manpower shortage for entry-level pay usually falls under the Civil Service Commission.

10. Protection of rights under the California Fair Employment Practices Act is done under what authority of the State?

A. Police Power

B. Judicial Power

C. Legislative Power

D. Executive Power

The protection of rights in California's fair employment practices is grounded in the state's police power—the authority to regulate private conduct to promote public welfare, safety, and general welfare. Civil rights protections, like prohibiting employment discrimination, regulate interactions between individuals and employers to prevent harm to individuals and the broader community, which is exactly what police power is for. The statute itself is created by the legislative branch and enforced by executive agencies, with courts interpreting and applying it, but the basis for why the state can regulate employment practices in this way comes from police power.

SAMPLE

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://administrativeanalyst.examzify.com>

We wish you the very best on your exam journey. You've got this!

SAMPLE