ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFIATION

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Question: 1

In the first step of SAFe's Continuous Delivery Pipeline, Product Owners and Product Managers do what activity?

A. Ensure the Architecture team has sufficient capacity
B. Negotiate Supplier contracts
C. Prioritize the Team Backlog
D. Hypothesize what would create value for Customers

Answer: D

Explanation:

Hypothesizing what would create value for customers is the main activity of Product Owners and Product Managers in the first step of SAFe's Continuous Delivery Pipeline, which is Continuous Exploration (CE)12. In CE, they use design thinking to understand the market problem or customer need and the solution required to meet that need12. They start with a hypothesis of something that will provide value to customers, such as a new feature, capability, or enhancement12. They then validate or invalidate their hypothesis through experimentation, feedback, and learning12.

Some additional information that might be helpful for you are:

- The other options (A, B, and C) are not the main activity of Product Owners and Product Managers in the first step of SAFe's Continuous Delivery Pipeline, but rather activities that may occur in other steps or roles.
- Ensuring the Architecture team has sufficient capacity is an activity that may occur in the second step of SAFe's Continuous Delivery Pipeline, which is Continuous Integration (CI)12. In CI, the Architecture team works with the Development teams to ensure the technical quality and integrity of the solution12.
- Negotiating Supplier contracts is an activity that may occur in the fourth step of SAFe's Continuous Delivery Pipeline, which is Release on Demand12. In Release on Demand, the Solution Management team works with the Suppliers to coordinate the release of the solution components that are provided by them12.
- Prioritizing the Team Backlog is an activity that occurs in the Program Increment (PI) Planning event, which is part of the Agile Product Delivery competency3. In PI Planning, the Product Owner works with the Development team and other stakeholders to define, prioritize, and estimate the work items for the upcoming PI3.

Question: 2

Which Product Owner responsibility supports the team with value delivery?

A. Understanding market forces
B. Supporting the Architectural Runway
C. Testing benefit hypotheses
D. Fostering Built-in Quality

Answer: D

Explanation:

Fostering Built-in Quality is a Product Owner responsibility that supports the team with value delivery. Built-in Quality is one of the four core values of SAFe® and it means that every aspect of the solution is continuously verified for quality1. The Product Owner fosters Built-in Quality in the following ways:

- Collaborating with the Development team and other stakeholders to define clear and testable acceptance criteria for each work item2.
- Participating in team events such as Iteration Planning, Backlog Refinement, and Iteration Review to provide feedback and guidance on the quality of the work2.
- Reviewing and approving the work items that meet the Definition of Done and the acceptance criteria2.
- Encouraging the team to apply Agile testing practices such as Test-First, Test-Driven Development, and Behavior-Driven Development3.
- Supporting the team's continuous integration and continuous delivery practices to ensure fast and frequent feedback on the quality of the solution3.

Some additional information that might be helpful for you are:

- The other options (A, B, and C) are not Product Owner responsibilities that support the team with value delivery, but rather responsibilities that belong to other roles or activities.
- Understanding market forces is a responsibility of Product Management, who is accountable for the market and business aspects of the solution4.
- Supporting the Architectural Runway is a responsibility of System Architects/Engineers, who provide technical guidance and enablement to the teams.
- Testing benefit hypotheses is an activity that occurs in the Continuous Exploration step of the Continuous Delivery Pipeline, where Product Owners and Product Managers collaborate to validate their assumptions about the customer and the solution.

Question: 3

What is the primary purpose of PO Sync?

A. To assess progress of the PI and adjust scope and priority as needed
B. To build PI Objectives and improve alignment
C. To align with Coach Sync participants on the status of the PI
D. To conduct backlog refinement

Answer: A

Explanation:

The primary purpose of PO Sync is to assess progress of the Program Increment (PI) and adjust scope and priority as needed12. PO Sync is a regular event that involves the Product Owners from all the Agile teams in an Agile Release Train (ART)12. In PO Sync, they share the status of their work, identify dependencies, risks, and impediments, and align on the product vision and roadmap12. PO Sync helps to ensure that the ART delivers value to the customers and meets the PI objectives12.

Some additional information that might be helpful for you are:

- The other options (B, C, and D) are not the primary purpose of PO Sync, but rather purposes of other events or activities.
- Building PI Objectives and improving alignment is the purpose of PI Planning, which is a two-day event that occurs at the beginning of each PI3. In PI Planning, all the members of the ART collaborate to define, prioritize, and plan the work for the next PI3.
- Aligning with Coach Sync participants on the status of the PI is the purpose of Scrum of Scrums (SoS), which is a regular event that involves the Scrum Masters from all the Agile teams in an ART4. In

SoS, they coordinate and synchronize the work of the teams, resolve cross-team impediments, and report the progress and risks to the RTE4.

- Conducting backlog refinement is an activity that occurs throughout the PI, where the Product Owner and the Development team review and update the Team Backlog to prepare for the upcoming Iterations. Backlog refinement helps to ensure that the work items are clear, feasible, and valuable

Question: 4

What are the minimum requirements for a Feature?

A. Acceptance criteria, data models, and priority
B. Name, benefit hypothesis, and acceptance criteria
C. Benefit hypothesis, acceptance criteria, and priority
D. Non-functional requirements, data models, and architecture

Answer: B

Explanation:

The minimum requirements for a feature are a name, a benefit hypothesis, and acceptance criteria12. A name is a brief and descriptive phrase that summarizes the feature. A benefit hypothesis is a statement that describes the expected outcome and value of the feature for the customer or user. Acceptance criteria are a set of conditions that the feature must satisfy to be accepted by the customer or stakeholder12.
Some additional information that might be helpful for you are:

- The other options (A, C, and D) are not the minimum requirements for a feature, but rather additional or optional elements that may be included in the feature definition.
- Data models are representations of the data structures and relationships that the feature requires or affects. Data models are not mandatory for a feature, but they may be useful for complex or data-intensive features3.
- Priority is the relative importance or urgency of a feature compared to other features. Priority is not a requirement for a feature, but it is a factor that influences the feature selection and sequencing4.
- Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs. NFRs are not specific to a feature, but they may affect the feature implementation or testing5.
- Architecture is the design and structure of the system that supports the solution. Architecture is not a requirement for a feature, but it is an enabler that facilitates the feature delivery.

Question: 5

Which role does Product Management work with to prioritize Enablers?

A. System Architect
B. Development Manager
C. Product Owner
D. Solution Management

Answer: A

Explanation:

Product Management works with System Architect to prioritize Enablers, which are backlog items that extend the architectural runway of the solution under development or improve the performance of the development value stream1. System Architect provides technical guidance and enablement to the Agile Release Trains (ARTs) and helps identify and define the enablers needed to support the features and capabilities2. In collaboration with System Architect, Product Management negotiates capacity allocations that balance the concentration of business and enabler features in the ART backlog3.

Some additional information that might be helpful for you are:

- The other options (B, C, and D) are not the role that Product Management works with to prioritize Enablers, but rather roles that have different responsibilities or collaborations with Product Management.
- Development Manager is a role that supports the Development teams in building quality solutions and fosters a culture of technical excellence and innovation4. Development Manager may work with Product Management to provide feedback on the feasibility and effort of the features and enablers, but not to prioritize them.
- Product Owner is a role that represents the customer and stakeholders to the Development team and defines and accepts the work items in the Team Backlog. Product Owner may work with Product Management to align on the product vision and roadmap and to decompose the features and enablers into stories, but not to prioritize them.
- Solution Management is a role that is responsible for defining and delivering complex solutions that require multiple ARTs and Solution Trains. Solution Management may work with Product Management to coordinate the dependencies and interfaces between the solutions and the products, but not to prioritize the enablers.

Question: 6

What system delivers a product or service to a Customer?

A. Kanban System
B. Operational Value Stream
C. Development Value Stream
D. Dual Operating System

Answer: B

Explanation:

An Operational Value Stream (OVS) is the sequence of activities needed to deliver a product or service to a customer1. Examples include manufacturing a product, fulfilling an order, admitting and treating a medical patient, providing a loan, or delivering a professional service1. An OVS is the system that delivers value to the customer and generates revenue for the enterprise2. In SAFe®, OVSs are the primary focus of the Customer Centricity competency, which aims to understand and meet the needs and expectations of the customer3.

Some additional information that might be helpful for you are:

- The other options (A, C, and D) are not systems that deliver a product or service to a customer, but rather systems or concepts that support or enable the delivery of value.
- A Kanban System is a method of visualizing and managing the flow of work in a value stream4. A Kanban System can be applied to any type of value stream, whether operational or developmental,

to improve efficiency, quality, and predictability4.

- A Development Value Stream (DVS) is the sequence of activities needed to convert a business hypothesis into a digitally-enabled solution that delivers customer value. A DVS is the system that develops and supports the solutions used by the OVSs. In SAFe®, DVSs are the primary focus of the Agile Product Delivery competency, which aims to continuously explore, integrate, deploy, and release value.
- A Dual Operating System is a concept proposed by John Kotter that describes the need for organizations to balance the traditional hierarchical structure with a more agile and networked structure. A Dual Operating System enables organizations to exploit their existing capabilities while exploring new opportunities for innovation and growth. In SAFe®, a Dual Operating System is achieved by applying the Lean-Agile Leadership competency, which fosters a culture of learning and empowerment.

Question: 7

What increases the effectiveness of System Demos?

A. Spend a lot of time preparing for the demo
B. Limit team attendance to minimize disruptions to the team
C. Focus on team-level Metrics
D. Consider how and what to demo during Iteration Planning

Answer: D

Explanation:

Considering how and what to demo during Iteration Planning increases the effectiveness of System Demos, which are events that provide an integrated view of new features delivered by the Agile Release Train (ART) in each Iteration12. By thinking ahead of how and what to demo, the teams can:

- Align on the product vision and roadmap and ensure that the work items are aligned with the customer value and the PI objectives12.
- Define clear and testable acceptance criteria for each work item and plan how to verify them in the demo12.
- Identify and resolve any dependencies, risks, or impediments that may affect the demo12.
- Prepare the demo environment and the necessary tools and data to support the demo12.
- Practice the demo and rehearse the script and the roles of the presenters12.

Some additional information that might be helpful for you are:

- The other options (A, B, and C) are not actions that increase the effectiveness of System Demos, but rather actions that may reduce it.
- Spending a lot of time preparing for the demo may not be effective, as it may take away time and focus from the actual development and testing of the work items. Instead, the teams should aim for continuous integration and built-in quality practices that enable them to demo the work items as soon as they are done12.
- Limiting team attendance to minimize disruptions to the team may not be effective, as it may reduce the feedback and collaboration opportunities that the demo provides. Instead, the teams should invite and engage all the relevant stakeholders, such as Business Owners, executive sponsors, other Agile Teams, development management, and customers, to the demo12.
- Focusing on team-level metrics may not be effective, as it may not reflect the true value and progress of the integrated work across the ART. Instead, the teams should focus on system-level metrics, such as PI objectives, solution quality, and customer satisfaction, to evaluate the outcome and impact of the

demo12.

Question: 8

What is one influence on Solution and PI Roadmaps?

A. Value Streams
B. Customer-centric Features
C. Market dynamics
D. ART capacity

Answer: C

Explanation:

Market dynamics are one of the influences on Solution and PI Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon12. Market dynamics are the external factors that affect the demand and supply of a product or service in the market, such as customer needs, competitor actions, regulatory changes, technological trends, and economic conditions3. Market dynamics influence Solution and PI Roadmaps in the following ways:

- They help identify the market problems or opportunities that the solution aims to address or capture12.
- They help prioritize the features and capabilities that deliver the most value to the customers and stakeholders12.
- They help align the solution delivery with the market rhythms and events, which are the periodic or one-time occurrences that have a significant impact on the solution adoption or performance12.
- They help validate the assumptions and hypotheses about the customer and the solution through feedback and learning12.

Some additional information that might be helpful for you are:

- The other options (A, B, and D) are not influences on Solution and PI Roadmaps, but rather elements or outcomes of the roadmaps.
- Value Streams are the primary constructs for understanding, organizing, and delivering value to the customer. Value Streams are the basis for defining the solution vision, strategy, and roadmap4.
- Customer-centric Features are the work items that represent the benefits or outcomes that the solution provides to the customer or user. Customer-centric Features are the main content of the Solution and PI Roadmaps5.
- ART capacity is the amount of work that an Agile Release Train (ART) can handle in a Program Increment (PI). ART capacity is a factor that determines the feasibility and scope of the Solution and PI Roadmaps.

Question: 9

What unit of time is used on Solution Roadmaps?

A. Iterations
B. Years

C. PIs

D. Days

Answer: C

Explanation:

Program Increments (PIs) are the unit of time used on Solution Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon12. PIs are fixed-length timeboxes, typically 8 to 12 weeks long, that provide a regular and predictable planning cadence for the Agile Release Trains (ARTs) and Solution Trains3. PIs are used on Solution Roadmaps to:

- Align the solution delivery with the PI objectives, which are the SMART goals that define the expected outcomes and benefits for each ART and Solution Train in a PI3.
- Coordinate the dependencies and interfaces between the ARTs and Solution Trains that contribute to the solution3.
- Provide a near-term forecast of the features and capabilities that will be delivered in the next two to three PIs12.
- Incorporate feedback and learning from the previous PIs and adjust the scope and priority of the work items as needed12.

Some additional information that might be helpful for you are:

- The other options (A, B, and D) are not the unit of time used on Solution Roadmaps, but rather units of time that may be used for other purposes or in other contexts.
- Iterations are fixed-length timeboxes, typically one or two weeks long, that provide a regular and predictable development cadence for the Agile Teams4. Iterations are used to plan, execute, and demo the work items in the Team Backlog4.
- Years are a unit of time that may be used to provide a high-level overview of the roadmap, outlining major milestones, goals, and initiatives that are planned over multiple years2. Years are not used to plan or forecast the solution delivery in detail, as they are too long and uncertain for Agile planning2.
- Days are a unit of time that may be used to estimate the effort or duration of a work item or a task5. Days are not used to schedule or forecast the solution delivery on the roadmap, as they are too granular and variable for Agile planning5.

Question: 10

What is essential when communicating the Vision?

A. The importance of empathy interviews
B. The importance of Feature prioritization
C. The importance of Lean budget Guardrails
D. The importance of non-functional requirements

Answer: C

Explanation:

The vision is a description of the future state of the solution under development, reflecting customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs1. Communicating the vision effectively is essential for creating a shared understanding of the program's goals and objectives,

especially as they evolve due to changing market needs and business drivers1. One of the key aspects of communicating the vision is to establish the importance of Lean budget Guardrails, which are policies and practices that ensure the financial integrity and economic viability of the solution2. Lean budget Guardrails provide the boundaries and context for the solution development, enabling decentralized decision-making and empowering teams to operate autonomously within the agreed-upon funding2. By communicating the importance of Lean budget Guardrails, the vision helps align the teams with the strategic themes and portfolio priorities, as well as foster a culture of innovation and learning2.

Reference: 1 Vision - Scaled Agile Framework, 2 Lean Budgets - Scaled Agile Framework

Question: 11

Which statement describes a mitigated ART PI Risk?

A. The risk has been addressed and is no longer a concern
B. Someone has taken the responsibility of the risk
C. There is a strategy to adjust the plan as necessary
D. Nothing more can be done, so if a risk occurs, release may be compromised

Answer: C

Explanation:

A mitigated ART PI Risk is one that has an agreed-upon plan for alleviation, which may involve changing the scope, schedule, or resources of the PI. This reduces the impact or likelihood of the risk, but does not eliminate it completely

Question: 12

In a 12-week PI, how often does the Innovation and Planning (IP) Iteration occur?

A. Every quarter
B. Once per year
C. Every two PIs
D. Every two Iterations

Answer: A

Explanation:

The Innovation and Planning (IP) Iteration is a unique, dedicated iteration that occurs every Program Increment (PI). A PI is a timebox of 8 to 12 weeks, during which an Agile Release Train (ART) delivers incremental value in the form of working, tested software and systems. Therefore, in a 12-week PI, the IP Iteration occurs every quarter

Question: 13

What is a pattern for splitting Features into Stories?

A. Tasks to complete
B. Variations in data
C. Team skills
D. Layers of the technology stack

Answer: B

Explanation:

A pattern for splitting Features into Stories is to use variations in data, which means identifying different types of data that the feature can handle and creating a story for each type. For example, a feature that allows users to upload files can be split into stories for different file formats, sizes, or sources. This way, the stories are independent, testable, and valuable12

Reference:

- Story - Scaled Agile Framework

  User stories splitting by data variations and interfaces

Question: 14

What is one method for designing the end-to-end Customer experience?

A. Journey mapping
B. Whole-product thinking
C. Feature storming
D. Persona development

Answer: A

Explanation:

Journey mapping is one method for designing the end-to-end customer experience. It is a visual representation of the steps, emotions, and pain points that a customer goes through when interacting with a product or service. It helps to identify the customer needs, expectations, and goals, as well as the gaps and opportunities for improvement in the current experience. Journey mapping also helps to align the stakeholders on the customer perspective and prioritize the features and solutions that will deliver the most value and satisfaction123

Reference:

- The expanding role of design in creating an end-to-end customer experience
- End to End Customer Experience: Know and Control its 3 Elements - HEFLO BPM
- How Design thinking Can Shape end to end Customer Experience

Question: 15

What is one method to establish a team's velocity?

A. Calculate the percentage planned versus actual Stories completed during an Iteration
B. Add the Story points for all Features completed in the Iteration

C. Compare the average Story points completed throughout the previous Iterations
D. Add the Story points for all the Stories planned for the Iteration

Answer: C

Explanation:

One method to establish a team's velocity is to compare the average story points completed throughout the previous iterations. This gives an indication of how much work the team can realistically deliver in a given time frame, based on their past performance. To calculate the team's velocity, you can use the following formula: Team velocity = total story points completed / number of iterations. You can also use various charts and tools to visualize the team's velocity and track its progress over time1234

Reference:

- Velocity in Scrum: How to Measure and Improve Performance - Atlassian

Discover the Concept of Team Velocity - OpenClassrooms
A Word on Velocity - LeadingAgile
Increasing Your Scrum Team's Velocity — ClearlyAgile

Question: 16

What is one way Kanban boards are used in SAFe?

A. To manage WIP limits
B. To manage individual performance
C. To manage non-functional requirements (NFRs) in the backlog
D. To manage PI Objectives

Answer: A

Explanation:

One way Kanban boards are used in SAFe is to manage Work-In-Progress (WIP) limits. WIP limits are the maximum number of work items that can be in a given state or column of the Kanban board at any time. They help to prevent bottlenecks, reduce waste, improve flow, and increase quality and predictability. WIP limits are applied at every level of the SAFe framework, from the portfolio to the team, to optimize the value delivery123

Reference:

- SAFe Team Kanban - Scaled Agile Framework
- Applying Kanban in SAFe - Scaled Agile Framework
- What is one way Kanban boards are used in SAFE? a. To manage runway …

Question: 17

What is included in the Inspect and Adapt agenda?

A. ART Backlog refinement
B. System Demo
C. Quantitative and qualitative measurement

D. Management review and confidence vote

Answer: C

Explanation:

The Inspect and Adapt (I&A) agenda in the Scaled Agile Framework (SAFe) is a significant event at the end of each Program Increment (PI), focusing on continuous improvement and adjustment in Agile processes. It comprises three main parts:

1. PI System Demo: This is the first part of the I&A event, intended to showcase all the features developed by the Agile Release Train (ART) over the course of the PI. It typically includes a broader audience and is more formal than regular system demos. Business Owners collaborate with each Agile team to score the actual business value achieved for their Team PI Objectives.
2. Quantitative and Qualitative Measurement: This part involves the collective review of quantitative and qualitative metrics agreed upon by the teams. This review is aimed at discussing data and trends to measure the team's performance. Important metrics like the program predictability measure are also analyzed, with each team's planned vs. actual business value contributing to this measure.
3. Retrospective and Problem-Solving Workshop: This structured session allows teams to reflect on their performance, identify areas of improvement, and create action plans. It includes identifying improvements, conducting root cause analysis using tools like the "5 Whys" or fishbone diagrams, brainstorming solutions, prioritizing actions, and creating detailed action plans for implementation. The I&A event promotes continuous improvement, enhanced agility, increased transparency, higher quality outcomes, better decision-making, improved employee engagement, and alignment with organizational goals. It's essential for both Agile Release Trains and Solution Trains to effectively inspect and adapt their processes for optimal performance and continuous improvement.

Reference:

- Scaled Agile Framework: Inspect and Adapt.
- Dee Project Manager: SAFe Inspect and Adapt: Supercharge Agile Excellence.

Question: 18

Why is it important to establish a definition of done?

A. To create alignment on when Stories are complete
B. To create standardized work between all Agile Teams
C. To enable Scrum Masters/Team Coaches to enforce quality
D. To ensure Features provide the expected business benefits

Answer: A

Explanation:

The definition of done specifies the requirements for completeness of a work product or increment of value1. It is important to establish a clear and consistent definition of done across all Agile Teams to ensure that the work products meet the appropriate quality standards and are ready for integration and delivery23. Without a common definition of done, there may be confusion, rework, delays, and technical debt3.

Reference:

- What is the Definition of Done (DOD) in SAFe®? - Agilemania
- Built-In Quality - Scaled Agile Framework
- Definition of Done - Scaled Agile Framework

Question: 19

Which Agile Team event supports relentless improvement?

A. Inspect and Adapt
B. System Demo
C. Iteration Retrospective
D. Team Sync

Answer: C

Explanation:

The iteration retrospective is an Agile Team event that supports relentless improvement by allowing the team to reflect on the iteration just completed and to derive new ideas to improve the team's process12. This reflection helps instill the concept of relentless improvement—one of the pillars of the SAFe House of Lean3—in the individuals and the team.

Reference:

- Iteration Retrospective - Scaled Agile Framework
- SAFe POPM 5 Flashcards | Quizlet
- SAFe Lean-Agile Principles - Scaled Agile Framework

Question: 20

Which of the following Agile Manifesto principles aligns with conducting a System Demo?

A. Welcome changing requirements, even late in development
B. The team reflects on how to become more effective at regular intervals
C. The best way to convey information is a face-to-face conversation
D. Working software is the primary measure of progress

Answer: D

Explanation:

The System Demo is an event where the Agile Release Train (ART) demonstrates the integrated and working software to the stakeholders and customers1. The System Demo aligns with the Agile Manifesto principle that states: "Working software is the primary measure of progress"2. This principle emphasizes the value of delivering functional and usable software over comprehensive documentation or adherence to a plan3. The System Demo provides feedback on the quality, usability, and value of the software, as well as the effectiveness of the ART1.

Reference:

- System Demo - Scaled Agile Framework
- 12 Principles Behind the Agile Manifesto | Agile Alliance
- Manifesto for Agile Software Development

Question: 21

Communicating and refining the Vision to the Agile Release Train during PI Planning supports which SAFe

Core Value?

A. Relentless Improvement
B. Alignment
C. Respect for People
D. Transparency

Answer: B

Explanation:

Communicating and refining the Vision to the Agile Release Train (ART) during PI Planning supports the SAFe Core Value of Alignment. Alignment is one of the four core values of SAFe that guides the behaviors and actions of the people who work under the framework1. Alignment means that everyone understands the strategic direction, the value streams, and the solution intent, and how their role and work contribute to them2. PI Planning is a crucial event in SAFe where all the teams within the ART come together to plan their work for the upcoming Program Increment (PI)3. During PI Planning, the Product Management presents the Vision, which describes the future state of the solution and its features4. The Vision helps align the teams and stakeholders to a shared mission and goal, and provides the context and purpose for the PI objectives.

Reference:

- SAFe Core Values - Scaled Agile Framework
- Alignment - Scaled Agile Framework
- PI Planning - Scaled Agile Framework
- Vision - Scaled Agile Framework

Question: 22

Why do Agile Teams use Iteration Goals?

A. To summarize the business outcomes an Agile Team intends to achieve during the PI
B. To ensure the team accomplishes the committed Stories for each Iteration
C. To align the team members and the Product Owner to a common purpose
D. To hold the team accountable to their PI Objectives

Answer: C

Explanation:

Iteration Goals are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are vital to coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams1. Iteration Goals help the team and the Product Owner to reach agreement on the business value they intend to deliver, align their work to their team PI objectives, and ground everyone on their shared purpose2.

Reference:

- Iteration Goals - Scaled Agile Framework
- What Is The Purpose Of Iteration Goals? - GoRetro

Question: 23

What is one responsibility of Product Management?

A. Managing and prioritizing the Team Backlog

B. Supporting the team in delivering value
C. Connecting with the Customer
D. Building the Solution

Answer: C

Explanation:

One of the key responsibilities of Product Management in SAFe is to connect with the customer and understand their needs, preferences, and feedback. Product Management is the voice of the customer for the Agile Release Train (ART) and represents their interests in defining and prioritizing the features and capabilities of the solution1. Product Management also engages with the customer throughout the product life cycle, conducting market research, validating assumptions, soliciting feedback, and ensuring customer satisfaction2.

Reference:

- Product Management - Scaled Agile Framework
- The Role of Product Management in the Scaled Agile Framework (SAFe) - iZenBridge

Question: 24

What is one benefit of capacity allocation?

A. It enables effective time-tracking
B. It prevents different types of backlog items from being compared against each another
C. It allocates developers and testers to an initiative
D. It ensures all Value Streams in the Portfolio are appropriately funded

Answer: B

Explanation:

Capacity allocation is an allocation of work by work item type for an upcoming planning period1. It helps the Agile Teams to balance their investments across different types of backlog items, such as new features, enablers, defects, and technical debt2. One benefit of capacity allocation is that it prevents different types of backlog items from being compared against each other based on their relative value or priority, which can be misleading or subjective3. Instead, capacity allocation allows the teams to focus on delivering value and quality in each work item type, without compromising the other2.

Reference:

- Capacity Allocation - Scaled Agile Framework
- Team Backlog - Scaled Agile Framework
- How Does SAFe Handle Capacity Planning and Resource Management? - Value Glide

Question: 25

What helps visualize work during PI Planning?

A. ART PI Kanban Board
B. ART Planning Board
C. ART PI Risks
D. ART PI Objectives

Answer: B

Explanation:

The ART Planning Board is a physical or virtual board that helps visualize the work of the Agile Release Train (ART) during PI Planning. It shows the features and dependencies for each team and iteration in the Program Increment (PI)1. The ART Planning Board helps the teams and stakeholders to see the big picture, identify and resolve issues, and collaborate on the delivery plan2.

Reference:

- ART Planning Board - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

Question: 26

What is a PI Planning input that demonstrates how Product Management plans to accomplish the Vision?

A. The business context
B. The ART planning board
C. The top ten Features
D. The Team Backlog

Answer: C

Explanation:

The top ten Features are a PI planning input that demonstrates how Product Management plans to accomplish the Vision. The vision is a description of the future state of the solution under development, reflecting customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs1. The top ten Features are the highest priority features of the ART backlog, which are derived from the vision and roadmap, and provide the most value to the customers and stakeholders2. By presenting the top ten Features to the Agile Release Train (ART) during PI planning, Product Management communicates the main objectives and scope of the upcoming Program Increment (PI), and guides the teams to plan their work accordingly2. The top ten Features also help align the teams and stakeholders to a shared mission and vision, and foster cross-team and cross-ART collaboration2.

Reference: 1 Vision - Scaled Agile Framework, 2 PI Planning - Scaled Agile Framework

Question: 27

Which role ensures that the ART has the Vision and Backlog needed to engage in PI Planning successfully?

A. Lean-Agile Center of Excellence
B. Release Train Engineer
C. Product Owner
D. Product Management

Answer: D

Explanation:

Product Management is the role that ensures that the Agile Release Train (ART) has the Vision and Backlog needed to engage in PI Planning successfully. Product Management is responsible for defining and communicating the Vision, which describes the future state of the solution and its features1. Product Management also develops and maintains the Program Backlog, which contains the features and enablers that the ART will implement in the upcoming Program Increments (PIs)2. Product Management collaborates with stakeholders, customers, architects, and other roles to discover, prioritize, and refine the backlog items and present them to the ART during PI Planning3. Reference:

- Vision - Scaled Agile Framework
- Product Management - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

Question: 28

What is one question that helps Product Management create a Vision?

A. How many Features have been released to the Customer?
B. What Features must be de-scoped?
C. What problem(s) will the Solution solve?
D. Which themes are on the Roadmap?

Answer: C

Explanation:

One of the questions that helps Product Management create a Vision is what problem(s) will the Solution solve for the customers and stakeholders. The Vision is a description of the future state of the Solution under development, and it reflects the needs and expectations of the customers and stakeholders1. The Vision also provides the context and purpose for the features and capabilities of the Solution2. Therefore, Product Management needs to understand the problem(s) that the Solution aims to address, and how it will deliver value and benefits to the customers and stakeholders3.

Reference:

- Vision - Scaled Agile Framework
- Solution Vision - Scaled Agile Framework
- What is a Product Vision Statement? | Definition and Overview

Question: 29

What is one strategy for managing complex critical path challenges?

A. Adjust work between teams or split Features and Stories
B. Distribute work to other teams
C. Sequence work to eliminate same Iteration dependencies
D. Allocate work between teams based on forecasted capacity

Answer: A

Explanation:

One strategy for managing complex critical path challenges is to adjust work between teams or split Features and Stories. Complex critical path challenges are situations where the delivery of value depends on the completion of multiple interdependent tasks by different teams1. These challenges can cause delays, bottlenecks, and inefficiencies in the value stream. To overcome these challenges, one option is to adjust work between teams or split Features and Stories, so that the dependencies are minimized or eliminated2. This can help improve the flow of work, reduce the risk of integration issues, and increase the flexibility and responsiveness of the teams3.

Reference:

- Accelerating Flow with SAFe - Scaled Agile Framework
- Managing Dependencies - Scaled Agile Framework

Question: 30

What is one step when determining initial team capacity during PI Planning?

A. Add together all of the points from recently completed Features
B. Compare final team capacity across all teams
C. Ensure Product Owner/Product Manager approval for all time-based capacity adjustments
D. Subtract one point for every team member's vacation day, public holiday, or training day

Answer: D

Explanation:

One step when determining initial team capacity during PI Planning is to subtract one point for every team member's vacation day, public holiday, or training day. This step helps the team to adjust their capacity based on the actual availability of each team member for the upcoming Program Increment (PI)1. By accounting for the time-based capacity adjustments, the team can plan their work more realistically and avoid overcommitting or underdelivering2.

Reference:

- PI Planning - Scaled Agile Framework
- How to Improve Your Agile Team's Capacity Planning - Method

Question: 31

What does a Kanban board demonstrate?

A. The cost of delay of each item on the board
B. Where a team has too much work-in-process (WIP)
C. The accumulated value of a team's work
D. A burndown chart of work completed in the Iteration

Answer: B

Explanation:

A Kanban board is a visual tool that helps teams manage the flow of work from start to finish. It shows the steps of the team's workflow, the work items in each step, and the work-in-process (WIP) limits for each step1. A Kanban board demonstrates where a team has too much work-in-process (WIP), which is the number of work items that are being worked on at any given time. Having too much WIP can cause delays, bottlenecks, and waste in the value stream2. By using a Kanban board, teams can identify and resolve the sources of excessive WIP, and optimize their flow and throughput3.

Reference:

- SAFe Team Kanban - Scaled Agile Framework
- Applying Kanban in SAFe - Scaled Agile Framework
- What is a Kanban Board, and How Do You Use It? - How-To Geek

Question: 32

Which of the following roles has content authority for the ART Backlog?

A. System Architect
B. Business Owner
C. Product Owner
D. Product Management

Answer: D

Explanation:

Product Management is the role that has content authority for the ART Backlog. The ART Backlog is a Kanban system that captures and manages the features and enablers that the Agile Release Train (ART) will implement in the upcoming Program Increments (PIs)1. Product Management is responsible for defining and communicating the vision, value proposition, and features of the solution, as well as prioritizing and refining the backlog items2. Product Management collaborates with stakeholders, customers, architects, and other roles to ensure that the ART Backlog reflects the needs and expectations of the customers and aligns with the strategic direction of the portfolio3. Reference:

- ART and Solution Train Backlogs - Scaled Agile Framework

Product Management - Scaled Agile Framework

Question: 33

What is the next action for improvement items identified during the Iteration Retrospective?

A. They are entered as Stories in the Team Backlog
B. They are ROAMed with the rest of the risks
C. They are given to the Scrum Master/Team Coach who resolves them
D. They are escalated to the Business Owners

Answer: A

Explanation:

The next action for improvement items identified during the Iteration Retrospective is to enter them as Stories in the Team Backlog. By adding these improvement items as Stories, they become part of the team's ongoing work and are prioritized alongside other tasks and user stories for future iterations or sprints1. This way, the team can track and implement the improvement actions and measure their impact on the team's performance and quality2.

Reference:

- Iteration Retrospective - Scaled Agile Framework
- What happens to improvement items identified during the Iteration Retrospective? - Service Centre List

Question: 34

What is one tool that visualizes Features representing a workflow?

A. Team Kanban
B. Story Maps
C. User Experience Design
D. Continuous Delivery Pipeline

Answer: B

Explanation:

A story map is a tool that visualizes features representing a workflow. A story map is a twodimensional arrangement of user stories that shows the relationship between the user activities and the features that support them1. A story map helps the team to understand the user journey, prioritize the features based on value and dependencies, and plan the releases and iterations2. Reference:

- Story Mapping - Scaled Agile Framework
- What is User Story Mapping? | Definition and Overview

Question: 35

What is one characteristic of writing effective PI Objectives?

A. Listing out committed Features

B. Describing the value
C. Identifying significant risks
D. Including critical Stories

Answer: B

Explanation:

One characteristic of writing effective PI Objectives is describing the value that the objectives will deliver to the customers and stakeholders. PI Objectives are a summary of the business and technical goals that the Agile Release Train (ART) intends to achieve in the upcoming Program Increment (PI)1. They are not just a list of features or stories, but rather a statement of the outcomes and benefits that the features or stories will provide2. By describing the value, the PI Objectives help align the teams and stakeholders to a shared vision and mission, and provide a basis for measuring the progress and performance of the ART3.

Reference:

- PI Objectives - Scaled Agile Framework
- Your Guide to Writing Great Iteration and PI Objectives - Scaled Agile
- How to Write PI Objectives - ValueGlide

Question: 36

What makes value available when it's needed?

A. Release on Demand
B. DevOps
C. Continuous Deployment
D. Infrastructure

Answer: A

Explanation:

Release on Demand is the process that makes value available to customers when it's needed. It is the final aspect of the Continuous Delivery Pipeline, which represents the workflows, activities, and automation needed to guide new functionality from ideation to an on-demand release of value1. Release on Demand allows the business to release the solution to the end users or customers in a controlled or staggered manner, based on the market and business needs2. Release on Demand enables the enterprise to respond quickly to customer feedback, optimize the timing and frequency of releases, and reduce the risk associated with each release3.

Reference:

- Continuous Delivery Pipeline - Scaled Agile Framework
- Release on Demand - Scaled Agile Framework
  What is Release on Demand? | Definition and Overview

Question: 37

What is defined as a product, service, or system delivered to the Customer?

A. Capability

B. Value

C. Solution

D. Epic

Answer: C

Explanation:

A solution is defined as a product, service, or system delivered to the customer in SAFe. A solution can be a small mobile application built by a single Agile Release Train (ART) or a large automotive system of systems built by a network of Development Value Streams (DVSs) in a supply chain1. A solution may also be an insurance or banking product offered by a financial institution. Solutions can be the products a company sells or the internal products they use to run the business. They may provide direct value to an end-user or may be a component of a larger solution1.

Reference:

- Solution - Scaled Agile Framework

Question: 38

Which of the following statements is one of the five Lean Thinking principles?

A. Decentralize decision-making
B. Customer collaboration over contract negotiation
C. Identify the Value Stream for each product
D. Deliver working software frequently

Answer: C

Explanation:

Identifying the Value Stream for each product is one of the five Lean Thinking principles proposed by Womack and Jones in 1996. A value stream is the sequence of activities that deliver value to the customer, from the initial request to the final delivery1. Identifying the value stream for each product helps to eliminate waste, optimize flow, and increase customer satisfaction2.

Reference:

- The Five Principles of Lean - Project Management Institute
- Value Streams - Scaled Agile Framework

Question: 39

Why is the problem-solving workshop more effective than traditional lessons learned documents?

A. Collaboration over documentation is a key recommendation of the Agile Manifesto
B. It makes improvements actionable through backlog items for the next PI
C. It involves a small group of leaders
D. Workshops are more engaging than document writing

Answer: B

Explanation:

The problem-solving workshop is more effective than traditional lessons learned documents because it makes improvements actionable through backlog items for the next Program Increment (PI). A problem-solving workshop is a structured approach to identify and solve problems that affect the performance and quality of the Agile Release Train (ART) or Solution Train1. Unlike traditional lessons learned documents, which are often passive and rarely implemented, a problem-solving workshop results in a set of improvement backlog items that are prioritized and planned for the next PI2. This way, the teams can implement the improvements and measure their impact on the value delivery3. Reference:

- Inspect and Adapt - Scaled Agile Framework
- Why is the problem-solving workshop more effective than traditional …
- Problem-solving workshop: Step-by-Step - Agilephoria

Question: 40

Which is developed by teams and rolled up to the ART level during PI Planning?

A. Dependencies
B. Milestones
C. Objectives
D. Risks

Answer: C

Explanation:

Objectives are developed by teams and rolled up to the ART level during PI Planning. Objectives are a summary of the business and technical goals that the teams and the ART intend to achieve in the upcoming Program Increment (PI)1. During PI Planning, each team creates their own team PI objectives, which are then presented and reviewed by the ART and the stakeholders2. The aggregated team PI objectives form the ART PI objectives, which provide a common vision and alignment for the ART3.

Reference:

- PI Objectives - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

Question: 41

What is one input to the Vision?

A. Customer feedback
B. Team topologies
C. Feature context
D. Portfolio Backlog

Answer: A

Explanation:

One input to the Vision is customer feedback. Customer feedback is the information and opinions that customers and stakeholders provide about the solution, its features, and its value proposition1. Customer feedback helps to validate the assumptions, test the hypotheses, and measure the satisfaction of the solution2. Customer feedback also helps to identify the needs, preferences, and expectations of the customers and stakeholders, which are essential for defining and communicating the Vision3. The Vision is a description of the future state of the solution under development, and it reflects the problem(s) that the solution will solve and the benefits that it will deliver4.

Reference:

- Customer Feedback - Scaled Agile Framework
- Continuous Exploration - Scaled Agile Framework
- Solution Vision - Scaled Agile Framework
- Vision - Scaled Agile Framework

Question: 42

What is enabled by the Continuous Delivery Pipeline?

A. End-to-end testing
B. A predictable release cadence
C. New functionality delivered more frequently
D. Transparent measurements

Answer: C

Explanation:

The Continuous Delivery Pipeline enables the delivery of new functionality to customers more frequently by streamlining and automating the workflows, activities, and feedback loops from ideation to release1. The Continuous Delivery Pipeline consists of four aspects: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand2. These aspects work together to support the delivery of small batches of new functionality, which can be released to the market based on the customer demand and business needs3.

Reference:

Continuous Delivery Pipeline - Scaled Agile Framework
Continuous Delivery Pipeline - Scaled Agile Framework
SAFe Continuous Delivery Pipeline: A Comprehensive Guide to the …

Question: 43

Which of the following events shows how well the ART is progressing toward meeting the PI Objectives?

A. PO Sync
B. Inspect and Adapt
C. Backlog Refinement
D. PI Planning

Answer: B

Explanation:

The event that shows how well the Agile Release Train (ART) is progressing toward meeting the Program Increment (PI) objectives is the Inspect and Adapt (I&A) event. The Inspect and Adapt event occurs at the end of each PI and provides an opportunity for the entire ART to reflect on the progress made during the PI, identify and address the root causes of any impediments, and plan for improvement actions in the next PI1.

- Inspect and Adapt - Scaled Agile Framework

Question: 44

What is one responsibility of the Product Owner during Team Sync?

A. To add new work into the Iteration
B. To clarify Story intent
C. To facilitate the event
D. To relay Customer feedback

Answer: B

Explanation:

One responsibility of the Product Owner during Team Sync is to clarify the intent behind each user story or backlog item. This includes providing additional context, details, and answering any queries raised by the development team1. The Team Sync is a daily event where the members of the Agile team synchronize their work and plan for the next 24 hours2. The Product Owner participates in the Team Sync to ensure that the team is working on the right things and that the stories are aligned with the customer and stakeholder needs3.

Reference:

- What is one responsibility of the Product Owner during Team sync …

  Team Sync - Scaled Agile Framework
  What's a Product Owner to Do – PO role within SAFe

Question: 45

What can increase the effectiveness of Backlog Refinement?

A. Include a few team members
B. Refine Stories during Iteration Planning
C. Schedule the event on a regular cadence
D. Have separate meetings with subject matter experts

Answer: C

Explanation:

One of the factors that can increase the effectiveness of Backlog Refinement is to schedule the event on a regular cadence. Backlog Refinement is the process of reviewing, updating, and prioritizing the backlog items to prepare them for future iterations or sprints1. By scheduling the event on a regular cadence, such as once or twice per week, the team can ensure that the backlog is always accurate, relevant, and ready for planning2. A regular cadence also helps the team to avoid cramming too much work into a single session, which can lead to lower quality and reduced collaboration3.

Reference:

- Team Backlog - Scaled Agile Framework
- Backlog refinement - How I learned to love agile business analysis …
- Essential Checklist for Effective Backlog Refinement (and What To Avoid …

Question: 46

How often does the Innovation and Planning (IP) Iteration occur?

A. Every two PIs
B. Every two Iterations
C. Once per year
D. During every PI

Answer: D

Explanation:

The Innovation and Planning (IP) Iteration is a special iteration that occurs during every Program Increment (PI). It serves as an estimating buffer for meeting PI Objectives and provides dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt events.

Question: 47

What is one strategy for managing complex critical path challenges?

A. Allocate work between teams based on forecasted capacity
B. Distribute work to other teams
C. Adjust work between teams or split Features and Stories
D. Sequence work to eliminate same Iteration dependencies

Answer: C

Explanation:

One effective strategy for managing complex critical path challenges in SAFe is to adjust the allocation of work between teams or to split features and stories. This approach allows for more flexibility in managing dependencies and workload distribution, ensuring that teams can adapt to changes and maintain progress on the critical path.

Reference: The strategy is aligned with the principles of SAFe, which emphasize decentralization of decision-making and enabling teams to manage their own workloads effectively