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Question: 1

What are two timestamps required to measure lead time when using a Team Kanban board? (Choose two.)

- A. When the Story is released to users and validated
- B. When the Story is deployed
- C. When the Agile Team pulls a Story onto the board
- D. When the Story is accepted by the Product Owner
- E. When the team completes validation of the Story

Answer: C, D

Explanation:

In SAFe (Scaled Agile Framework), lead time is an essential metric used to measure the efficiency and effectiveness of a process. Lead time is defined as the total time it takes for a work item to move through the entire process from the moment it is initiated until it is completed. To measure lead time accurately using a Team Kanban board, two specific timestamps are crucial:

When the Agile Team pulls a Story onto the board (Timestamp C):

This is the starting point of the lead time. It marks the moment when the team commits to working on a particular story by pulling it into the workflow. This action indicates that the story is now in progress and the clock starts ticking from this point.

When the Story is accepted by the Product Owner (Timestamp D):

This is the endpoint of the lead time. It signifies that the story has been completed to the satisfaction of the team and has met the acceptance criteria defined by the Product Owner. When the Product Owner accepts the story, it indicates that the work is done and the lead time measurement stops. These two timestamps effectively capture the duration a story takes to go through the development process, providing valuable

insights into process efficiency and identifying areas for improvement. **SAFe Scrum Master Reference**

SAFe Advanced Scrum Master learning materials

SAFe 5.0 Scrum Master Certification resources

The 2020 Scrum Guide: [Scrum Guide 2020](#)

This information aligns with the principles and practices outlined in the SAFe framework and the Scrum Guide, ensuring a comprehensive understanding of lead time measurement within a Team Kanban board context.

Question: 2

Which two events provide opportunities for the team to collaborate? (Choose two.)

- A. Iteration Planning
- B. Portfolio Sync
- C. Solution Demo
- D. Pre-PI Planning
- E. Backlog refinement

Answer: A, E

Explanation:

Iteration Planning:

Purpose: Iteration Planning is a crucial event where the team collaborates to determine what will be delivered in the upcoming iteration and how the work will be accomplished. The entire team, including the Scrum Master, Product Owner, and Developers, come together to plan the iteration's work.

Process:

The Product Owner presents the prioritized backlog items to the team.

The team discusses each item, clarifies any ambiguities, and breaks down the items into tasks.

The team estimates the effort required for each task and commits to what they believe can be achieved in the iteration.

Outcome: A detailed iteration plan that includes the selected backlog items and a clear understanding of the tasks and responsibilities for each team member.

Backlog Refinement:

Purpose: Backlog Refinement (also known as Grooming) is an ongoing process where the team and the Product Owner collaborate to review and update the backlog. This ensures that the backlog is in good shape for future iteration planning.

Process:

The team reviews the items in the backlog to ensure they are well understood and ready for future iterations.

The Product Owner provides context and clarifications for each backlog item.

The team discusses the requirements, refines the acceptance criteria, and estimates the effort required for each item.

The backlog items are prioritized based on their value and urgency.

Outcome: A well-maintained and prioritized backlog that facilitates effective and efficient iteration planning.

SAFe Scrum Master Reference:

Iteration Planning:

SAFe Advanced Scrum Master training materials emphasize the importance of Iteration Planning as a key event for team collaboration, ensuring everyone is aligned on the iteration goals and tasks.

[2020 Scrum Guide](#): The Iteration Planning section outlines the collaborative nature of this event and its role in setting the stage for successful iterations.

Backlog Refinement:

In the SAFe framework, Backlog Refinement is highlighted as an essential activity to maintain a healthy backlog, allowing the team to prepare for future iterations effectively.

[Scrum Open](#): This document discusses the significance of Backlog Refinement in fostering team collaboration and ensuring the backlog is well-groomed and ready for planning.

Question: 3

Which statement is true about batch size, lead time, and utilization?

- A. Higher team member utilization leads to longer lead times
- B. There is no direct relationship between lead time and utilization
- C. As batch size increases, lead time decreases
- D. There is no direct relationship between lead time and batch size

Answer: A

Explanation:

Utilization refers to the percentage of a team's capacity that is being used. When team members are highly utilized (i.e., their capacity is nearly fully booked), it often leads to longer lead times. This is because:

High utilization reduces the team's flexibility to handle new or unexpected work.

It can cause bottlenecks as individuals or teams become overburdened with tasks.

There is less room for managing variability, leading to delays and increased cycle times.

In contrast, lower utilization rates typically allow for more flexibility and quicker response times, reducing lead

times. Therefore, higher utilization generally results in longer lead times due to increased bottlenecks and reduced capacity to handle new tasks efficiently.

SAFe Scrum Master Reference

SAFe Advanced Scrum Master learning materials

Principles of Lean-Agile development: optimizing flow by managing queue lengths and reducing batch sizes to improve lead times and throughput.

Question: 4

How can a Scrum Master help the team remain focused on achieving their Iteration goals?

- A. By supporting the rules of the team process
- B. By leading a team's efforts in relentless improvements
- C. By eliminating impediments
- D. By exhibiting Lean-Agile Leadership

Answer: C

Explanation:

One of the key responsibilities of a Scrum Master is to help the team stay focused on their Iteration goals. This involves removing any obstacles or impediments that may hinder their progress. By eliminating impediments, the Scrum Master ensures that the team can work more efficiently and effectively, thereby maintaining their focus on achieving the goals set for the iteration.

Steps to eliminate impediments include:

Regularly communicating with the team to identify any obstacles they are facing.

Collaborating with stakeholders and other teams to resolve issues quickly.

Ensuring that any identified impediments are documented and tracked until they are resolved. Facilitating problem-solving sessions and using techniques such as root cause analysis to address underlying issues.

By proactively removing these barriers, the Scrum Master supports the team in maintaining a steady and uninterrupted workflow, which is crucial for meeting iteration goals.

SAFe Scrum Master Reference

SAFe Scrum Master Role and Responsibilities

The 2020 Scrum Guide: [Scrum Guide 2020](#)

Principles of Lean-Agile Leadership in SAFe: focusing on continuous improvement and supporting the team in overcoming obstacles.

Question: 5

Which of the SAFe Core Values enables trust across the ART?

- A. Transparency
- B. Adaptation
- C. Built-in Quality
- D. Decentralized decision-making

Answer: A

Explanation:

SAFe Core Values are the fundamental beliefs that guide behaviors and decision-making in SAFe (Scaled Agile Framework). They are critical for fostering a culture that supports Lean-Agile principles. **Transparency:**

Definition: Transparency in SAFe means having an open and honest environment where everyone has access to the information they need. It involves making work visible to all stakeholders, sharing risks, and ensuring that everyone understands the status of the work.

Importance: Transparency enables trust across the Agile Release Train (ART) because it ensures that everyone is aware of what is happening, leading to informed decision-making and reducing misunderstandings. It builds a culture of openness and accountability.

SAFe Framework Reference: In SAFe, transparency is crucial for effective collaboration and alignment across teams and stakeholders. It ensures that progress, challenges, and changes are communicated openly, fostering trust and collective problem-solving.

SAFe Scrum Master Reference:

SAFe training materials emphasize the importance of transparency as a core value that underpins trust and collaboration within and across teams.

The SAFe website and guides detail how transparency is implemented through various practices like visual management, open communication, and regular feedback loops.

Question: 6

Which two Framework elements would a Scrum Master have the strongest connection and most frequent interaction? (Choose two.)

- A. Business Owners
- B. Release Train Engineer
- C. Systems Team
- D. Product Owner
- E. Epic Owner

Answer: B, D

Explanation:

Release Train Engineer (RTE):

Role: The RTE is a servant leader and coach for the Agile Release Train (ART). They facilitate ART events and processes, assist teams in delivering value, and help manage risks and dependencies. **Interaction with Scrum Master:**

Scrum Masters frequently collaborate with the RTE to coordinate cross-team activities and dependencies. They work together during events like PI Planning, Scrum of Scrums, and Inspect & Adapt (I&A) workshops to ensure alignment and continuous improvement.

The RTE provides support and guidance to Scrum Masters, helping them resolve impediments that affect the ART.

Product Owner (PO):

Role: The Product Owner is responsible for defining and prioritizing the team backlog, ensuring that the team is working on the most valuable tasks.

Interaction with Scrum Master:

Scrum Masters work closely with Product Owners to facilitate effective backlog refinement sessions, ensuring that the backlog items are well-understood and ready for iteration planning.

They support the Product Owner in maintaining a clear and prioritized backlog, helping to communicate the

vision and goals to the team.

During iteration planning and reviews, Scrum Masters assist Product Owners in engaging with the team and stakeholders, ensuring that feedback is collected and incorporated.

SAFe Scrum Master Reference:

Release Train Engineer:

SAFe materials outline the critical role of the RTE in coordinating the ART and supporting Scrum Masters in their efforts to remove impediments and ensure smooth execution of plans.

[Scrum Open](#): Discusses the collaborative relationship between Scrum Masters and RTEs in facilitating ART events and managing dependencies.

Product Owner:

The SAFe framework emphasizes the importance of the Scrum Master-Product Owner partnership in driving the delivery of value and maintaining a healthy backlog.

[Product Owner Open](#): Provides insights into how Scrum Masters and Product Owners work together to align on priorities and ensure the team is focused on the right tasks.

Question: 7

What is the primary goal of decentralized decision-making?

- A. To resolve dependencies
- B. To minimize WIP
- C. To empower knowledge workers
- D. To reduce delay

Answer: D

Explanation:

Decentralized decision-making is a principle in SAFe aimed at distributing decision authority to the people closest to the information and most affected by the decisions. The primary goal of decentralized decision-making is to reduce delay in the decision-making process, which can often occur when decisions need to pass through multiple layers of hierarchy. By empowering individuals and teams to make decisions quickly, organizations can respond faster to changes, improve agility, and maintain a steady flow of work.

Question: 8

What goes into the Portfolio Backlog?

- A. Strategic Themes
- B. Projects
- C. Capabilities
- D. Epics

Answer: D

Explanation:

The Portfolio Backlog in SAFe contains the larger initiatives, known as Epics. Epics are substantial pieces of work that require analysis, investment, and development effort over multiple Program Increments (PIs). They represent significant business or technical needs that drive the long-term strategy of the organization. These Epics are prioritized and managed in the Portfolio Backlog, where they can be decomposed into smaller,

actionable items as they progress through the development process.

Question: 9

Why is the program predictability measure the primary Metric used during the quantitative measurement part of the Inspect and Adapt event?

- A. To measure the predictability of business value delivered in the PI timebox
- B. To predict the scope of the remaining requirements in the Program Backlog
- C. To forecast when remaining features could be delivered to customers
- D. To match customer demand to the Agile Release Train's velocity

Answer: A

Explanation:

The program predictability measure is the primary metric used during the quantitative measurement part of the Inspect and Adapt (I&A) event in SAFe. This measure assesses how reliably the Agile Release Train (ART) can deliver business value within the Program Increment (PI) timebox. It helps to: Evaluate the team's ability to meet their commitments. Identify areas where predictability can be improved.

Ensure that the business value planned for the PI is actually delivered.

By focusing on the predictability of business value, organizations can better align their planning and execution efforts, ultimately enhancing customer satisfaction and achieving strategic goals more effectively.

SAFe Scrum Master Reference

SAFe Inspect and Adapt events

SAFe 5.0 framework: using program predictability as a key metric to assess and improve ART performance.

Question: 10

If the distance between the arrival and departure curves on a team's cumulative flow diagram is growing apart, what is likely happening?

- A. Lead time is increasing
- B. Unplanned work is pushed into the backlog
- C. WIP is decreasing
- D. The backlog is being reprioritized

Answer: A

Explanation:

Cumulative Flow Diagram (CFD): A CFD is a visual tool used in Kanban and Scrum to show the progress of work items through different stages of the workflow over time.

Arrival and Departure Curves: These curves represent the work items entering (arrival) and leaving (departure) the system.

Growing Distance: If the distance between the arrival and departure curves on the CFD is growing apart, it indicates that work items are taking longer to move through the system.

Lead Time: This term refers to the total time from when a work item is created until it is completed. An increasing distance between the curves means that work items are spending more time in the system, thus increasing the lead time.

SAFe Scrum Master Reference:

SAFe materials on flow metrics and Kanban principles highlight the importance of monitoring lead time and using CFDs to identify bottlenecks and inefficiencies in the workflow.

Question: 11

The Agile Team includes the Scrum Master and which other key role?

- A. Product Owner
- B. Release Train Engineer
- C. Project Manager
- D. Product Manager

Answer: A

Explanation:

Agile Team Composition: According to SAFe, an Agile Team is composed of cross-functional members who work together to deliver value. The team includes:

Scrum Master: Facilitates the team's processes, helps remove impediments, and supports continuous improvement.

Product Owner: Represents the customer and stakeholders, prioritizes the backlog, and ensures the team is working on the most valuable items.

Developers: The team members who design, build, and test the product.

Key Role: The Product Owner is essential to the Agile Team as they provide the vision, set priorities, and ensure that the team is delivering value that aligns with the customer and business needs.

SAFe Scrum Master Reference:

The SAFe framework emphasizes the critical role of the Product Owner within the Agile Team, ensuring alignment and effective backlog management.

Question: 12

What is the purpose of the Large Solution level in SAFe?

- A. To coordinate the work of multiple Agile Teams on the Agile Release Train (ART)
- B. To regulate large batch delivery across multiple ARTs at the Solution level
- C. To coordinate multiple Agile Release Trains that develop the same Solution
- D. To create large Portfolio-level Solutions that the ART can use to create organizational alignment

Answer: C

Explanation:

Large Solution Level in SAFe: This level is designed for enterprises where multiple Agile Release Trains (ARTs) and suppliers collaborate to build and deploy complex solutions that require coordination beyond a single ART.

Purpose: The Large Solution level provides the practices, roles, and artifacts necessary to coordinate the

efforts of multiple ARTs:

Solution Train: A structure that manages the delivery of large solutions, aligning the efforts of multiple ARTs.

Solution Management and Solution Architect/Engineer: Roles responsible for defining the solution's vision, roadmap, and architecture.

Solution Backlog and Solution Kanban: Tools to manage and prioritize work across multiple ARTs. **Coordination:** The primary focus is on ensuring that all ARTs are aligned, integrated, and delivering cohesive, high-quality solutions.

SAFe Scrum Master Reference:

The SAFe framework details the Large Solution level and its role in coordinating the efforts of multiple ARTs to deliver complex, enterprise-level solutions.

Question: 13

What is one problem with phase-gate Milestones?

- A. They assume a point Solution exists and can be built right the first time
- B. They force design decisions too late in the process
- C. They account for variability inherent in the process
- D. They require the Product Owner to act as gatekeeper or guardian of the process

Answer: A

Explanation:

Phase-gate milestones are traditional project management mechanisms that mark the end of one phase and the beginning of another. One major problem with phase-gate milestones is that they assume a point solution exists and can be built correctly the first time. This assumption does not account for the iterative nature of Agile methodologies, where solutions are developed incrementally and iteratively, with feedback loops and continuous improvement. Assuming a point solution can be finalized early often leads to rigidity, lack of adaptability, and higher risks of delivering a product that does not meet the actual needs or expectations.

Question: 14

What is one output from the problem-solving workshop?

- A. ROAMed risks
- B. All the potential Solutions the team could identify
- C. An assessment report
- D. Top improvement items for the next PI

Answer: D

Explanation:

One of the primary outputs from the problem-solving workshop in SAFe is identifying the top improvement items for the next Program Increment (PI). These workshops focus on analyzing issues, determining root causes, and formulating actionable improvements. By prioritizing and committing to these improvement items, teams can systematically address problems and enhance their performance and productivity in subsequent PIs.

Question: 15

How is average lead time measured in a Kanban system?

- A. By taking the average velocity over the last three iterations
- B. Measure the vertical distance between arrival and departure lines on a cumulative flow diagram
- C. Measure the horizontal distance between arrival and departure lines on a cumulative flow diagram
- D. Measure the lead time for at least three items and calculate the statistical mean of the items

Answer: C

Explanation:

In a Kanban system, average lead time is measured by observing the horizontal distance between the arrival and departure lines on a cumulative flow diagram (CFD). The CFD visualizes the flow of work

items through various stages of the workflow. The horizontal distance between the points where work items enter and leave a particular stage represents the lead time. By calculating this distance over multiple items, teams can determine the average lead time, providing insights into process efficiency and areas for potential improvement.

Question: 16

What is the primary measurement during Inspect and Adapt?

- A. Program predictability measure
- B. Team NPS score
- C. Number of Features delivered
- D. Number of automated tests

Answer: A

Explanation:

The primary measurement during the Inspect and Adapt (I&A) event in SAFe is the program predictability measure. This metric assesses the Agile Release Train's (ART) ability to deliver on its commitments within a Program Increment (PI). It helps teams understand how accurately they can plan and execute work, providing a basis for continuous improvement. By focusing on predictability, organizations can improve their planning processes, align better with business objectives, and ensure more reliable delivery of value.

Question: 17

A team integrates and tests the Stories on the last day of the Iteration. This has become a pattern for the last three Iterations. Why is this considered an anti-pattern?

- A. Because the team is waterfalling the Iteration
- B. Because the team demonstrates the full Stories to the Product Owner during the Iteration review
- C. Because the team consistently meets their commitments, and the Product Owner accepts the Stories
- D. Because it is difficult to manage dependencies with other teams

Answer: A

Explanation:

Waterfalling the Iteration: The term "waterfalling" in an Agile context refers to the anti-pattern where teams delay integration, testing, and other critical activities until the end of the iteration, mimicking the Waterfall model of sequential phases.

Agile Practice: In Agile, the goal is to continuously integrate and test stories throughout the iteration. This practice ensures that issues are identified and addressed early, and the product increment is always in a potentially shippable state.

Anti-pattern Explanation: Integrating and testing stories only on the last day of the iteration means the team is not practicing continuous integration. This can lead to hidden defects, reduced quality, and last-minute rushes that jeopardize the team's ability to meet commitments effectively.

SAFe Scrum Master Reference:

SAFe emphasizes continuous integration and regular testing as key practices to maintain quality and agility. Delaying these activities to the end of the iteration undermines these principles and can lead to significant issues.

Question: 18

What is a benefit of an Agile Release Train that has both cadence and synchronization?

- A. The Agile Release Train is able to control the injection on new work
- B. Dependencies are identified across the Agile Release Train
- C. Teams participate in the portfolio backlog refinement
- D. The entire system is iterating

Answer: D

Explanation:

Cadence: Refers to a regular, predictable schedule that sets the rhythm for the team or ART (Agile Release Train) activities. It helps in aligning planning, development, and delivery cycles.

Synchronization: Ensures that multiple teams or ARTs work together in harmony, aligning their schedules, dependencies, and delivery efforts.

Benefit Explanation: Having both cadence and synchronization means that all teams within the ART are working in a coordinated manner, iterating together. This alignment ensures that dependencies are managed, integration happens regularly, and the system evolves cohesively.

SAFe Scrum Master Reference:

SAFe promotes cadence and synchronization to manage complex dependencies and ensure that all parts of the system evolve together, enhancing overall system integrity and quality.

Question: 19

A Scrum Master is asked to help an Agile Release Train that has struggled through multiple PIs. They just finished the second iteration in the current PI and have nothing to show at the System Demo. The ART stakeholders are concerned. What should be done?

- A. Stop working on any new functionality and fully integrate and test the system; adjust scope based ON

what is learned

- B. Have every team demonstrate their team increment to the stakeholders separately in the team branch
- C. Find a vendor that specializes in integrating system increments from multiple teams
- D. Re-architect the system so that there are no dependencies between the teams; integration is not required at this time

Answer: A

Explanation:

Problem Statement: The ART has nothing to show at the System Demo, indicating potential issues with integration, quality, or coordination among teams.

Recommended Action: Stopping new development work to focus on integrating and testing the system allows the team to identify and resolve integration issues, ensuring that the system is in a stable state.

Scope Adjustment: Based on what is learned during integration and testing, the scope can be adjusted to focus on delivering a coherent and functional system increment.

SAFe Scrum Master Reference:

SAFe emphasizes the importance of a stable, integrated system increment to demonstrate progress and ensure quality. Addressing integration issues promptly is crucial for maintaining stakeholder confidence and delivering value.

Question: 20

Which two statements are true about a Feature? (Choose two.)

- A. It is developed within a single Agile Team
- B. It is fully completed by a single Agile Release Train within one PI
- C. It is prioritized using weighted shortest job first
- D. It has one Capability as a parent

Answer: B, C

Explanation:

Completed by a Single Agile Release Train within one PI:

Definition: A Feature in SAFe is a service or functionality that meets the needs of a customer and can be delivered within a single Program Increment (PI) by an ART.

Explanation: Features are planned and delivered within the timeframe of a PI, ensuring that they provide tangible value and align with the ART's objectives.

Prioritized using Weighted Shortest Job First (WSJF):

Definition: WSJF is a prioritization method used in SAFe to sequence work for maximum economic benefit.

Explanation: Features are prioritized based on their cost of delay and the effort required to implement them. This ensures that the most valuable and impactful features are delivered first. SAFe Scrum Master

Reference:

SAFe framework details the concept of Features, emphasizing their completion within a PI and their prioritization using WSJF to maximize value delivery.

Question: 21

Three teams in the Agile Release Train are working on the same Feature. Team A is a complicated subsystem team, and Teams B and C are stream-aligned teams. During PI Planning, Teams B and C committed to delivering their part of the Feature by the end of Iteration five and plan to integrate with each other along with Team A's piece in the first week of the IP Iteration. Why is this an antipattern?

- A. Because Product Management accepted each team's final plan at the end of PI Planning Day 2
- B. Because each feature team needs to integrate with the component team
- C. Because the teams managed their dependencies and planned their integration timing during PI Planning
- D. Because work should not be planned for the IP Iteration

Answer: D

Explanation:

In SAFe, the Innovation and Planning (IP) Iteration is reserved for activities such as innovation, planning, and preparation for the next Program Increment (PI), as well as for holding the Inspect and Adapt (I&A) event. It is not intended for completing work that should have been finished during regular iterations. Planning work for the IP Iteration can lead to a lack of focus on essential planning and innovation activities and may indicate poor planning and risk management practices. Therefore, relying on the IP Iteration to complete Feature work is considered an anti-pattern.

SAFe Scrum Master Reference

SAFe 5.0 framework: guidelines on the purpose and use of the IP Iteration

SAFe Advanced Scrum Master learning materials

Question: 22

What are three opportunities for creating collaboration on a team? (Choose three.)

- A. Pair work
- B. Iteration planning
- C. Communities of Practice
- D. Inspect and Adapt
- E. Hackathons
- F. Backlog refinement

Answer: A, C, E

Explanation:

Creating collaboration opportunities on a team is essential for fostering a cooperative and innovative environment. Three effective opportunities for collaboration include:

Pair work (A): Pair programming or pairing on tasks allows team members to work closely together, share knowledge, and improve the quality of their work through constant feedback and collaboration.

Communities of Practice (C): These are groups of people who share a common interest in a particular domain or practice. They provide a platform for sharing best practices, discussing challenges, and developing new skills collaboratively.

Hackathons (E): Hackathons are events where team members come together to work intensively on projects, often with a focus on innovation and creative problem-solving. These events foster collaboration,

creativity, and rapid prototyping.

SAFe Scrum Master Reference

SAFe Principles: fostering a collaborative culture

SAFe 5.0 framework: encouraging team collaboration through various practices and events

Question: 23

Systems builders and Customers have a high level of responsibility and should take great care to ensure that any investment in new Solutions will deliver what benefit?

- A. The necessary financial benefit
- B. The best opportunity for team utilization
- C. The best ecological benefit for society
- D. The necessary economic benefit

Answer: D

Explanation:

In SAFe, systems builders and customers bear a significant responsibility to ensure that investments in new solutions deliver the necessary economic benefit. This means that any investment should provide value that justifies the costs and efforts involved. The focus on economic benefit helps ensure that resources are used effectively and that the solutions developed contribute positively to the organization's financial health.

SAFe Scrum Master Reference

SAFe Lean-Agile Principles: economic view and value delivery

SAFe 5.0 framework: ensuring investments align with economic benefits

Question: 24

What is one way a Scrum Master leads the team's efforts for relentless improvement?

- A. By helping teams become better problem solvers
- B. By scheduling team meetings
- C. By building a high-performing team
- D. By focusing on technical discipline

Answer: A

Explanation:

One way a Scrum Master leads the team's efforts for relentless improvement is by helping teams become better problem solvers. This involves coaching and mentoring the team in effective problemsolving techniques, facilitating problem-solving workshops, and encouraging a mindset of continuous improvement. By empowering teams to identify and address issues autonomously, the Scrum Master supports the development of a high-performing, self-sufficient team.

SAFe Scrum Master Reference

SAFe 5.0 framework: role of the Scrum Master in promoting continuous improvement

SAFe Advanced Scrum Master learning materials: techniques for improving problem-solving skills within teams

Question: 25

What does a Scrum Master support in order to help the team improve and take responsibility for their actions?

- A. Building a high-performing team
- B. A team's efforts in relentless improvement
- C. Increasing Quality practices
- D. Invest in architectural runway

Answer: B

Explanation:

Relentless Improvement: This principle is a cornerstone of Agile and SAFe. It encourages teams to continuously seek ways to improve their processes, quality, and performance.

Scrum Master Role: The Scrum Master supports the team by fostering a culture of continuous improvement.

This involves facilitating retrospectives, encouraging experimentation, and helping the team reflect on their practices and outcomes.

Taking Responsibility: By promoting relentless improvement, the Scrum Master helps the team take ownership of their actions and outcomes, driving self-management and accountability.

SAFe Scrum Master Reference:

SAFe emphasizes the role of the Scrum Master in supporting continuous improvement initiatives and helping teams develop a mindset of ongoing learning and development.

Question: 26

What are relationships within a highly collaborative team based on?

- A. Trust
- B. Communication
- C. Collaboration
- D. Alignment

Answer: A

Explanation:

Trust: Trust is the foundation of any highly collaborative team. It enables open communication, risktaking, and mutual respect, which are essential for effective collaboration.

Collaborative Team Dynamics: In a high-performing team, trust allows team members to rely on each other, share knowledge freely, and work together towards common goals without fear of blame or retribution.

SAFe Scrum Master Reference:

SAFe underscores the importance of trust in building and maintaining effective Agile teams. Trust fosters a safe environment where team members can collaborate openly and effectively.

Question: 27

When creating an Improvement Roadmap, what is one source of guidance for improving a team's technical practices?

- A. The Agile Program Management Office
- B. Communities of Practice
- C. The Lean Agile Center of Excellence
- D. The Solution Architect

Answer: B

Explanation:

Communities of Practice (CoPs): CoPs are groups of people who share a common interest in a particular domain or practice and come together to share knowledge, solve problems, and improve their skills.

Improvement Roadmap: When creating an Improvement Roadmap, CoPs provide valuable insights and guidance on best practices, emerging trends, and effective techniques for improving technical practices.

SAFe Scrum Master Reference:

SAFe recognizes CoPs as a vital resource for fostering continuous learning and improvement within organizations. They provide a platform for practitioners to exchange ideas and elevate their practices.

Question: 28

What are two purposes of the scrum of scrums meeting? (Choose two.)

- A. Review Solution Architecture
- B. Identify impediments
- C. Facilitate cross-team collaboration
- D. Collaborate release details with Systems Team

Answer: B, C

Explanation:

Identify Impediments:

Purpose: The Scrum of Scrums meeting helps identify and address impediments that affect multiple teams. This ensures that these blockers are resolved quickly, allowing teams to continue their work without disruptions.

Process: Representatives from different teams come together to discuss challenges, share updates, and seek assistance in removing impediments.

Facilitate Cross-Team Collaboration:

Purpose: The meeting fosters collaboration among teams working on the same product or solution, ensuring that their efforts are aligned and integrated.

Process: Teams share their progress, dependencies, and upcoming work, enabling better coordination and synchronization across the Agile Release Train (ART).

SAFe Scrum Master Reference:

SAFe highlights the importance of the Scrum of Scrums meeting for coordinating efforts and solving cross-team issues, ensuring that the ART functions smoothly and efficiently.

Question: 29

Which statement is true about large Stories?

- A. They make it difficult to apply iterative development
- B. They require additional refinement sessions to fully understand the scope

- C. They fit into one iteration
- D. They should be split into multiple tasks

Answer: A

Explanation:

Large stories, often referred to as "epics," pose a challenge to iterative development because they encompass too much work to be completed within a single iteration. This contradicts the principles of Agile, which emphasize small, incremental deliveries to ensure continuous progress and feedback. By breaking down large stories into smaller, more manageable pieces, teams can better align with iterative development practices, allowing for more frequent delivery of value, better risk management, and easier progress tracking.

Question: 30

If a team insists that big Stories cannot be split into smaller ones, how would the Scrum Master coach them to do otherwise?

- A. Emphasize the SAFe principles to highlight the importance of flow
- B. Suggest a story-splitting bootcamp in the next IP iteration
- C. Demonstrate Story-splitting techniques using a specific example
- D. Invite a development manager to emphasize the importance of splitting Stories

Answer: C

Explanation:

When a team struggles with breaking down large stories into smaller ones, the Scrum Master can coach them by demonstrating specific story-splitting techniques. This hands-on approach provides practical examples of how large stories can be decomposed into smaller, more manageable tasks. Techniques might include splitting by workflow steps, by business rules, by user roles, or by data boundaries. By using a specific example, the Scrum Master can illustrate the process and benefits, helping the team develop this essential skill.

SAFe Scrum Master Reference

SAFe Agile Principles: continuous delivery of value

SAFe 5.0 framework: techniques for effective story splitting

Question: 31

What are two benefits of applying cadence? (Choose two.)

- A. To transform unpredictable events into predictable events
- B. To help teams increase their velocity
- C. To synchronize planning for multiple teams and ARTs
- D. To ensure teams wait to integrate their changes on cadence boundaries
- E. To ensure teams can accept new work at any time

Answer: A, C

Explanation:

To transform unpredictable events into predictable events (A): Cadence creates a regular, reliable schedule for events, which helps in managing and mitigating variability. This predictability allows teams to plan and execute

their work more effectively, reducing the uncertainty of unforeseen events.

To synchronize planning for multiple teams and ARTs (C): Cadence helps align the planning cycles of multiple teams and Agile Release Trains (ARTs), ensuring that everyone works in a coordinated manner. This synchronization is critical for integrated, cross-team activities and for maintaining a cohesive workflow across the organization.

SAFe Scrum Master Reference

SAFe Principles: the importance of cadence and synchronization

SAFe 5.0 framework: benefits of applying cadence in Agile teams

Question: 32

During Iteration planning, the Product Owner introduces multiple new Stories to the team. Following a discussion, the team is unclear on the scope of the work and adds spikes into the Iteration for research. How should a Scrum Master help resolve this issue?

- A. Have the team work on the Stories and identify the dependencies as they go
- B. Ensure the Product Owner and the team arrived at the planning session with proper preparation
- C. Discourage the team from creating spikes so they can focus on other Stories
- D. Allow the team to finish planning and commit to Stories with existing unknowns

Answer: B

Explanation:

To resolve the issue of the team being unclear on the scope of new stories during Iteration planning, the Scrum Master should ensure that both the Product Owner and the team come to the planning session well-prepared. Proper preparation involves:

The Product Owner refining and prioritizing the backlog items before the planning session, ensuring that stories are well-defined and understood.

The team reviewing the backlog items ahead of the planning session, allowing them to ask questions and clarify any uncertainties.

Conducting pre-planning sessions or backlog refinement meetings to discuss and break down stories, ensuring they are ready for planning.

This preparation helps ensure that the planning session is productive and that the team can commit to well-understood and scoped stories.

SAFe Scrum Master Reference

SAFe Iteration Planning guidelines

SAFe 5.0 framework: ensuring effective preparation for planning sessions

Question: 33

What is a Product Owner (PO) anti-pattern in Iteration planning?

- A. The PO introduces the business intent to the team for the first time
- B. The PO changes priorities of the already refined intent
- C. The PO brings in changes to the planned Features based on stakeholder feedback from the System Demo
- D. The PO asks the team for recommendations on Story slicing

Answer: A

Explanation:

Anti-Pattern Explanation: Iteration Planning should not be the first time the team hears about the business intent of the work they are about to start. This should have been communicated earlier through backlog refinement sessions and ongoing interactions with the Product Owner (PO).

Business Intent Communication: The PO should regularly update the team on the business context and intent behind backlog items to ensure alignment and readiness for Iteration Planning.

Impact: Introducing business intent for the first time during Iteration Planning can lead to confusion, inadequate preparation, and a rushed planning session, which undermines the effectiveness of the iteration.

SAFe Scrum Master Reference:

SAFe emphasizes the importance of continuous backlog refinement and clear communication of business intent to ensure that teams are well-prepared for Iteration Planning.

Question: 34

What is one action the Scrum Master can take to help the team achieve transparency?

- A. Hold team members accountable to complete their tasks by monitoring task progress deviation
- B. Enforce Agile event timeboxes and working agreements
- C. Be aligned with Product Management when reviewing the Team's Backlog
- D. Ensure team velocity and WIP are a true representation of what is happening within the team

Answer: D

Explanation:

Transparency: Ensuring that metrics like team velocity and work in process (WIP) accurately reflect the team's actual work provides visibility into the team's progress and capacity.

Action by Scrum Master: By monitoring and ensuring these metrics are accurate, the Scrum Master helps the team maintain transparency about their work, which is critical for making informed decisions and identifying areas for improvement.

Outcome: Accurate representation of velocity and WIP helps the team and stakeholders understand the team's performance, plan effectively, and address any issues promptly.

SAFe Scrum Master Reference:

SAFe stresses the importance of transparency in Agile teams, and accurate tracking of key metrics like velocity and WIP is a fundamental aspect of achieving this.

Question: 35

Which statement is true about work in process (WIP)?

- A. WIP should be managed by the team's capacity allocation
- B. WIP visibility increases cross-training opportunities
- C. More WIP leads to slower throughput
- D. Limits on WIP prevent visibility into bottlenecks

Answer: C

Explanation:

WIP (Work in Process): Refers to the number of work items that are in progress at any given time. Impact of High WIP: Having too many items in progress can lead to context switching, inefficiencies, and delays, ultimately slowing down the overall throughput of the team.

Throughput: The rate at which the team completes work items. Reducing WIP helps the team focus on completing tasks, leading to faster throughput and better flow of work.

SAFe Scrum Master Reference:

SAFe emphasizes limiting WIP to improve flow efficiency, reduce bottlenecks, and increase throughput.

Question: 36

How is team performance calculated in SAFe?

- A. The ratio of tasks planned to tasks completed
- B. The ratio of business value achieved to business value planned for the PI
- C. The ratio of Story points completed to Story points planned in the PI
- D. Team member utilization as a percentage of total capacity

Answer: C

Explanation:

Team Performance Measurement: In SAFe, one of the key metrics for measuring team performance is the ratio of Story points completed to Story points planned in the Program Increment (PI).

Story Points: Represent the effort required to complete user stories. By comparing planned and completed Story points, teams can gauge their ability to deliver on commitments.

Purpose: This metric helps in assessing how well the team is performing relative to their planned objectives, identifying areas for improvement, and making adjustments for future PIs.

SAFe Scrum Master Reference:

SAFe provides guidance on using Story points and other metrics to measure team performance and drive continuous improvement.

Question: 37

What is the purpose of the retrospective held during an Inspect and Adapt event?

- A. To learn from PI Planning outcomes
- B. To identify the issues to address during the problem-solving workshop
- C. To review how value flows through the Agile Release Train
- D. To identify improvement Story candidates

Answer: B

Explanation:

Inspect and Adapt (I&A) Event: This event includes a retrospective aimed at reviewing the past Program Increment (PI) and identifying issues that need to be addressed.

Purpose of Retrospective: The retrospective helps the team reflect on what went well, what didn't, and why. It is used to identify specific problems and root causes that will be addressed in the subsequent problem-solving workshop.

Outcome: The issues identified during the retrospective form the basis for the problem-solving workshop,

where the team collaboratively develops action plans to improve processes and **outcomes**.

SAFe Scrum Master Reference:

The I&A event in SAFe is designed to foster continuous improvement by systematically identifying and addressing issues through structured retrospectives and problem-solving workshops.

Question: 38

What are the benefits of organizing teams around Features?

- A. Teams can avoid decomposing Features into Stones
- B. There are fewer dependencies between teams
- C. It enables specialized skill sets to be used
- D. It eliminates the need for a dependency board

Answer: B

Explanation:

Organizing teams around Features can significantly reduce dependencies between teams. When teams are aligned to deliver specific features, they have more autonomy and can work more independently, without needing to wait for other teams to complete their parts. This alignment minimizes coordination and dependency management overhead, enabling faster and more efficient delivery. It also allows teams to focus on delivering end-to-end functionality, which enhances the quality and coherence of the product.

SAFe Scrum Master Reference

SAFe 5.0 framework: principles of organizing teams around features to reduce dependencies

SAFe Agile Teams: benefits of feature-based team organization

Question: 39

A team consistently receives defect reports from production even though each Story is thoroughly tested. What is the first step to solve this problem?

- A. Invest in better Story and unit-test automation
- B. Represent a strict definition of done
- C. Ensure that development and testing environments are equivalent to production
- D. Create a story dependency with the systems team to collaborate on deployment

Answer: C

Explanation:

If a team consistently receives defect reports from production despite thorough testing of each story, the first step to address this issue is to ensure that development and testing environments are equivalent to production. Differences between environments can lead to undetected issues that only surface in the production environment. By aligning these environments, teams can ensure that tests accurately reflect real-world conditions, reducing the likelihood of defects slipping through.

SAFe Scrum Master Reference

SAFe Principles: ensuring quality by maintaining equivalent environments

SAFe 5.0 framework: best practices for aligning development, testing, and production environments

Question: 40

A Scrum Master is frustrated that her team finds no value during Iteration retrospectives, and the team has asked that she cancel all future ones. Which two specific anti-patterns are most likely present within the team's retrospectives? (Choose two.)

- A. The team does not feel valued by the Enterprise
- B. The team identifies improvements but is not allowed to address them
- C. The team does not identify and commit to improvement items for how they do their work
- D. The team does not inspect the Program Increment and revise the product backlog

Answer: B, C

Explanation:

Two specific anti-patterns likely present within the team's retrospectives are:

The team identifies improvements but is not allowed to address them (B): This anti-pattern occurs when the team discusses potential improvements but lacks the authority or support to implement them. This leads to frustration and a sense of futility, as the team feels their efforts in retrospectives **do not result in meaningful change**.

The team does not identify and commit to improvement items for how they do their work (C): Effective retrospectives should result in actionable items that the team commits to addressing in the next iteration. If the team fails to identify and commit to these improvements, the retrospective becomes an empty ritual without real impact on the team's performance or processes.

SAFe Scrum Master Reference

SAFe Principles: continuous improvement and the importance of retrospectives

SAFe 5.0 framework: best practices for effective retrospectives

Question: 41

Why are phase-gate Milestones problematic?

- A. They prohibit decision-making at the Large-Solution level
- B. They only allow integration on PI boundaries
- C. They use documentation as a proxy for Solution progress
- D. They fix designs too late in the process

Answer: C

Explanation:

Phase-gate milestones are problematic because they often use documentation as a proxy for solution progress. This approach assumes that completing certain documents or passing through predefined gates accurately reflects the progress of the solution. However, in Agile methodologies, working software is the primary measure of progress. Relying on documentation can lead to a false sense of security, where teams believe they are on track based on completed paperwork rather than actual working software. This can delay the discovery of issues and hinder the ability to make necessary **adjustments in a timely manner**.

SAFe Scrum Master Reference

SAFe Principles: valuing working software over comprehensive documentation

SAFe 5.0 framework: the drawbacks of phase-gate milestones and the emphasis on iterative progress **with working solutions**

Question: 42

The purpose of Continuous Integration is to deliver what?

- A. Potentially deployable code
- B. New builds on the test environment
- C. Smaller batch sizes
- D. Specific customer functionality

Answer: A

Explanation:

Continuous Integration (CI) is a practice where code changes are automatically built, tested, and merged into a shared repository multiple times a day. The main purpose of CI is to ensure that the codebase is always in a state that could be potentially deployable. This means that any integration issues are identified and addressed as soon as possible, reducing the chances of bugs slipping into production.

Frequent Integration: Developers frequently integrate their code changes into the main repository, often several times a day.

Automated Builds: Each integration is verified by an automated build to detect integration errors as quickly as possible.

Automated Testing: Along with building, automated tests are run to ensure new changes do not break existing functionality.

Feedback Loop: Quick feedback is provided to the development team, allowing them to fix issues promptly.

By maintaining a potentially deployable codebase, teams can deliver high-quality software more rapidly and with greater confidence.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Continuous Integration.

Question: 43

What is the output of an Inspect and Adapt event?

- A. An updated Program Board
- B. A refined understanding of the problem statement
- C. A set of improvement items for the upcoming PI Planning event
- D. A new backlog for the team to work on in the upcoming PI

Answer: C

Explanation:

The Inspect and Adapt (I&A) event is a critical component in the SAFe framework, held at the end of each Program Increment (PI). The main output of the I&A event is a set of improvement items that are intended to be actioned in the next PI Planning event. This helps in ensuring continuous improvement in the process and products.

PI System Demo: Demonstrates the current state of the solution and provides an opportunity for the stakeholders to inspect the progress.

Quantitative Measurement: Teams review metrics that reflect the current state of the development process.

Problem-Solving Workshop: Identifies root causes of the biggest problems and formulates improvement

items.

Improvement Backlog: The improvement items identified are prioritized and added to the team's backlog for the next PI.

This cycle of continuous feedback and improvement helps in refining the development process and enhancing the team's performance.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Inspect and Adapt.

Question: 44

What is the purpose of the fishbone diagram?

- A. To identify the biggest root cause
- B. To brainstorm solutions to problems
- C. To identify improvement backlog items
- D. To identify potential root causes to problems

Answer: D

Explanation:

The fishbone diagram, also known as an Ishikawa diagram or cause-and-effect diagram, is a tool used to systematically identify potential root causes of a problem. It helps teams brainstorm and categorize the possible causes of problems to identify root issues.

Problem Statement: Clearly defines the problem at the head of the fishbone diagram.

Categories: Major categories (e.g., methods, materials, equipment, people, environment, etc.) are identified and drawn as "bones" branching off from the main "spine."

Brainstorming: Each category is explored to list possible causes, which are added as smaller bones off the main categories.

Analysis: The team analyzes the diagram to identify which causes are most likely contributing to the problem. This method helps teams to visually map out and drill down into all possible causes of a problem, leading to more thorough and effective problem-solving.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Problem-Solving Techniques.

Question: 45

What are two ways a Scrum Master promotes T-shaped skill development across the team? (Choose two.)

- A. By having team members pair when working on Stories
- B. By requesting the Managers add skills training to the team members' development plans
- C. By having teams swap one of their members every other Iteration for cross-training
- D. By delivering cross-functional skills training
- E. By defining Stories that need cross-functional skills for the team to implement

Answer: A

Explanation:

Promoting T-shaped skill development means encouraging team members to develop a broad set of skills in

addition to their specialization. This enhances team flexibility and resilience.

Pairing on Stories (A): By having team members pair up on stories, knowledge is shared, and members can learn from each other's expertise. This practice helps in building secondary skills and fosters a collaborative learning environment.

Cross-Functional Stories (E): Defining stories that require cross-functional skills ensures that team members have to work together, leveraging and developing a broader range of skills. This practice helps in cross-training and builds a more versatile team.

These methods help in breaking down silos within the team and promote a culture of continuous learning and skill development.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Team Dynamics and Collaboration.

Question: 46

What should be the first step a team should take to feed potential problems into the Problem Solving workshop?

- A. Identify enablers needed to build out the Architectural Runway
- B. Conduct a short team retrospective
- C. Review feedback from the System Demo
- D. Analyze quantitative & qualitative metrics

Answer: D

Explanation:

The first step a team should take to feed potential problems into the Problem Solving workshop is to analyze quantitative and qualitative metrics. These metrics provide objective data about the team's performance and can highlight areas where issues may be occurring. By reviewing these metrics, the team can identify trends, pinpoint specific problems, and prioritize them for discussion in the Problem Solving workshop. This approach ensures that the workshop focuses on data-driven issues, leading to more effective and targeted solutions.

SAFe Scrum Master Reference

SAFe 5.0 framework: importance of data-driven decision-making and problem-solving

SAFe Advanced Scrum Master learning materials: analyzing metrics for continuous improvement

Question: 47

Lee is a developer on the team. At every daily stand-up Lee reports, "Yesterday, I worked on indexing. Today, I will work on indexing. I have no impediments." What coaching should the Scrum Master provide Lee to improve the team's visibility into his work?

- A. Ask the team to break Lee's Stories into tasks for better understanding
- B. Assign another team member to assist Lee with indexing and ask Lee to start a different piece of work
- C. Tell Lee to pair with another team member
- D. Have Lee discuss his progress in the context of the Iteration goals

Answer: D

Explanation:

The Scrum Master should coach Lee to discuss his progress in the context of the Iteration goals. By framing his updates around how his work contributes to the broader objectives of the iteration, Lee can provide the team with better visibility into his progress and the impact of his work. This approach encourages team members to think beyond individual tasks and understand how their efforts align with the team's goals, fostering greater collaboration and accountability.

SAFe Scrum Master Reference

SAFe Principles: focusing on outcomes and aligning individual efforts with team goals

SAFe 5.0 framework: effective daily stand-up practices

Question: 48

Inspect and Adapt events occur at which two SAFe levels? (Choose two.)

- A. Portfolio Level
- B. Essential Level
- C. Team Level
- D. Value Stream Level

Answer: C D

Explanation:

Inspect and Adapt (I&A) events occur at both the Team Level and the Value Stream Level in SAFe. At the Team Level, these events allow individual Agile teams to reflect on their performance, identify areas for improvement, and plan actions for the next iteration. At the Value Stream Level, I&A events involve multiple teams working within a Value Stream to review progress, identify systemic issues, and make improvements that benefit the entire Value Stream. These levels ensure that continuous improvement practices are applied both locally within teams and more broadly across the organization.

SAFe Scrum Master Reference

SAFe 5.0 framework: levels of Inspect and Adapt events

SAFe Principles: continuous improvement at multiple levels of the organization

Question: 49

When is collaboration with System Architects and the Systems Team likely to have the greatest impact on Solution development?

- A. At the System Demo
- B. At the Inspect and Adapt event
- C. During the daily stand-up
- D. During PI Planning

Answer: D

Explanation:

Collaboration with System Architects and the Systems Team is likely to have the greatest impact on Solution development during PI Planning. This is the time when teams plan their work for the upcoming Program Increment, and involving System Architects and the Systems Team can ensure that architectural considerations, dependencies, and technical requirements are properly addressed. Their input helps align the technical direction with business goals, identify potential risks, and plan for the necessary enablers and

infrastructure needed to support the development efforts.

SAFe Scrum Master Reference

SAFe PI Planning guidelines

SAFe 5.0 framework: roles of System Architects and Systems Teams in PI Planning

Question: 50

An Agile Team decides they want to use pair programming in future Iterations. Where should this be captured?

- A. In the Inspect and Adapt meeting notes
- B. In the team retrospective notes
- C. In the Program Backlog
- D. In the team's improvement backlog

Answer: B

Explanation:

The decision to implement pair programming in future iterations is a team-level improvement action that stems from reflecting on their current processes and identifying areas for enhancement. This is **best** captured during the team's retrospective:

Retrospective Purpose: The retrospective is a regular meeting where the team reflects on what went **well**, what didn't, and what could be improved.

Action Items: Decisions and action items, such as adopting pair programming, are documented in the retrospective notes to ensure they are followed up in future iterations.

Continuous Improvement: Capturing this in the retrospective notes ensures the team is committed to continuous improvement and has a clear record of their decisions and plans for process **enhancements**.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Team Retrospectives.

Question: 51

When should centralized decision-making be used?

- A. When there are significant economies of scale
- B. When decisions are short-term in duration
- C. When decisions need specific local context
- D. When making frequent decisions

Answer: A

Explanation:

Centralized decision-making is appropriate in scenarios where consolidating decisions can lead to **significant economies of scale**, which involves:

Economies of Scale: These are cost advantages reaped by companies when production becomes efficient. This can happen through increased production, lower costs per unit, bulk purchasing, and **centralized processes**.

Consistency and Control: Centralized decisions ensure consistency across large-scale operations and can help in

maintaining standards and controls, reducing duplication of effort, and leveraging bulk purchasing power. In contrast, decentralized decision-making is more suitable for decisions requiring specific local context or those that need to be made frequently and swiftly.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Decision-Making Frameworks.

Question: 52

What is one outcome of an integration point?

- A. It provides an opportunity to pivot the course of action
- B. It extends the length of time of an Iteration
- C. It provides the opportunity to release code
- D. It aligns with a phase-gate milestone

Answer: A

Explanation:

Integration points in agile development serve as critical junctures where progress is reviewed, and decisions can be made on whether to continue on the current path or pivot based on new information.

Integration Points: Regular integration points help in verifying progress, ensuring alignment with objectives, and assessing whether the current approach is delivering the desired outcomes.

Pivot or Persevere: These points provide the opportunity to pivot if necessary. Teams can change their course of action based on feedback, new insights, or changing requirements, ensuring that the final product meets the needs effectively.

Risk Mitigation: Regular integration reduces the risk of late discovery of issues and ensures that the product evolves in a way that adds value continuously.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Iteration Execution.

Question: 53

What is one way a Scrum Master can gain the confidence of a stakeholder?

- A. Establish a daily sync meeting with the stakeholder
- B. Invite the stakeholder to the Iteration retrospective
- C. Make sure the results of the retrospectives are made public
- D. Make the process visible

Answer: D

Explanation:

One way a Scrum Master can gain the confidence of a stakeholder is by making the process visible.

Transparency is a key principle in Agile and SAFe, as it builds trust and ensures that stakeholders are well-informed about the progress, challenges, and successes of the team. By making the process visible through tools like information radiators, progress charts, and regular updates, the Scrum Master can demonstrate accountability, foster open communication, and build stakeholder confidence in the team's ability to deliver value.

SAFe Scrum Master Reference

SAFe Principles: transparency and visibility

SAFe 5.0 framework: building stakeholder confidence through visible processes

Question: 54

What is one requirement for achieving Continuous Deployment?

- A. Decouple deployment from release
- B. Couple development cadence and deployment cadence
- C. Create all Features using behavior-driven development
- D. Automate all unit-tests

Answer: A

Explanation:

Achieving Continuous Deployment involves several practices, one of which is decoupling deployment from release. This means that code can be deployed to production continuously and automatically, but it is only released to end-users when it is appropriate. Decoupling these processes allows for more frequent and reliable deployments without affecting the user experience until the features are ready for release. This practice helps in maintaining system stability and enabling faster feedback loops.

SAFe Scrum Master Reference

SAFe Continuous Delivery Pipeline: practices for Continuous Deployment

SAFe 5.0 framework: decoupling deployment and release for continuous improvement

Question: 55

What are two characteristics of teams that fear conflict? (Choose two.)

- A. They avoid pair work
- B. They ignore controversial topics that are critical to team success
- C. They fail to tap into all the opinions and perspectives of team members
- D. They have longer meetings
- E. They do not focus on results

Answer: B, C

Explanation:

Teams that fear conflict exhibit certain characteristics that can hinder their success:

They ignore controversial topics that are critical to team success (B): When teams avoid addressing difficult or controversial issues, they miss out on resolving important problems that could impact their success. Ignoring such topics can lead to unresolved conflicts, misalignment, and suboptimal decision-making.

They fail to tap into all the opinions and perspectives of team members (C): Fear of conflict can prevent team members from voicing their opinions and sharing diverse perspectives. This lack of open communication can result in missed opportunities for innovation and improvement, as well as decisions that do not reflect the collective wisdom of the team.

SAFe Scrum Master Reference

SAFe Principles: fostering a culture of open communication and collaboration

Question: 56

Which statement is true about refactoring code?

- A. It is represented in prioritized backlog items used to build the Architecture Runway
- B. It involves small changes that keep the code's external behavior intact
- C. It increases technical debt
- D. It changes the system's functionality

Answer: B

Explanation:

Refactoring code involves making small, incremental changes to the internal structure of the code without altering its external behavior. The goal of refactoring is to improve code readability, maintainability, and performance while ensuring that the functionality remains unchanged. This practice helps in reducing technical debt, enhancing the quality of the codebase, and making future changes easier and less error-prone.

SAFe Scrum Master Reference

SAFe Agile Principles: continuous improvement and refactoring

SAFe 5.0 framework: best practices for maintaining high-quality code through refactoring

Question: 57

What is the purpose of the Scrum of Scrums meeting during PI Planning?

- A. To identify dependencies across teams
- B. To track Iteration plans across teams
- C. To track planning progress across the ART
- D. To create the Program Board

Answer: A

Explanation:

The Scrum of Scrums meeting during PI Planning is designed to identify and manage dependencies across teams. This meeting allows representatives from each team to come together and discuss how their plans intersect and where they might impact each other.

Dependency Identification: Teams identify dependencies early to manage risks and align their efforts.

Coordination: Facilitates better coordination and integration of work between multiple teams. Communication: Provides a forum for raising issues and ensuring that all teams are aware of potential impacts on their work.

This helps in creating a more cohesive and integrated approach to delivering the Program Increment (PI).

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on PI Planning

Question: 58

What ROAM risk management category requires a plan for eliminating the threat of the risk?

- A. Owned

- B. Accepted
- C. Mitigated
- D. Resolved

Answer: C

Explanation:

The ROAM risk management framework categorizes risks to ensure they are managed appropriately.

When a risk is mitigated, a plan is put in place to reduce or eliminate the threat posed by the risk. ROAM Framework:

Resolved: The risk is no longer an issue.

Owned: Someone is assigned to manage the risk.

Accepted: The risk is acknowledged, and its impact is accepted without further action.

Mitigated: Actions are taken to reduce the likelihood or impact of the risk.

Mitigation involves proactive planning and actions to reduce the severity or likelihood of a risk. SAFe Scrum

Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Risk Management.

Question: 59

The work within one state of a team's Kanban board is being completed at varying times, sometimes running faster and sometimes slower than the next state. What could resolve this issue?

- A. Combine the two states to avoid the varying work flow
- B. Redesign the board to ensure a smooth flow of work
- C. Create a buffer state between the two states to regulate the situation
- D. Match skill sets to the WIP states and hold individuals accountable in order to smooth out flow

Answer: C

Explanation:

Creating a buffer state between two states in a Kanban board can help regulate the flow of work and address the varying completion times.

Buffer State Purpose: Acts as a holding area to balance the flow between different stages of work, smoothing out variances in completion times.

Flow Regulation: Ensures that work can continue smoothly without bottlenecks or idle times.

Work In Progress (WIP) Limits: Helps maintain a steady flow by preventing too much work from accumulating in any one state.

This approach aligns with Lean principles of managing flow and reducing variability in processes.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Kanban Systems.

Question: 60

What is one characteristic of an effective Agile Team?

- A. To reliably deliver value by deploying features
- B. Uses their manager to define work prioritization

- C. Team members focus on improving their own, specialized skill sets
- D. Has team members who always agree with other's ideas

Answer: A

Explanation:

An effective Agile Team focuses on delivering value by reliably deploying features that meet **customer needs**.

Value Delivery: The primary measure of success for an Agile team is the continuous delivery of **valuable, working software**.

Customer Focus: Teams work collaboratively to understand and deliver what is most valuable to customers.

Incremental Progress: Regularly delivering increments of the product that are potentially shippable ensures **continuous feedback and improvement**.

This characteristic emphasizes the Agile principle of delivering working software frequently, with a **focus on customer value**.

SAFe Scrum Master Reference:

SAFe Advanced Scrum Master Training Material, Chapter on Agile Teams.