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Question: 1

Which statement is true for estimating and forecasting in SAFe?

- A. Feature estimation is independent of team-level input
- B. Epics should be estimated by the Epic Owner
- C. ART velocities are used to conduct 'what if' analysis
- D. Work breakdown structure to the task level helps increase estimation accuracy

Answer: C

Explanation:

According to the Applying Lean Estimating and Forecasting in Cadence article on the Scaled Agile Framework website, ART velocities are used to conduct 'what if' analysis for estimating and forecasting in SAFe. The article states that "The ART velocity is used to conduct 'what if' analysis, which helps determine the feasibility of the plan and the number of features that can be delivered in a PI. The ART velocity is also used to forecast the delivery of features and capabilities beyond the current PI."

Therefore, the correct answer is C, ART velocities are used to conduct 'what if' analysis. The other options are not accurate, as they are not the statements that are true for estimating and forecasting in SAFe. Feature estimation is not independent of team-level input (A), as teams are involved in estimating the size and complexity of features using story points or normalized story points. Epics are not estimated by the Epic Owner (B), as they are estimated collaboratively by the Epic Owner, Enterprise Architect, and Lean Portfolio Management. Work breakdown structure to the task level does not help increase estimation accuracy (D), as it introduces unnecessary overhead and delays feedback.

Question: 2

Which statement describes uncommitted objectives?

- A. They are reflected in the team's load but not the capacity
- B. Teams have low confidence they can meet the objective, but include in their plan
- C. Extra tasks a team could do in case they have time
- D. They are included in the PI commitment, making the commitment more reliable

Answer: B

Explanation:

According to the PI Objectives article on the Scaled Agile Framework website, uncommitted objectives are used to identify work that can be variable within the scope of a PI. The article states that "Uncommitted objectives help improve the predictability of delivering business value since they are not included in the team's commitment or counted against teams in the ART predictability measure. Uncommitted objectives are used to identify work that can be variable within the scope of a PI. The work is planned, but the outcome is simply not certain. Teams can apply uncommitted objectives whenever there is low confidence in meeting the objective, but include in their plan." Therefore, the correct answer is B, teams have low confidence they can meet the objective, but include in their plan. The other options are not accurate, as they do not reflect the definition of uncommitted objectives.

Question: 3

Which two statements accurately describe the SAFe Implementation Roadmap? (Choose two.)

- A. It ensures standardization with software life cycle best practices
- B. It reflects success patterns from previous implementations of SAFe
- C. The steps in the roadmap must be followed in order
- D. It provides recommended sequencing of role-based training
- E. All steps must be complete with the first ART before launching additional trains

Answer: B, D

Explanation:

Two statements that accurately describe the SAFe Implementation Roadmap are:

It reflects success patterns from previous implementations of SAFe. The SAFe Implementation Roadmap is based on the experiences and learnings of hundreds of enterprises that have successfully adopted SAFe¹. It captures the common critical moves and best practices that have proven to be effective in implementing SAFe in a reliable and predictable way².

It provides recommended sequencing of role-based training. The SAFe Implementation Roadmap includes a step for training Lean-Agile change agents, who are the key enablers and coaches of the transformation³. It also suggests the appropriate role-based training for executives, managers, leaders, and teams, as well as the timing and sequence of the training in relation to the launch of the ARTs. The training helps to build the knowledge and skills needed to apply SAFe principles and practices at various levels of the enterprise.

Question: 4

Which three are configurations of SAFe 5.0? (Choose three.)

- A. Essential SAFe
- B. Portfolio SAFe
- C. Team SAFe
- D. Multi-train SAFe
- E. Full SAFe
- F. Lean Enterprise SAFe

Answer: A, B, E **Explanation:**

According to the SAFe 5 for Lean Enterprises article on the Scaled Agile Framework website, the three configurations of SAFe 5.0 are Essential SAFe, Portfolio SAFe, and Full SAFe. The article states that “SAFe 5 for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for Lean, Agile, and DevOps. It’s configurable and scalable for a single team, a large program, a portfolio, or an entire enterprise. SAFe 5 for Lean Enterprises is available in three configurations: Essential SAFe, Portfolio SAFe, and Full SAFe.” Therefore, the correct answers are A, Essential SAFe, B, Portfolio SAFe, and E, Full SAFe. The other options are not accurate, as they are not

the configurations of SAFe 5.0. Team SAFe © is not a configuration, but a level within the Essential SAFe configuration. Multi-train SAFe (D) is not a configuration, but a term that refers to multiple Agile Release Trains (ARTs) working together. Lean Enterprise SAFe (F) is not a configuration, but a goal that SAFe 5.0 aims to help organizations achieve.

Question: 5

What are Business Epics in SAFe?

- A. System attributes that deliver business value
- B. Solution descriptions for the business
- C. An Agile term that is equivalent to a government program
- D. Solutions to address financial constraints

Answer: B

Explanation:

Business epics are large initiatives in SAFe that drive business value and typically cross the organizational boundaries (release trains), time boundaries (Program Increments), or both¹. They are solution descriptions for the business that capture the more substantial investments that occur within a portfolio². Business epics directly deliver business value, while enabler epics are used to advance the Architectural Runway to support upcoming business or technical needs².

1: Implementation Strategies for Business Epics - Scaled Agile Framework 2: Epic - Scaled Agile Framework

Question: 6

What type of decision should be decentralized?

- A. High cost of delay
- B. Standard technology stack
- C. Unimportant
- D. Long-lasting

Answer: A

Explanation:

According to the Decentralize Decision-Making article on the Scaled Agile Framework website, the type of decision that should be decentralized is the one that has a high cost of delay. The article states that "All other decisions should be decentralized. Characteristics of these types of decisions include: Frequent – The problems addressed by decentralized decisions are recurrent and common (e.g., Team and Program Backlog prioritization, real-time Agile Release Train [ART] scoping, response to defects and emerging issues). Time-critical – The cost of delay for these decisions is high, and waiting for approval or consensus would cause significant waste or missed opportunities. Reversible – The consequences of these decisions are not long-lasting or irreversible and can be easily changed or corrected if needed." Therefore, the correct answer is A, high cost of delay. The other options are not accurate, as they are either irrelevant or better suited for centralized decisions.

Question: 7

In addition to Program Increment (PI) Objectives and uncommitted objectives, what also must be identified during PI Planning?

- A. Communication barriers and silos
- B. Program risks
- C. PI velocity goals

D. The chain of command

Answer: B

Explanation:

In addition to PI objectives and uncommitted objectives, program risks must also be identified during PI planning¹. Program risks are the uncertainties or impediments that may affect the ART's ability to deliver value in the PI². Identifying and managing program risks is a collaborative activity that involves all the teams and stakeholders in the ART. The program risks are captured in the program risks board, which is a visual tool that helps prioritize and track the resolution of the risks³.

1: PI Planning - Scaled Agile Framework 2: Program Risks - Scaled Agile Framework 3: Program Risks Board - Scaled Agile Framework

Question: 8

What are two reasons the Agile Manifesto for Software Development is still relevant to Lean-Agile Enterprises? (Choose two.)

- A. It provides the foundation for empowered, self-organizing Agile teams
- B. Applying the Agile Manifesto is important for teams but less important for programs and portfolios
- C. The foundations of the value system support organizational hierarchies for large Solutions
- D. It enables governance and controls over plans at scale
- E. SAFe extends the value system and principles of the Agile Manifesto to teams of Agile teams

Answer: A, E

Explanation:

Two reasons the Agile Manifesto for Software Development is still relevant to Lean-Agile Enterprises are:

It provides the foundation for empowered, self-organizing Agile teams. The Agile Manifesto values individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan¹. These values support the creation of cross-functional, autonomous, and collaborative teams that can deliver value to customers and stakeholders in an agile way².

SAFe extends the value system and principles of the Agile Manifesto to teams of Agile teams. SAFe is based on the Agile Manifesto, but also incorporates additional values and principles that address the challenges of scaling agile to the enterprise level³. SAFe values alignment, built-in quality, transparency, and program execution, as well as the four original values of the Agile Manifesto⁴. SAFe also applies nine additional principles that guide the behavior of teams of Agile teams, or Agile Release Trains (ARTs), in a Lean-Agile context⁵.

1: Agile Manifesto for Software Development | Agile Alliance 2: The Agile Manifesto at 20: What's still

relevant—and what's not | TechBeacon 3: SAFe Lean-Agile Principles - Scaled Agile Framework 4: Core Values - Scaled Agile Framework 5: SAFe Lean-Agile Principles - Scaled Agile Framework

Question: 9

An agency is ready to undertake a large modernization effort. Though the agency ensures the correct

implementation of all stage gates in their SDLC, projects seem to always be over budget. They are exploring the use of SAFe due to the success stories from other agencies. What is the appropriate first step?

- A. Map all stage gates to Agile events
- B. Train Product Owners in the principles, practices, and benefits of adopting SAFe
- C. Start an Agile project with an internal Agile Scrum Master
- D. Identify and train change agents that will lead the effort

Answer: D

Explanation:

According to the Implementation Roadmap article on the Scaled Agile Framework website, the appropriate first step for an agency that is ready to undertake a large modernization effort using SAFe is to identify and train change agents that will lead the effort. The article states that “The first step in the roadmap is to identify the change agents who will lead the transformation. These are the people who have the vision, influence, and drive to make the change happen. They include executives, managers, coaches, and other leaders who can champion the new way of working and inspire others to follow. Change agents need to be trained in the principles and practices of SAFe, as well as the skills and mindset of Lean-Agile leadership.” Therefore, the correct answer is D, identify and train change agents that will lead the effort. The other options are not accurate, as they are not the first steps in the roadmap. Mapping all stage gates to Agile events (A) is a possible activity in the fourth step, which is to create the implementation plan. Training Product Owners in the principles, practices, and benefits of adopting SAFe (B) is a possible activity in the fifth step, which is to prepare for ART launch. Starting an Agile project with an internal Agile Scrum Master © is not a recommended step in the roadmap, as it does not involve the whole ART or the Lean Portfolio Management.

Question: 10

What is the Manifesto for Agile Software Development?

- A. A set of four values and twelve principles that help organizations implement systems thinking
- B. A shared set of values and principles intended to improve software development
- C. A value system that only applies to software development
- D. A set of practices that originated from Scrum

Answer: B

Explanation:

The Manifesto for Agile Software Development, also known as the Agile Manifesto, is a shared set of values and principles intended to improve software development¹. The Agile Manifesto was created in 2001 by a group of 17 software practitioners who wanted to find a better way of developing software than the traditional, documentation-driven, and heavyweight processes. The Agile Manifesto states four values and twelve principles that guide the agile approach to software development, which emphasizes individuals and interactions, working software, customer collaboration, and responding to change². The Agile Manifesto is not a specific methodology or practice, but rather a philosophy that can be applied to various agile frameworks, such as Scrum, Kanban, XP, and SAFe³.

1: Manifesto for Agile Software Development 2: What is the Agile Manifesto? | Agile Principles and Values - ProductPlan 3: The Agile Manifesto - Project Management Institute

Question: 11

When do organizations begin realizing better results when following the Implementation Roadmap?

- A. Once all steps in the roadmap are complete
- B. As soon as the first Program Increment
- C. Once all training classes have been completed
- D. Once the predictability measure exceeds 80%

Answer: B

Explanation:

According to the Implementation Roadmap article on the Scaled Agile Framework website, organizations begin realizing better results when following the Implementation Roadmap as soon as the first Program Increment (PI). The article states that “The first PI is a critical milestone. It’s the first time the new ART delivers a fully integrated and tested increment of value. It’s also the first time the ART demonstrates its new way of working to the enterprise and its stakeholders. The first PI is a big deal. It’s a celebration of the new culture and the new way of working. It’s also the first time the enterprise can see the benefits of the new approach.” Therefore, the correct answer is B, as soon as the first Program Increment. The other options are not accurate, as the roadmap consists of more than just steps, training, or metrics. It is a continuous journey of learning and improvement.

Question: 12

What type of decision may significantly affect lead time for systems development?

- A. Using firm fixed price contracts
- B. Using relative size estimating
- C. Approved budget, required development tools, and dedicated team members
- D. Prioritizing the product backlog using WSJF

Answer: A

Explanation:

According to the Government Article on the Scaled Agile Framework website, using firm fixed price contracts may significantly affect lead time for systems development. The article states that “Firm fixed price (FFP) contracts are often used in government programs, but they are not well suited for Agile development. FFP contracts typically require detailed specifications and fixed scope, which are incompatible with the iterative and adaptive nature of Agile. FFP contracts also create a misalignment of incentives between the contractor and the government, as they reward the contractor for delivering the minimum acceptable solution, rather than the best possible value. FFP contracts also discourage collaboration and feedback, as any change in scope or requirements may trigger lengthy negotiations and contract modifications.” Therefore, the correct answer is A, using firm fixed price contracts. The

other options are not accurate, as they are not the types of decisions that may significantly affect lead time for systems development. Using relative size estimating (B) is a common Agile practice that helps teams plan and track their work. Approved budget, required development tools, and dedicated team members © are enablers, not impediments, of systems development. Prioritizing the product backlog using WSJF (D) is a method of applying an economic view to optimize value delivery.

Question: 13

What is an attribute of a high-performing team?

- A. Slow, steady results
- B. Strong dependency within the team
- C. Healthy conflict
- D. An empowered project manager

Answer: C

Explanation:

An attribute of a high-performing team is healthy conflict. Healthy conflict means that the team members are able to express their diverse opinions, perspectives, and ideas in a constructive and respectful way. They also listen to each other, seek to understand different viewpoints, and resolve disagreements through consensus or compromise. Healthy conflict fosters creativity, innovation, and learning within the team, and helps the team to deliver better solutions that meet the customer and stakeholder needs¹².

1: Creating High Performing Teams of Teams - Scaled Agile Framework 2: 4 Qualities of High Performing Teams You Must Know! | Turing

Question: 14

Which three items are part of SAFe's Core Values? (Choose three.)

- A. Alignment
- B. Relentless improvement
- C. Decentralized decision-making
- D. Program execution
- E. Assume variability
- F. Transparency

Answer: A, B, F **Explanation:**

According to the Core Values article on the Scaled Agile Framework website, the three items that are part of SAFe's Core Values are alignment, relentless improvement, and transparency. The article states that "The four Core Values of alignment, transparency, respect for people, and relentless improvement represent the foundational beliefs that are key to SAFe's effectiveness. These tenets help guide the behaviors and actions of everyone participating in a SAFe portfolio." Therefore, the correct answers are A, alignment, B, relentless improvement, and F, transparency. The other options are not accurate, as they are not the core values of SAFe. Decentralized decision-making is a principle, not a value, of SAFe. Program execution is an outcome, not a value, of SAFe. Assume variability is not a term used in SAFe.

Question: 15

In a SAFe Roadmap, which PIs are committed?

- A. The first one
- B. The first three
- C. All
- D. The first two

Answer: A

Explanation:

According to the Roadmap article on the Scaled Agile Framework website, in a SAFe Roadmap, only the first PI is committed. The article states that “The committed PI shows the results of the teams’ most recent PI Planning event where they committed to event the program’s PI Objectives. The forecast may provide the deliverables and milestones for the following two PIs.” Therefore, the correct answer is A, the first one. The other options are not accurate, as they imply that more than one PI is committed, which is not the case. The roadmap is a forecast, not a guarantee, of future PIs.

Question: 16

Which statement is true about optimizing batch sizes for newly-formed SAFe teams in a program?

- A. Batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost
- B. Batch size is optimized immediately by looking at transaction and holding costs
- C. Batch size is already optimized if there is continuous flow
- D. Batch size is optimized when transaction and holding costs seldom change

Answer: A

Explanation:

According to the Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths article on the Scaled Agile Framework website, batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost. The article states that “To improve the economics of handling smaller batches—and thus increase throughput—teams must focus on reducing the transaction costs of any batch. This is a continuous improvement activity that happens over time as teams figure out the balance between holding cost and transaction cost.” Therefore, the correct answer is A, batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost. The other options are not accurate, as they are not the statements that are true about optimizing batch sizes for newly-formed SAFe teams in a program. Batch size is not optimized immediately by looking at transaction and holding costs (B), as it takes time for teams to understand the nature of the work, identify bottlenecks, and find the optimal batch size that minimizes both costs. Batch size is not already optimized if there is continuous flow ©, as optimization involves finding the right balance between batch size and costs, even within a continuous flow environment. Batch size is not optimized when transaction and holding costs seldom change (D), as holding costs and transaction costs can change over time due to various factors such as team size, workload, and external dependencies.

Question: 17

In reference to large programs, what are Strategic Themes?

- A. A collection of ideas used at the program level to create Epics
- B. Itemized mission objectives connecting a portfolio to the strategy
- C. Persuasive concepts used to aid in the "tipping" process of decision-makers in an agency or program
- D. Vehicles used to decentralize decision-making

Answer: B

Explanation:

Strategic themes are specific, defined business objectives that connect a portfolio to the enterprise's strategy¹. They provide business context for portfolio decision-making and influence the investments in value streams and solutions². They also serve as inputs to the vision, budget, and backlogs of the portfolio, large solution, and program levels³. Strategic themes help align the portfolio with the mission and goals of the enterprise or government agency.

1: Strategic Themes - Scaled Agile Framework 2: Strategic Themes - Scaled Agile Framework 3: The Influence of Strategic Themes across a Portfolio - Scaled Agile Framework

Question: 18

What are two recommendations for tracking expenditures using the Program Backlog? (Choose two.)

- A. Tagging backlog items with funding metadata for future reporting
- B. Organizing ARTs by funding classification
- C. Including a fiduciary expert in backlog refinement
- D. Using charge codes assigned by each program
- E. Calculating a fixed cost labor cost per ART based on actual salaries

Answer: A, E

Explanation:

According to the Government Article on the Scaled Agile Framework website, tagging backlog items with funding metadata for future reporting and calculating a fixed cost labor cost per ART based on actual salaries are two recommendations for tracking expenditures using the Program Backlog. The article states that "To track expenditures, the Program Backlog can be tagged with funding metadata for future reporting. Additionally, a fixed cost labor cost per ART can be calculated based on actual salaries. This simplifies the tracking of labor costs and allows for more accurate forecasting." Therefore, the correct answers are A, tagging backlog items with funding metadata for future reporting, and E, calculating a fixed cost labor cost per ART based on actual salaries. The other options are not accurate, as they are not the recommendations for tracking expenditures using the Program Backlog. Organizing ARTs by funding classification (B) is not a recommended practice, as it may create silos and reduce collaboration across ARTs. Including a fiduciary expert in backlog refinement © is not a necessary step, as the backlog items should be prioritized based on value and not on cost. Using charge codes assigned by each program (D) is not a simple or effective way to track expenditures, as it may introduce overhead and complexity.

Question: 19

Which SAFe principle ensures the maximum benefit is generated by understanding trade-offs between risks, cost of delay, operational costs, and development costs for each program and Value Stream?

- A. Take an economic view

- B. Assume variability, preserve options
- C. Apply systems thinking
- D. Build incrementally with fast, integrated learning cycles

Answer: A

Explanation:

Taking an economic view is the SAFe principle that ensures the maximum benefit is generated by understanding trade-offs between risks, cost of delay, operational costs, and development costs for each program and value stream¹. This principle requires a fundamental understanding of the economics of building systems and making decisions in a proper economic context. This includes the strategy for incremental value delivery and the broader economic framework for each value stream². Taking an economic view helps to optimize the flow of value, reduce waste, and deliver solutions that meet customer and stakeholder needs³.

1: SAFe Lean-Agile Principles - Scaled Agile Framework 2: Principle #1 – Take an economic view - Scaled Agile Framework 3: Adopting Lean Budgeting Aligned to Development Value Streams

Question: 20

What are two reasons objective Milestones, like the System Demo, are useful? (Choose two.)

- A. They allow the contracting officer to release funds for payment
- B. They satisfy phase-gate governance processes
- C. They satisfy a SAFe requirement
- D. They provide tangible evidence of progress
- E. They allow for cost-effective adjustments towards an optimum Solution

Answer: D, E **Explanation:**

According to the System Demo article on the Scaled Agile Framework website, objective milestones, like the System Demo, are useful because they provide tangible evidence of progress and allow for cost-effective adjustments towards an optimum solution. The article states that “The system demo offers the ART a fact-based measure of current, system-level progress within the PI. It’s the true measure of ART velocity and progress. Achieving this requires implementing the scalable engineering practices necessary to support Continuous Integration across the ART.” The article also states that “The system demo provides the opportunity to get fast feedback from the stakeholders, which is essential for building the right solution. The feedback can be used to validate assumptions, evaluate hypotheses, and identify potential pivots or changes in direction. The system demo also helps to identify and resolve any integration issues, dependencies, or risks that may affect the solution’s fitness for purpose or compliance.” Therefore, the correct answers are D, they provide tangible evidence of progress, and E, they allow for cost-effective adjustments towards an optimum solution. The other options are not accurate, as they are not the reasons why objective milestones are useful. They do not necessarily allow the contracting officer to release funds for payment, satisfy phase-gate governance processes, or satisfy a SAFe requirement.

Question: 21

Toward the end of the Iteration, the Product Owner raises a red flag stating there is an additional requirement that needs to be added to the current Iteration. The Agile Team could handle the requirement if they work late and over the next weekend. What should the Scrum Master do?

- A. Meet with the team and if they agree to work overtime, accept the work
- B. Talk to the Product Owner, compare the new work to existing backlog priorities, and negotiate a sustainable solution
- C. Accept the work and extend the Iteration, informing other teams about the delay in delivery of other committed stories
- D. Refuse the new requirement because it is too late to accept requirements at this point in the Iteration

Answer: B

Explanation:

According to the Scrum Master article on the Scaled Agile Framework website, the Scrum Master should talk to the Product Owner, compare the new work to existing backlog priorities, and negotiate a sustainable solution when the Product Owner raises a red flag stating there is an additional requirement that needs to be added to the current Iteration. The article states that “The Scrum Master helps the Product Owner manage the backlog effectively by facilitating backlog refinement and prioritization. The Scrum Master also helps the Product Owner understand and apply the concepts of WSJF, MVP, MMF, and other economic prioritization methods. The Scrum Master supports the Product Owner in negotiating with stakeholders, customers, and the team to ensure that the backlog items are clear, concise, and ready for implementation.” Therefore, the correct answer is B, talk to the Product Owner, compare the new work to existing backlog priorities, and negotiate a sustainable solution. The other options are not accurate, as they do not follow the Scrum principles of self-organization, time-boxing, and delivering value. Meeting with the team and accepting the work if they agree to work overtime (A) would violate the team’s autonomy and sustainability. Accepting the work and extending the Iteration © would disrupt the cadence and synchronization of the team and the ART. Refusing the new requirement (D) would ignore the feedback and collaboration of the Product Owner and the stakeholders.

Question: 22

What principle from the House of Lean explains the purpose of the PI Planning retrospective?

- A. Respect for people and culture
- B. Innovation
- C. Flow
- D. Relentless improvement

Answer: D

Explanation:

According to the House of Lean article on the Scaled Agile Framework website, the principle that explains the purpose of the PI Planning retrospective is relentless improvement. The article states that “Relentless improvement is a constant sense of danger combined with a paranoid desire to find a better way. It’s a culture of organizational self-assessment, problem-solving, and action. It’s a willingness to change before the crisis forces us to do so. It’s a commitment to relentless reflection and a continuous

learning journey.” Therefore, the correct answer is D, relentless improvement. The other options are not accurate, as they are not the principles that directly relate to the PI Planning retrospective. Respect for people and culture is the foundation of the House of Lean, innovation is the roof, and flow is another principle that supports value delivery.

Question: 23

What is governance in a SAFe context?

- A. Oversight that is provided by the PMO
- B. A framework for decision-making to ensure programs achieve desired mission outcomes
- C. Agency level regulations that ensure compliance with federal laws
- D. Participatory budgeting events conducted twice annually by LPM

Answer: B

Explanation:

According to the Government Article on the Scaled Agile Framework website, governance in a SAFe context is a framework for decision-making to ensure programs achieve desired mission outcomes. The article states that “Governance is not the natural enemy of the lean flow of value in technology development. In fact, governance plays a vital role in many high-assurance systems where the economic and human cost of failure is unacceptable. It is merely a framework for decision-making and oversight to ensure that programs achieve the desired mission outcomes.” Therefore, the correct answer is B, a framework for decision-making to ensure programs achieve desired mission outcomes. The other options are not accurate, as they are not the definitions of governance in a SAFe context. Oversight that is provided by the PMO (A) is not governance, but a function that supports governance by providing guidance and coordination. Agency level regulations that ensure compliance with federal laws © are not governance, but a set of rules that programs must follow. Participatory budgeting events conducted twice annually by LPM (D) are not governance, but a mechanism for allocating funds based on value and strategic alignment.

Question: 24

Which role in SAFe has content authority over the Agile Team's backlog?

- A. Release Train Engineer
- B. Product Owner
- C. Product Management
- D. Agile Team

Answer: B

Explanation:

According to the Essential SAFe article on the Scaled Agile Framework website, the Product Owner (PO) is the role in SAFe that has content authority over the Agile Team's backlog. The article states that “The Product Owner (PO) is the content authority for the team backlog. The PO is responsible for defining stories and prioritizing the backlog.” Therefore, the correct answer is B, Product Owner. The other options are not accurate, as they are not the roles that have content authority over the Agile Team's backlog. The Release Train Engineer (A) is the servant leader and chief Scrum Master for the Agile Release Train (ART). The Product Management © is the content authority for the program backlog.

The Agile Team (D) is the cross-functional group of developers, testers, and other specialists that deliver value in an iteration.

Question: 25

When should government technology programs be organized as Solution Trains?

- A. When the program crosses multiple agency divisions or branches
- B. When the cost of the program exceeds \$100M
- C. When the program involves classified information
- D. When the size and complexity require two or more ARTs

Answer: D

Explanation:

According to the Solution Train article on the Scaled Agile Framework website, Solution Trains are the organizational construct used to build large solutions that require the coordination of multiple ARTs and suppliers. The article states that "Solution Trains form for different reasons. Some trains form with new ARTs and Agile Teams to specifically address a large initiative, while others begin by combining existing ARTs and teams." Therefore, the correct answer is D, when the size and complexity require two or more ARTs. The other options are not relevant to the definition of a Solution Train.

Question: 26

What occurs when leaders create an environment for risk-taking that supports change without fear of negative consequences to self-image, status, or career?

- A. Decentralized decision-making
- B. Psychological safety
- C. Emotional intelligence
- D. Alignment

Answer: B

Explanation:

According to the Lean-Agile Leadership article on the Scaled Agile Framework website, psychological safety occurs when leaders create an environment for risk-taking that supports change without fear of negative consequences to self-image, status, or career. The article states that "Psychological safety is a shared belief that the team is safe for interpersonal risk-taking. It can be defined as 'being able to show and employ one's self without fear of negative consequences of self-image, status, or career.' In psychologically safe teams, team members feel accepted and respected. They are confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea." Therefore, the correct answer is B, psychological safety. The other options are not accurate, as they are not the terms that describe the outcome of creating an environment for risk-taking that supports change without fear of negative consequences. Decentralized decision-making (A) is a principle, not an outcome, of Lean-Agile leadership. Emotional intelligence © is a skill, not an outcome, of Lean-Agile leadership. Alignment (D) is a value, not an outcome, of Lean-Agile leadership.

Question: 27

What assists with Epic evaluation and decision-making?

- A. Strategic Themes
- B. Program Budgets
- C. Solution Intent

D. Lean Budgets

Answer: A Explanation:

According to the SAFe® for Government course, strategic themes assist with epic evaluation and decision-making. Strategic themes are specific, itemized business objectives that connect a portfolio to the enterprise's business strategy¹. They provide guidance for the portfolio vision, budget allocation, and the prioritization of epics¹. Strategic themes help to align the portfolio with the enterprise's mission and vision, and to ensure that the epics deliver the most value to the customers and stakeholders¹.

Strategic themes are specific business objectives that connect a portfolio to the enterprise strategy. They provide guidance for the portfolio vision, budget allocation, and metric selection. They also assist with epic evaluation and decision-making by providing a context for assessing the value and alignment of epics¹²

1: [Strategic Themes - Scaled Agile Framework] 2: Epic - Scaled Agile Framework

Question: 28

Which reduces the cone of uncertainty?

- A. Convergence of requirements with designs
- B. Convergence of alternatives with flexible specifications
- C. Convergence of architectures with design sets
- D. Convergence of flexible specifications with design sets **Answer: A**

Explanation:

According to the Build Incrementally with Fast, Integrated Learning Cycles article on the Scaled Agile Framework website, convergence of requirements with designs reduces the cone of uncertainty. The article states that "The cone of uncertainty describes the uncertainty and risk in estimates at different phases of development. The cone narrows as the project progresses, reflecting the fact that there is less uncertainty and risk as more is learned about the requirements and design of the system. The goal is to reduce the cone of uncertainty as quickly as possible by converging on the requirements and design through fast feedback and learning cycles." Therefore, the correct answer is A, convergence of requirements with designs. The other options are not accurate, as they are not the terms that describe reducing the cone of uncertainty. Convergence of alternatives with flexible specifications (B), convergence of architectures with design sets ©, and convergence of flexible specifications with design sets (D) are not concepts that are used in the Scaled Agile Framework.

Question: 29

At what levels are confidence votes taken once dependencies and program risks are addressed?

- A. Program and Portfolio
- B. Program and Branch
- C. Program and Train
- D. Program and Team

Answer: D

Explanation:

According to the PI Planning article on the Scaled Agile Framework website, confidence votes are taken at the program and team levels once dependencies and program risks are addressed. The article states that “After discussing plans and dependencies, each team member casts a vote, usually on a scale of 1 to 5. This collective feedback helps identify potential risks, enabling teams to address concerns and enhance their overall chances of success.” The article also states that “The RTE then facilitates a program-level confidence vote, where the Business Owners and other stakeholders assess the feasibility and economic outcomes of the plan.” Therefore, the correct answer is D, program and team. The other options are not accurate, as they are not the levels at which confidence votes are taken. Portfolio, branch, and train are not relevant terms in the context of PI planning.

Question: 30

Which aspect of leading by example challenges Lean-Agile leaders to 'walk the talk' by being a role model of desired professional and ethical behaviors by acting with honesty, integrity, and transparency?

- A. Emotional intelligence
- B. Authenticity
- C. Life-long learning
- D. Decentralized decision-making

Answer: B

Explanation:

Authenticity is the aspect of leading by example that challenges Lean-Agile leaders to ‘walk the talk’ by being a role model of desired professional and ethical behaviors by acting with honesty, integrity, and transparency¹. Authentic leaders are genuine, self-aware, and trustworthy. They align their actions with their words and values, and they inspire trust and respect from others². Authenticity helps leaders create a culture of openness, collaboration, and continuous learning in their organizations³.

1: Lean-Agile Leadership - Scaled Agile Framework 2: What Is One Way Lean-agile Leaders Lead by Example? - CGAA 3: Three Dimensions of Lean-Agile Leadership: A Guide for Leading Your ...

Question: 31

Which option is a Safe Core Value?

- A. Intrinsic motivation of knowledge workers
- B. Individuals and interactions
- C. Relentless improvement
- D. Built-in Quality

Answer: C

Explanation:

According to the Core Values article on the Scaled Agile Framework website, relentless improvement is one of the four core values of SAFe, along with alignment, transparency, and respect for people. The article states that “Relentless improvement is a constant sense of danger combined with a paranoid desire to find a better way. It’s a culture of organizational self-assessment, problem-solving, and action. It’s a willingness to change before the crisis forces us to do so. It’s a commitment to relentless reflection and a continuous learning journey.” Therefore, the correct answer is C, relentless improvement. The other options are not accurate, as they are not the core values of SAFe. Intrinsic motivation of knowledge workers is a principle, not a value, of SAFe. Individuals and interactions is a value of the Agile Manifesto, not of SAFe. Built-in quality is an aspect of SAFe, not a value.

Question: 32

Which statement is true about Lean-Agile development and contracting?

- A. Quality is built-in through collaboration and automation
- B. They are based on a foundation of compliance
- C. Lean-Agile development contracts eliminate change orders
- D. Lean-Agile development cannot be acquired with a fixed price contract

Answer: A

Explanation:

The true statement about Lean-Agile development and contracting is A. Quality is built-in through collaboration and automation. Lean-Agile development is an iterative and incremental approach to software development that emphasizes flexibility, adaptability, and continuous improvement. Quality is not something that is added at the end of the development cycle, but rather something that is embedded throughout the process. Lean-Agile teams collaborate with customers and stakeholders to define clear and testable acceptance criteria for each work item. They also use automation tools to perform frequent testing, integration, and deployment of the software, ensuring that the solution meets the quality standards and compliance requirements¹².

1: Advanced Topic - Agile Contracts - Scaled Agile Framework 2: Government - Building in Quality and Compliance - Scaled Agile Framework

Question: 33

What is the purpose of governance on a Lean-Agile government program?

- A. To provide a framework for decision-making to achieve desired mission outcomes
- B. To ensure the Solution is delivered within fixed time, cost, and scope constraints
- C. To ensure compliance with statutory and regulatory requirements
- D. To ensure contractors are accountable for how taxpayer money is spent

Answer: A

Explanation:

Governance is a framework for decision-making and oversight to ensure that programs achieve the desired mission outcomes¹. It is not merely a set of constraints or compliance requirements, but a way to align the program vision, strategy, and execution with the agency goals and values². Governance helps to ensure that the solutions delivered by the program are fit for purpose, meet the user needs, and

provide value to the public³.

1: Government - Adapting Governance Practices to Support Agility and Lean Flow of Value - Scaled Agile Framework 2: Government - Scaled Agile Framework 3: Agile Government and Agile Governance: We Need both

Question: 34

What are three reasons the Innovation and Planning (IP) Iteration is critical to success in SAFe? (Choose

three.)

- A. It creates a guard band that ensures program predictability on cadence
- B. It creates a predictable window to allow for personal time off
- C. It ensures time for creative problem-solving needed by knowledge workers
- D. It is the only way a government ART can afford to do hackathons
- E. It provides a consistent time for PI Planning
- F. It provides the only time the Product Management can conduct backlog refinement

Answer: A, C, E

Explanation:

The Innovation and Planning (IP) Iteration is critical to success in SAFe because it provides the following benefits¹²:

It creates a guard band that ensures program predictability on cadence. The IP iteration acts as an estimating buffer that helps the ART meet their PI objectives and avoid carrying unfinished work into the next PI.

It ensures time for creative problem-solving needed by knowledge workers. The IP iteration allows the ART to explore innovative ideas, conduct research and design activities, and learn new skills and technologies.

It provides a consistent time for PI Planning. The IP iteration includes time for the PI planning event, which aligns the ART with the vision, roadmap, and strategic themes, and establishes the PI objectives and dependencies.

Question: 35

What is one benefit of Program Increment (PI) Planning?

- A. It creates the Vision and Roadmap
- B. It provides the opportunity to fully define the system architecture
- C. It helps define Program Management Review agenda
- D. It builds the social network on which the ART depends

Answer: D

Explanation:

One benefit of Program Increment (PI) Planning is that it builds the social network on which the Agile Release Train (ART) depends¹. PI planning is a face-to-face event that establishes communication and collaboration among all team members and stakeholders². It fosters a sense of shared mission and vision, trust and respect, and collective ownership and accountability³. It also helps to create a culture of learning and innovation within the ART⁴.

1: PI Planning - Scaled Agile Framework 2: The Ultimate Guide to PI Planning [2023 SAFe Edition] - Easy

Agile 3: Program Increment (PI) is the Heart of Scaled Agile Framework (SAFe) 4: PI Planning - Scaled Agile Framework

Question: 36

What is the appropriate Lean action to take once all of the expected value of an Epic has been delivered, even if all of the planned Features have not been completed?

- A. Close the Epic
- B. Initiate an early re-compete
- C. Finish all of the Features since they were included in the contract
- D. Continue building Features until the contract can be modified

Answer: A

Explanation:

The appropriate Lean action to take once all of the expected value of an Epic has been delivered, even if all of the planned Features have not been completed, is to close the Epic¹. This means that the Epic Owner declares that the epic is done and no further work is required. Closing the epic frees up the resources and budget that were allocated to it, and allows the teams to focus on other value streams and initiatives. Closing the epic also enables the Epic Owner to measure the actual outcomes and benefits of the epic, and compare them with the expected ones in the Lean business case². Closing the epic does not mean that the solution is fixed and cannot be changed or improved later. It simply means that the current hypothesis of the epic has been validated or invalidated, and that further work can be initiated as new epics or features if needed³.

1: Epic - Scaled Agile Framework 2: Epic - Scaled Agile Framework 3: Epic - Scaled Agile Framework

Question: 37

What are two attributes of high-performing teams? (Choose two.)

- A. Experience mutual trust
- B. High-performing teams can be larger than the typical Agile team
- C. They are self-organizing
- D. High-performing teams do not require the assistance of a Scrum Master
- E. Members of the team value uniformity

Answer: A, C

Explanation:

Two attributes of high-performing teams are:

They experience mutual trust. High-performing teams trust each other to deliver quality work, to support each other, and to resolve conflicts constructively. They also trust their leaders to provide clear direction, feedback, and empowerment. Trust is the foundation of effective collaboration and communication within

and across teams¹².

They are self-organizing. High-performing teams are able to plan and execute their work without excessive supervision or micromanagement. They have the autonomy and authority to make decisions that affect their work, and they hold themselves accountable for the outcomes. They also continuously inspect and adapt their processes and practices to improve their performance³

Question: 38

An agency performs development using contractors. Who is responsible for designating a story as 'Complete' based on acceptance criteria?

- A. The government Product Owner
- B. The vendor program manager
- C. The government contracting officer
- D. The team

Answer: A

Explanation:

The government Product Owner is responsible for designating a story as 'Complete' based on acceptance criteria¹. The Product Owner is the primary representative of the customer and stakeholder needs, and has the authority to accept or reject the work done by the team². The Product Owner reviews the acceptance criteria for each user story and verifies that they are met by the working software. The Product Owner also ensures that the work meets the definition of done, which is a shared understanding of the quality standards for the team³.

1: Government - Building in Quality and Compliance - Scaled Agile Framework 2: Product Owner - Scaled

Agile Framework 3: When is a User Story "Done?"— Acceptance Criteria and the Definition of "Done" [Article] | Treehouse Blog

Question: 39

What two visual reporting tools can be used to help maintain fiduciary tracking of government technology programs? (Choose two.)

- A. Detailed spreadsheets
 - B. Pro formas
 - C. Feature progress charts
 - D. Burn-up charts
- Integrated master schedules

Answer: C, D

Explanation:

According to the Government Article on the Scaled Agile Framework website, feature progress charts and burn-up charts are two visual reporting tools that can be used to help maintain fiduciary tracking of government technology programs. The article states that "SAFe provides a wide array of metrics and management tools to monitor program performance. Other metrics—such as feature progress charts,

ART Kanban boards, burn-up charts, and continuous flow diagrams (Figure 3)—make program performance highly visible and transparent, enabling better fiduciary control.” Therefore, the correct answers are C, feature progress charts, and D, burn-up charts. The other options are not accurate, as they are not the visual reporting tools that can be used to help maintain fiduciary tracking of government technology programs. Detailed spreadsheets (A) are not visual tools, but rather data sources that can be used to create visual reports. Pro formas (B) are financial statements that project future outcomes, not track current performance. Integrated master schedules (E) are traditional project management tools that show the dependencies and milestones of various tasks, not the value delivery and progress of features.

Question: 40

What describes converting unpredictable events into predictable ones?

- A. Innovation and Planning (IP) Iteration
- B. Program Increment (PI) Planning
- C. Cadence
- D. Backlog refinement

Answer: C

Explanation:

According to the Apply Cadence, Synchronize with Cross-Domain Planning article on the Scaled Agile Framework website, cadence is the term that describes converting unpredictable events into predictable ones. The article states that “Cadence is the rhythm, or heartbeat, of the Agile Release Train (ART). It provides a steady and predictable pattern for planning, developing, and delivering value. Cadence helps teams manage the variability inherent in product development. By converting unpredictable events into predictable ones, cadence enables fast and reliable decision-making.” Therefore, the correct answer is C, cadence. The other options are not accurate, as they are not the terms that describe converting unpredictable events into predictable ones. Innovation and Planning (IP) Iteration (A) is a special iteration that occurs at the end of every Program Increment (PI) and provides an opportunity for innovation, planning, and system-level integration and testing. Program Increment (PI) Planning (B) is a face-to-face event that serves as the heartbeat of the ART, aligning all the teams on the ART to a shared mission and vision. Backlog refinement (D) is the process of breaking down, estimating, and prioritizing the backlog items.

Question: 41

What result comes from traditional 'at the end' quality and compliance?

- A. Faster receipt of authority to operate in traditional projects
- B. Missed opportunities for iterative compliance assessment
- C. Nominal quality differences when compared with waterfall approaches
- D. Shorter testing timelines

Answer: B

Explanation:

The result of traditional 'at the end' quality and compliance is that it leads to missed opportunities for iterative compliance assessment¹. This means that the quality and compliance activities are deferred until the end of the development cycle, when the solution is already built and ready for testing. This approach increases the risk of finding defects and non-compliances late in the process, which can cause delays, rework, and waste². It also prevents the teams from getting early feedback and validation from

the compliance authorities, which can help them adjust and improve their work incrementally³. By applying the SAFe principle of building incrementally with fast, integrated learning cycles, the teams can integrate quality and compliance into their regular flow of work and deliver solutions that meet the regulatory and industry standards more efficiently and effectively⁴. 1: Government - Building in Quality and Compliance - Scaled Agile Framework 2: Quality vs. Compliance: What is the difference and what are the common pitfalls? - Honeywell 3: Achieving Regulatory and Industry Standards Compliance with the Scaled Agile Framework® (SAFe®) 4: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths - Scaled Agile Framework.

Question: 42

How does the Incremental Capability Review help streamline execution reviews?

- A. It is an objective-based progress review B. It is the default for phase-gate reviews C. It is a document-based progress measure D. It ensures manual review of processes **Answer: A**

Explanation:

According to the Adapting Governance Practices to Support Agility and Lean Flow of Value article on the Scaled Agile Framework website, the Incremental Capability Review is an objective-based progress review that replaces the traditional phase-gate reviews. The article states that “The Incremental Capability Review (ICR) is a new governance practice that provides a more effective way to measure progress and manage risk. It is based on the principle of objective evidence of working systems rather than subjective opinions and documentation. The ICR is a lightweight, collaborative, and transparent review process that aligns with the PI cadence and events. It leverages the System Demo, Inspect and Adapt, and PI Planning to provide frequent and incremental checks of the solution’s fitness for purpose and compliance with relevant standards and regulations.” Therefore, the correct answer is A, it is an objective-based progress review. The other options are not accurate, as the ICR is not the default for phase-gate reviews, it is not a document-based progress measure, and it does not ensure manual review of processes.

Question: 43

Which represents a good example of an agency Strategic Theme?

- A. Comply with agency development lifecycle regulations
B. Reduce agency IT spend
C. Improve cost and schedule performance of IT projects
D. Create a 'one-stop shop' for all citizen-facing services provided by the agency

Answer: D

Explanation:

According to the Strategic Themes article on the Scaled Agile Framework website, strategic themes are portfolio-level business objectives that provide competitive differentiation and strategic advantage. They provide business context for portfolio strategy and decision-making, representing aspects of the enterprise’s strategic intent. Strategic themes are best stated in Objective and Key Result (OKR) format. Written in plain business language, these OKRs say what the portfolio will pursue, thus providing decision-makers and contributors at all levels the clarity needed for decentralized decision-making. Therefore, the correct answer is D, create a ‘one-stop shop’ for all citizen-facing services provided by the agency. This is a good example of an agency strategic theme, as it expresses a clear and measurable

goal that aligns with the agency's vision and mission. The other options are not accurate, as they are not good examples of agency strategic themes. Comply with agency development lifecycle regulations (A) is not a strategic theme, but a compliance requirement that applies to all solutions. Reduce agency IT spend (B) is not a strategic theme, but a cost-cutting measure that does not reflect the value proposition of the agency. Improve cost and schedule performance of IT projects © is not a strategic theme, but a project management metric that does not capture the business outcomes of the solutions.

Question: 44

What events in SAFe provide objective evidence of built-in quality and compliance?

- A. PI Planning
- B. Backlog refinement
- C. System Demos
- D. ART syncs

Answer: C

Explanation:

According to the System Demo article on the Scaled Agile Framework website, system demos provide objective evidence of built-in quality and compliance. The article states that "The System Demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI). The system demo is part of the inspect and adapt cycle and provides ARTs with the opportunity to assess their current state, adjust, and improve. The system demo also provides feedback on functional and nonfunctional requirements, such as compliance, performance, security, and usability." Therefore, the correct answer is C, system demos. The other options are not accurate, as they are not the events that provide objective evidence of built-in quality and compliance. PI planning (A) is a face-to-face event that serves as the heartbeat of the ART, aligning all the teams on the ART to a shared mission and vision. Backlog refinement (B) is the process of breaking down, estimating, and prioritizing the backlog items. ART syncs (D) are meetings that facilitate crossteam collaboration and alignment.

Question: 45

Which statement is true for estimating and forecasting in SAFe?

- A. Feature estimation is independent of team-level input
- B. Epics should be estimated by the Epic Owner
- C. ART velocities are used to conduct 'what if' analysis
- D. Work breakdown structure to the task level helps increase estimation accuracy

Answer: C

Explanation:

According to the Applying Lean Estimating and Forecasting in Cadence article on the Scaled Agile Framework website, ART velocities are used to conduct 'what if' analysis for estimating and forecasting in SAFe. The article states that "The ART velocity is used to conduct 'what if' analysis, which helps determine the feasibility of the plan and the number of features that can be delivered in a PI. The ART velocity is also used to forecast the delivery of features and capabilities beyond the current PI."

Therefore, the correct answer is C, ART velocities are used to conduct 'what if' analysis. The other options are not accurate, as they are not the statements that are true for estimating and forecasting in

SAFe. Feature estimation is not independent of team-level input (A), as teams are involved in estimating the size and complexity of features using story points or normalized story points. Epics are not estimated by the Epic Owner (B), as they are estimated collaboratively by the Epic Owner, Enterprise Architect, and Lean Portfolio Management. Work breakdown structure to the task level does not help increase estimation accuracy (D), as it introduces unnecessary overhead and delays feedback.