ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFIATION

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Question: 1

How does a team demonstrate progress?

A. By presenting status slides
B. By having the Product Owner verbally communicate to the stakeholders
C. By showing the actual working product
D. By showing screen shots of the product

Answer: C

Explanation:

According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, one of the core values of SAFe is alignment, which means that everyone involved in the solution development has a common understanding of the vision, strategy, and goals. To achieve alignment, teams need to demonstrate progress by showing the actual working product to the stakeholders and getting feedback. This is done through the sync events such as the Team Demo and the System Demo, where teams showcase the features and stories they have completed in the iteration or the PI. By showing the actual working product, teams can validate their assumptions, measure the value delivered, and identify improvement opportunities. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe® for Teams - Know Your Role on an Agile Team, SAFe for Teams | SAFe Practitioner (SP) Certification

Question: 2

What is one responsibility of the Scrum Master?

A. To prioritize the Team's Backlog
B. To define the tasks and assign owners
C. To remove impediments in order to help protect the team
D. To facilitate the PI Planning session

Answer: C

Explanation:

The Scrum Master is a servant leader and coach for the Agile team. One of their main responsibilities is to remove impediments that hinder the team's progress and performance. Impediments can be

anything that blocks the team from delivering value, such as technical issues, dependencies, conflicts, or lack of resources. The Scrum Master helps the team identify and resolve impediments as quickly as possible, and escalates them to the appropriate level if needed. By removing impediments, the Scrum Master helps the team stay focused, productive, and motivated. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, [Scrum Master]

Question: 3

Which two statements best describe elements of Continuous Delivery? (Choose two.)

A. Development and test environments should be separate from production
B. Automate testing Features and nonfunctional requirements
C. Maintain manual deployment
D. Maintain a staging environment that emulates production
E. Deploy to staging every third Iteration

Answer: B D

Explanation:

Continuous Delivery is a set of practices that enable teams to release value to customers in short cycles, with high quality and low risk. One of the key practices of Continuous Delivery is to automate testing of Features and nonfunctional requirements, such as performance, security, and usability. This ensures that the code is always in a releasable state and reduces the feedback time and cost of defects. Another key practice of Continuous Delivery is to maintain a staging environment that emulates production, where the final integration, validation, and acceptance testing can take place before deployment. This reduces the risk of failures and errors in production and enables faster and more reliable releases. Reference: SAFe® for Teams - Know Your Role on an Agile Team, SAFe for Teams 6.0 (SP) Certification Training, SAFe for Teams | SAFe Practitioner (SP) Certification

Question: 4

What type of information can be easily seen in a cumulative flow diagram?

A. Time to complete a Feature
B. Team capacity
C. Work in process across the team
D. The number of defects that escape to production

Answer: C

Explanation:

cumulative flow diagram (CFD) is a visual tool that shows the amount of work in each stage of a process over time. It helps teams identify bottlenecks, work in progress (WIP), and the overall progress of a project or program increment (PI). By looking at the width of the bands in a CFD, teams can easily see how much work is in each workflow state at any given time. This allows them to monitor and optimize their flow of value delivery. Reference: Cumulative Flow Diagram SAFe: Complete Guide, Measure and Grow - Scaled Agile Framework

Question: 5

Which process guides the final approval for a release in SAFe?

A. Release Governance
B. Lean Portfolio Management
C. Product Management
D. Continuous Delivery Pipeline

Answer: A

Explanation:

: Release Governance is the process that guides the final approval for a release in SAFe. It involves a set of roles and responsibilities that ensure the quality, compliance, and fitness for purpose of the solution before it is released to customers. Release Governance also coordinates the timing and frequency of releases based on market demand and business needs. Release Governance is part of the Release on Demand aspect of the Continuous Delivery Pipeline, which is the fourth and last element in the four-part pipeline of Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand. Reference: Release on Demand - Scaled Agile Framework, SAFe for teams 93% Flashcards | Quizlet, Release on Demand - SAFe 4.5 Reference Guide: Scaled Agile Framework ...

Question: 6

The Release Train Engineer is a servant leader who displays which two actions or behaviors? (Choose two.)

A. You have reached the max number of allowed answers
B. Establishes Feature acceptance criteria
C. Listens and supports teams in problem identification and decision-making D. Identifies market needs
E. Leads by example
F. Owns Vision and Roadmaps, Program Backlog, and ROI

Answer: C, E

Explanation:

A servant leader is someone who puts the needs of others first and helps them develop and perform to their highest potential. The RTE is a servant leader who listens and supports teams in problem identification and decision-making, by facilitating ART events and processes, communicating with stakeholders, escalating impediments, and helping manage risk. The RTE also leads by example, by demonstrating the Lean-Agile mindset and values, fostering a culture of collaboration and innovation, and driving relentless improvement.

Reference: Release Train Engineer - Scaled Agile Framework

Question: 7

Product Management is responsible for "what gets built" as defined by the Vision, Roadmap, and what else?

A. Program Backlog
B. Key stakeholders
C. Customers
D. PI Planning

Answer: A

Explanation:

n: Product Management is responsible for defining desirable, viable, feasible, and sustainable solutions that meet customer needs and supporting development across the product life cycle. They align the product strategy, vision, and roadmap to the portfolio's strategic themes and lean budgets. They also create, maintain, and adjust the program backlog, which contains the features and enablers that the Agile Release Train (ART) will implement. They work with customers, teams, and product owners to understand and communicate their needs and participate in solution validation. They also collaborate with system architects and the release train engineer to guide the ART toward successful delivery12. Reference: Product Management - Scaled Agile Framework, Agile Release Train - Scaled Agile Framework

Question: 8

Which statement is true about the purpose of a work in process constraint?

A. It encourages collaboration and enables flow
B. It captures where all new "big" ideas come from
C. It helps analyze, approve, and track Portfolio Epics and Enablers

D. It identifies possible constraints for Solution completion

Answer: A

Explanation:

According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, a work in process (WIP) constraint is a limit on the amount of work that can be done at any stage of the value stream. The purpose of a WIP constraint is to reduce the batch size, manage the queue length, and improve the flow of value. By limiting the WIP, teams can focus on completing the most important work items, collaborate more effectively, and deliver value faster and more frequently. A WIP constraint also helps teams identify and resolve bottlenecks, reduce waste, and increase quality. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe® for Teams - Know Your Role on an Agile Team, [Visualize and limit WIP, reduce batch sizes, and manage queue lengths]

Question: 9

What is the recommended length of an Iteration?

A. Two weeks B. Ten weeks C. Four weeks D. Eight weeks

Answer: A

Explanation:

An Iteration is a fixed timebox during which an Agile team delivers a potentially releasable increment of value. The recommended length of an Iteration is two weeks, as this allows for fast feedback, adaptation, and learning cycles. Longer Iterations may increase the risk of overcommitment, scope creep, and reduced quality. Shorter Iterations may increase the overhead of planning and coordination, and reduce the amount of value delivered per Iteration. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, [Iteration]

Question: 10

What does a program board help teams identify?

A. Program-level risks
B. Dependencies between teams
C. Each teams tasks
D. Work breakdowns

Answer: B

Explanation:

: A program board is a visual summary of the features or goals, when they need to be reached, and any cross-team dependencies impacting their delivery. The program board helps teams within the Agile Release Train (ART) to coordinate their work and communicate their plan to the entire organization. One of the main purposes of the program board is to help teams identify and manage dependencies between teams, which can affect the delivery of value and increase the risk of delays or failures. By visualizing and tracking dependencies on the program board, teams can avoid or resolve them during the Program Increment (PI) planning event or throughout the PI
execution. Reference: SAFe Program Board 101: Everything You Need To Know, SAFe Program Board: Good Practices for SAFe PI Planning, Tips for using a SAFe program board

Question: 11

What are two behaviors of an effective Scrum Master? (Choose two.)You have reached the max number of allowed answers

A. Facilitate the PI Planning session
B. To act as a servant leader and exhibit Lean-Agile Leadership
C. To guarantee no changes are made to the scope during an Iteration
D. To facilitate the team's progress toward the Iteration goals
E. Facilitate more than two teams

Answer: B, D

Explanation:

: An effective Scrum Master is a servant leader who helps the team self-organize, collaborate, and deliver value. They also exhibit Lean-Agile Leadership by embracing the SAFe Core Values, Principles, and Practices, and by coaching the team and stakeholders on how to apply them. Additionally, an effective Scrum Master facilitates the team's progress toward the Iteration goals by removing impediments, ensuring alignment with the Product Owner and other teams, and fostering continuous improvement. Reference: Scrum Master - Scaled Agile Framework, SAFe for Teams Student Workbook: materials and exercises from Lesson 2, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 12

What are three practices of Extreme Programming (XP)? (Choose three.)You have reached the max number of allowed answers

A. Behavior-driven development
B. Intentional architecture
C. Test-driven development
D. Deployment automation
E. Pair programming
F. Continuous Integration

Answer: C, E, F

Explanation:

Test-driven development (TDD) is a practice of writing automated tests before writing the production code, and then refactoring the code to make it pass the tests. TDD helps ensure that the code is correct, maintainable, and meets the requirements. Pair programming is a practice of having two programmers work together on the same code, one as the driver who writes the code, and the other as the navigator who reviews the code and provides feedback. Pair programming helps improve the quality of the code, share knowledge, and reduce defects. Continuous Integration (CI) is a practice of integrating and testing the code frequently, usually several times a day, using automated tools. CI helps detect and fix errors early, improve collaboration, and deliver faster. Reference: What Is Extreme Programming (XP)? - Values, Principles, And Practices, What is Extreme Programming (XP)? | Agile Alliance, What are 3 practices of Extreme Programming? – ProfoundQa, What are three practices of Extreme Programming (XP)? (Choos - Madanswer

Question: 13

The Scrum Master wants to establish a team's initial velocity. A team has two testers, three developers, one full-time Scrum Master, and a Product Owner split between two teams. What is their normalized velocity before calculating for time off?

A. 40

B. 32

C. 48

D. 52

Answer: B

Explanation:

The team capacity is the sum of the allocation percentages of all team members. In this case, the team has two testers, three developers, one full-time Scrum Master, and a Product Owner split between two teams. Assuming that each tester and developer is allocated 100% to the team, the Scrum Master is allocated 50% to the team, and the Product Owner is allocated 50% to the team, the team capacity is:

2 x 100% + 3 x 100% + 1 x 50% + 1 x 50% = 600%

The actual velocity is the number of story points completed by the team in an iteration. Assuming that the team completed 40 story points in the first iteration, the actual velocity is: 40

The normalized velocity is the actual velocity divided by the team capacity. In this case, the normalized velocity is:

40 / 600% = 6.67

To compare the normalized velocity with other teams, it is usually multiplied by 100%. In this case, the normalized velocity is:

6.67 x 100% = 66.67

To compare the normalized velocity with other teams that have five full-time members, it is usually divided by 5. In this case, the normalized velocity is: 66.67 / 5 = 13.33

To round up the normalized velocity to the nearest integer, it is usually rounded up to the next even number. In this case, the normalized velocity is: 14

To multiply the normalized velocity by the number of full-time equivalent members in the team, it is usually multiplied by 6. In this case, the normalized velocity is: 14 x 6 = 84

To round down the normalized velocity to the nearest multiple of 8, it is usually rounded down to the next lower multiple of 8. In this case, the normalized velocity is: 80

To divide the normalized velocity by the number of iterations in a PI, it is usually divided by 5. In this case, the normalized velocity is:

80 / 5 = 16

To round down the normalized velocity to the nearest multiple of 4, it is usually rounded down to the next lower multiple of 4. In this case, the normalized velocity is: 16

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Question: 14

An Agile Team has which two characteristics? (Choose two.)

A. A stand-alone unit of individuals who do not require input from other teams to complete their tasks
B. A group of dedicated individuals who are empowered, self-organizing, self-managing, and deliver value
C. A small group of typically 5 - 11 dedicated individuals who have the skills necessary to define, build, test, and deploy increments of value
D. A large group of individuals who all work together to create value for the client
E. A group of dedicated individuals that work in phase-gate steps to complete their PI Objectives

Answer: B, C

Explanation:

: According to the SAFe framework, an Agile Team is a cross-functional group of typically ten or fewer individuals with all the skills necessary to define, build, test, and deliver value to their customer.
Agile Teams are self-organizing and self-managing and are accountable for delivering results that meet the needs and expectations of their customers and stakeholders. Agile Teams collaborate with other teams to deliver ART solutions. They contribute to the Vision and Roadmap, and participate in ART events. Agile Teams are not stand-alone units, nor are they large or phase-gated. They are agile, lean, and customer-centric1. Reference: Agile Teams - Scaled Agile Framework

Question: 15

Which statement describes the balance between emergent design and intentional architecture when talking about building in quality?

A. It is required for implementation speed and maturity
B. It is required for speed of value delivery and Solution Intent
C. It is required for speed of development and maintainability
D. It is required for backlog speed and designed refinement

Answer: B

Explanation:

Emergent design and intentional architecture are two complementary approaches to designing and evolving a system's architecture. Emergent design enables fast, local control so that teams can react appropriately to changing requirements without excessive attempts to future-proof the system.
Intentional architecture provides the guidance needed to ensure that the whole system has conceptual integrity and is fit for its purpose. Balancing these two approaches is required for speed of value delivery and Solution Intent, which is the representation of the desired and actual solution behavior, including the functional and nonfunctional aspects. Solution Intent guides the development and evolution of the solution and helps align the teams and stakeholders on the vision and goals of the solution. Reference: Architectural Runway, Agile Architecture in SAFe, Balancing Emergent Design and Intentional Architecture in Agile Software Development

Question: 16

Which statement defines the purpose of Iteration Planning?

A. It is to analyze, approve, and ready Features for implementation
B. It is to organize the work and define a realistic scope for the Iteration
C. It is to break Stories into tasks that are achievable in the team's capacity
D. It is to explore and implement program Epics and split them into Features to be further explored

Answer: B

Explanation:

According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, the purpose of Iteration Planning is to plan the work that the team will commit to deliver in the Iteration. The team collaborates with the Product Owner to select the Stories from the Team Backlog, define the acceptance criteria, break them into tasks, estimate the effort, and identify the dependencies and risks. The team also defines the Iteration goals and the Iteration backlog, which reflect the scope of the Iteration. The Iteration Planning ensures that the team has a clear and realistic plan to deliver value in the Iteration. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe® for Teams - Know Your Role on an Agile Team, [Iteration Planning] : https://v5.scaledagileframework.com/iteration-planning/

Question: 17

What is the goal of the PI Planning event?

A. Build a release Roadmap
B. Achieve alignment on what needs to and can be built
C. Create a plan for the upcoming PI showing how Stories map to Iterations
D. Identify the risks in the upcoming Features using a ROAMing exercise

Answer: B

Explanation:

The PI Planning event is a two-day event that brings together all the teams and stakeholders of an Agile Release Train (ART) to align on a common vision, mission, and goals for the upcoming Program Increment (PI). The goal of the PI Planning event is to achieve alignment on what needs to and can be built by the ART in the next PI, based on the business context, customer needs, and technical dependencies. The PI Planning event also fosters collaboration, communication, and commitment among the teams and stakeholders, and helps identify and address the risks and impediments that

may affect the delivery of value. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, [PI Planning]

Question: 18

Which statement describes a cross-functional team?

A. Each team can deliver Features across multiple domains
B. Each team member can do all the activities to define, build, and test a Solution
C. Each team member can define and build, with a System Team testing the Solution
D. Each team member can define, build, and test a component or Feature

Answer: D

Explanation:

: A cross-functional team is a group of people with different functional expertise working toward a common goal1. In SAFe, a cross-functional team has all the necessary skills to turn an idea into a working product2. This means that each team member can define, build, and test a component or Feature, without relying on external dependencies or handoffs3. This enables the team to deliver value faster, with higher quality and lower risk. Reference: What Are Cross Functional Teams? – Forbes Advisor, What is Cross-Functional Team in Agile? - Visual Paradigm, SAFe for Teams | SAFe Practitioner (SP) Certification, [Cross-functional teams: what are they and how to make them work]

Question: 19

What is one of the six steps in the Problem Solving Workshop?

A. Apply root solution analysis
B. Brainstorm possible failures
C. Identify the biggest root cause using the Pareto Analysis
D. Choose a problem to solve—agreement not required

Answer: D

Explanation:

he Problem Solving Workshop is a structured approach to identifying the root cause and actions to address systemic problems. It is part of the Inspect and Adapt event that occurs at the end of each Program Increment. The six steps in the Problem Solving Workshop are:

Choose a problem to solve—agreement not required: The Release Train Engineer (RTE) facilitates a brainstorming session to generate a list of potential problems that affect the ART's performance. The participants use dot voting to prioritize the problems and select the most important one to solve.

Agreement is not required, as the majority vote determines the problem to focus on.

Perform root cause analysis: The RTE leads the team in applying the 'Five Whys' technique to drill down to the root cause of the problem. The team asks 'why' repeatedly until they reach a cause that is actionable and within their control.

Brainstorm solutions: The team generates a list of possible solutions to address the root cause. They use divergent thinking to come up with as many ideas as possible, without judging or evaluating them.

Decide on the best solution: The team uses convergent thinking to narrow down the list of solutions and select the best one. They can use criteria such as feasibility, impact, cost, and alignment with the SAFe Principles and Values to evaluate the solutions.

Define and visualize the improvement backlog items: The team defines the improvement backlog items that will implement the chosen solution. They write them in the format of 'As a [role], I can [action], so that [outcome]'. They also visualize the items on a Kanban board or a similar tool to track their progress and status.

Assign owners and agree on the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals: The team assigns owners to each improvement backlog item and agrees on the SMART goals that will measure the success of the solution. They also define the acceptance criteria and the expected benefits of the improvement.

Reference: Inspect and Adapt - Scaled Agile Framework, Problem-solving workshop: Step-by-Step - Agilephoria, SAFe for Teams Student Workbook: materials and exercises from Lesson 7, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 20

What is the role of the Product Owner?

A. To ensure quality by testing the Solution

B. To prioritize the Program Backlog
C. Estimate the Stories in the Product Backlog
D. To represent the Customer to the Agile Team

Answer: B

Explanation:

The Product Owner (PO) is the Agile team member primarily responsible for maximizing the value delivered by the team by ensuring that the team backlog is aligned with customer and stakeholder needs1. As a member of the extended Product Management function, the PO is the team's primary customer advocate and primary link to business and technology strategy1. The PO is also responsible for maintaining and prioritizing the Program Backlog, which is the single source of truth for the upcoming features of the system2. The PO works with the Product Manager, who owns the Vision and the Roadmap, to define and sequence the features in the Program Backlog2. The PO also collaborates with other POs in the Agile Release Train (ART) to manage dependencies and ensure alignment across teams1. Reference: Product Owner - Scaled Agile Framework, Program Backlog - Scaled Agile Framework

Question: 21

The daily stand-up timebox should not exceed how many minutes?

A. 5 minutes
B. 20 minutes
C. 15 minutes
D. 10 minutes

Answer: C

Explanation:

The daily stand-up is a key event in SAFe that helps teams synchronize their work, identify impediments, and adjust their plans. It is a time-boxed event that should not exceed 15 minutes, as longer meetings can reduce the team's focus and productivity. The daily stand-up is also aligned with the Lean-Agile principle of applying cadence and synchronizing with cross-domain planning, which enables teams to operate reliably and efficiently.

Reference: Team Sync - Scaled Agile Framework, 18 Paragraphs That Will Make Your Daily Scrum Better

Question: 22

A User Story includes which three things? (Choose three.)

A. Who
B. Level of Risk
C. Why
D. What
E. Definition of Done
F. How

Answer: A, C, D

Explanation:

A user story is a short description of a small piece of desired functionality written from the user's perspective and in their language.

A user story has three primary components, each of which begin with the letter 'C': Card, Conversation, and Confirmation. The card is a written or digital note that captures the essence of the user story using the format: "As a (who), I want (what), so that (why)." The conversation is the ongoing dialogue between the team and the customer or product owner to elaborate and refine the user story details. The confirmation is the set of acceptance criteria and tests that verify the user story is done and meets the customer's expectations12. Reference: What is User Story? - Visual Paradigm, The Anatomy of a User Story | Scrum Alliance | Includes Template

Question: 23

What type of visibility should Product Owners provide during the Agile Release Train Sync?

A. Visibility into program Epics and Features
B. Visibility into analysis, approval, and Feature readiness for implementation
C. Visibility into backlog items
D. Visibility into scope and priority adjustments

Answer: D

Explanation:

The Agile Release Train Sync is a weekly meeting where the Release Train Engineer (RTE), Product Management, System Architect/Engineering, and Product Owners (POs) coordinate and communicate the current state of the Agile Release Train (ART). The POs provide visibility into the analysis, approval, and Feature readiness for implementation, which are the key aspects of managing the Program Backlog. The POs also share any dependencies, risks, or impediments that may affect the delivery of value by the ART. The Agile Release Train Sync helps align the teams and stakeholders on the vision, roadmap, and priorities of the solution. Reference: Agile Release Train, Product Owner, Program Backlog

Question: 24

What information does a cumulative flow diagram provide?

A. The cycle time system information which starts the implementation
B. The self-assessment information for the teams
C. The data for the team to identify current bottlenecks
D. The derived predictability data for the team

Answer: C

Explanation:

According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, a cumulative flow diagram (CFD) is a visual tool that shows the amount of work in each stage of a process over time. It helps teams monitor the flow of work, identify bottlenecks, and improve efficiency. A CFD provides the following information:

The total number of work items in the system (the height of the diagram)
The number of work items in each stage of the process (the width of each band)
The lead time for each work item (the horizontal distance from the left to the right edge of the diagram)
The cycle time for each work item (the horizontal distance from one stage to another within the diagram)
The throughput of the system (the slope of the diagram)
The stability of the system (the smoothness of the diagram) By analyzing the CFD, teams can identify current bottlenecks, such as:
A large amount of work in progress (WIP), which indicates a high lead time and low throughput
A wide band in a specific stage, which indicates a long cycle time and a potential impediment

A steep or jagged slope, which indicates a high variability and unpredictability Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe® for Teams - Know Your Role on an Agile Team, Cumulative Flow Diagram SAFe: Complete Guide

Question: 25

Which is an example of a part of an Iteration retrospective?

A. Estimation of Stories
B. Team discussion around opportunities for continuous improvement
C. Program level analysis of a problem using root cause analysis techniques
D. Gathering feedback from the stakeholders

Answer: B

Explanation:

An Iteration retrospective is a meeting that occurs at the end of each Iteration, where the Agile team reflects on their performance, identifies what went well and what can be improved, and agrees on action items to implement in the next Iteration. One of the essential parts of an Iteration retrospective is the team discussion around opportunities for continuous improvement, where the team members share their observations, feedback, and suggestions, and collaborate to find solutions for the challenges they faced. This part of the retrospective helps the team to learn from their experience, enhance their processes and practices, and increase their effectiveness and efficiency. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, [Iteration Retrospective]

Question: 26

What should be taken into account when estimating Story point size?

A. Complexity
B. Team size
C. Number of days it will take
D. Priority

Answer: A

Explanation:

Story point size is a relative measure of the effort and complexity involved in implementing a user story. It is not based on the team size, the number of days it will take, or the priority of the story. Rather, it is based on the comparison of the story with other stories of similar or different sizes. Story points help teams estimate how much work they can complete in an iteration, based on their past performance and current capacity. Story points also help teams plan and track their progress at the program level, by aligning the features and capabilities with the stories that implement them. Reference: Story - Scaled Agile Framework, A Guide to Story Point Estimation - DEV Community, What should be taken into account when estimating Story poin - Madanswer

Question: 27

Which statement is true about pair work in the Scaled Agile Framework?

A. It comes from pair programming in Extreme Programming (XP)
B. It is a best practice that team members should spend 50% to 100% of the time in pair work
C. It occurs during Iteration Planning

D. It is for developers only

Answer: A

Explanation:

Pair work is a practice where two knowledge workers collaborate over the same asset in real time, providing feedback and quality assurance to each other. It comes from pair programming, a technique defined by the Extreme Programming (XP) agile development framework, where two developers work together on the same code. Pair work can be applied to other domains and disciplines, such as testing, design, business analysis, and more. Pair work can improve the quality, speed, and creativity of the work, as well as enhance the learning and collaboration of the team members. Reference: Pair Work (Pair Programming) - businessagility.institute, Built-In Quality - Scaled Agile Framework

Question: 28

The CALMR approach to DevOps includes Automation, Lean flow, Measurement, and Recovery. What does the "C" represent?

A. Cycle-time
B. Cadence
C. Continuous Integration
D. Culture

Answer: D

Explanation:

Culture is the first element of the CALMR approach to DevOps in SAFe. It refers to the shared mindset and values that support successful DevOps adoption. Culture in SAFe is influenced by the Lean-Agile principles and practices that guide the entire framework. Culture in DevOps requires customer-centricity, collaboration, trust, empowerment, learning, and feedback among all the stakeholders involved in the value stream. Culture also fosters a shift-left mentality, where operational and quality concerns are addressed early and often in the development process. Culture is the foundation for the other elements of CALMR: automation, lean flow, measurement, and recovery. Reference: CALMR - Scaled Agile Framework, The CALMR Approach to DevOps [Complete Guide] - KnowledgeHut

Question: 29

On the seventh day of the Iteration, the team realizes that they will not complete 5 of the 13 Stories. The Product Owner (PO) says she cannot negotiate the scope of the remaining Stories any further. What is the PO's best course of action?

A. Defer acceptance testing to the next Iteration
B. Communicate the status of the Iteration to all stakeholders
C. Have an emergency Iteration Planning meeting
D. Stop the current Iteration and plan a new Iteration with the new knowledge

Answer: B

Explanation:

The PO’s best course of action is to communicate the status of the Iteration to all stakeholders,

including the other teams on the Agile Release Train (ART), the Release Train Engineer (RTE), the System Architect/Engineer, the

Product Management, and the Business Owners. This will help to align expectations, manage dependencies, and mitigate risks. The PO should also collaborate with the team and the stakeholders to prioritize the remaining work and identify the most valuable Stories to deliver by the end of the Iteration. The PO should not defer acceptance testing to the next Iteration, as this would violate the Definition of Done and compromise the quality of the system increment. The PO should not have an emergency Iteration Planning meeting, as this would disrupt the cadence and synchronization of the ART and waste time and resources. The PO should not stop the current Iteration and plan a new Iteration with the new knowledge, as this would also disrupt the cadence and synchronization of the ART and create confusion and uncertainty.
Reference: Team Backlog - Scaled Agile Framework, Iteration Planning - Scaled Agile Framework, Iteration Execution - Scaled Agile Framework

Question: 30

What is a major benefit of reducing batch size?

A. Increases visibility
B. Decreases stress on the system
C. Increases work in process
D. Increases throughput

Answer: D

Explanation:

: Reducing batch size is one of the key ways to improve flow in product development. Smaller batches move faster and more smoothly through the system, reducing cycle time, variability, and waste. Smaller batches also enable faster feedback and learning, which leads to higher quality and customer satisfaction. By reducing batch size, the system can deliver more value in a given time, which means increased throughput12. Reference: Make Value Flow without Interruptions - Scaled Agile Framework, Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths - Scaled Agile Framework

Question: 31

Which activity happens in the Inspect and Adapt workshop?

A. A demo of the integrated system
B. Refining the Program backlog
C. Planning the next PI
D. A retrospective of the Iteration

Answer: A

Explanation:

The Inspect and Adapt workshop is a significant event held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the Agile Release Train

(ART) teams. The workshop consists of three parts: PI System Demo, Quantitative and qualitative measurement, and Retrospective and problem-solving workshop. The PI System Demo is the first part of the workshop, where the ART shows all the Features they have developed during the PI to the stakeholders and customers. The demo provides feedback on the value delivered and the quality of the solution. The other parts of the workshop focus on measuring the performance of the ART and identifying improvement actions for the next PI. Reference: Inspect and Adapt, PI System Demo

Question: 32

A decrease in variability leads to an increase in what?

A. Autonomy
B. Options
C. Predictability
D. Innovation

Answer: C

Explanation:

: According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, a decrease in variability leads to an increase in predictability. Variability is the degree of uncertainty or variation in the outcomes of a process or a system. High variability means that the outcomes are more likely to deviate from the expected or desired results, which makes them harder to plan and control. Low variability means that the outcomes are more consistent and closer to the expected or desired results, which makes them easier to plan and control. Predictability is the ability to forecast or anticipate the outcomes of a process or a system with a high degree of confidence and accuracy. High predictability means that the outcomes are more likely to match the forecasts or expectations, which reduces the risk of failure and increases the value delivery. Low predictability means that the outcomes are more likely to differ from the forecasts or expectations, which increases the risk of failure and decreases the value delivery. Therefore, a decrease in variability leads to an increase in predictability, as the outcomes become more stable and reliable. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe® for Teams - Know Your Role on an Agile Team, Assume variability; preserve options - Scaled Agile Framework

Question: 33

What is one recommended way of splitting Features into Stories during a PI Planning event?

A. Develop the user interface (UI) with sample business logic and database access and then add the actual functionality behind the UI
B. Implement the database structure first and then implement the business logic and user interface C. Develop the functionality first and then test it on a second pass
D. Implement the simplest variant of the functionality first and then implement the rest as an enhancement

Answer: D

Explanation:

One of the recommended ways of splitting Features into Stories during a PI Planning event is to use the horizontal slicing technique, which means implementing the simplest variant of the functionality first and then adding more complexity and variations as enhancements. This technique helps to deliver value incrementally, reduce risk, and enable fast feedback and learning. Horizontal slicing also supports the application of the Minimum Viable Product (MVP) and Minimum Marketable Feature (MMF) concepts, which aim to deliver the smallest amount of functionality that can provide value and validate assumptions. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Feature, Story

Question: 34

A team finishes developing all of their Stories in the first six days of the Iteration, tests them in the following two days, and fixes bugs

in the days remaining. How is the team behaving?

A. They are abusing the practice of hardening
B. They are ignoring nonfunctional requirements within the Iteration
C. They are waterfalling the Iteration
D. They are applying the Agile development practice of "separation of concerns"

Answer: C

Explanation:

: The team is waterfalling the Iteration, which means they are following a sequential and rigid process of development, testing, and fixing, instead of an iterative and incremental approach. This is not aligned with the Agile principles and practices, which advocate for delivering working software frequently, with continuous feedback and improvement. Waterfalling the Iteration reduces the team's ability to respond to change, deliver value, and collaborate effectively. It also increases the risk of accumulating technical debt, defects, and rework. Reference: Iteration Execution - Scaled Agile Framework, SCALING: SP - SAFe for Teams 4.6 Flashcards - Brainscape

Question: 35

Which statement is true about Features and Stories?

A. Features should be small enough to fit into an Iteration
B. Features can be larger than an Iteration but Stories should be small enough to fit into an Iteration
C. They are prioritized by the team
D. They are estimated like User Stories

Answer: B

Explanation:

In SAFe, a clear distinction is made between the purpose, structure and content of features, and that of stories (including enablers). Features are visible units of business intent that the customer recognizes, and it's at this level of detail that the customer is able to prioritize their needs1. Features are maintained in the ART Backlog and sized to fit in a PI so that each delivers new value2. Stories are short descriptions of a small piece of desired functionality written from the user's

perspective. Stories are the primary artifact used to define system behavior in Agile3. Stories are small and must be completed in a single iteration3. Therefore, features can be larger than an iteration but stories should be small enough to fit into an iteration. Reference: Story - Scaled Agile Framework, Features and Capabilities - Scaled Agile Framework, Right-Sizing Features for SAFe Program Increments - Scaled Agile Framework

Question: 36

What is scrum?

A. A methodology used to deliver usable and reliable solutions to the end user
B. A process for continuously maintaining deployment readiness
C. A lightweight process for cross-functional, self-organized teams
D. A routine method of deploying deliverables to operations

Answer: C

Explanation:

Scrum is a framework that enables teams to deliver value in complex and uncertain environments. Scrum is based on the agile manifesto, which values individuals and interactions, working software, customer collaboration, and responding to change. Scrum consists of three roles (Product Owner, Scrum Master, and Developers), five events (Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective, and Sprint), and three artifacts (Product Backlog, Sprint Backlog, and Increment). Scrum teams work in short iterations called Sprints, where they plan, execute, and deliver a potentially releasable product increment. Scrum teams inspect and adapt their process and product continuously, using empirical feedback and data. Scrum teams are self-organized, meaning they decide how to best accomplish their work, and cross-functional, meaning they have all the skills needed to create a product increment.

Reference: What is Scrum? | Scrum.org, What Is Scrum: A Guide to the Most Popular Agile Framework, What is Scrum? [+ How to Start] | Atlassian

Question: 37

When is the System Demo conducted during program execution?

A. Each week
B. When the System Team is ready
C. At the end of every Iteration
D. Only when all the stakeholders are available

Answer: C

Explanation:

System Demo is a critical event that provides stakeholders an integrated view of the new features delivered by the Agile Release Train (ART) over the past iteration. It offers the ART a fact-based measure of current, system-level progress within the Program Increment (PI). It also enables fast feedback and learning cycles, which help the ART build the right solution and improve quality. The

System Demo takes place as close to the end of the iteration as possible, ideally the next day. It requires implementing the scalable engineering practices necessary to support Continuous Integration across the ART12. Reference: System Demo - Scaled Agile Framework, Sample Test: SAFe® Practitioner - scaledagile.com

Question: 38

Which statement is true about Iteration Planning?

A. Items are assigned to the team members
B. It is required for every Iteration to enable fast learning cycles
C. The PO does not need to attend
D. It occurs on the last day of the Iteration

Answer: B

Explanation:

Iteration Planning is a key event in the SAFe framework that occurs at the beginning of each Iteration. It is a timeboxed meeting where the Agile team collaborates to plan the work for the upcoming Iteration, based on the team backlog, the Iteration goal, and

the team capacity. Iteration Planning enables fast learning cycles by allowing the team to inspect and adapt their work frequently, deliver value incrementally, and respond to changing customer needs and feedback. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Planning the Iteration, Executing the Iteration

Question: 39

During the Inspect and Adapt event, how are reflection, data collection, problem solving, and identification of improvement actions used?

A. To evaluate better implementation steps
B. To enhance and improve the Innovation and Planning practices
C. To help the team bond and work more efficiently together
D. To increase the quality and reliability of the next PI

Answer: D

Explanation:

: According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, the Inspect and Adapt event is a significant event held at the end of each PI, where the current state of the solution is demonstrated and evaluated. Teams then reflect and identify improvement backlog items via a structured problem-solving workshop. The purpose of the Inspect and Adapt event is to increase the quality and reliability of the next PI by applying the following practices:
Reflection: Teams review the PI objectives, the system demo, and the quantitative and qualitative measurements to assess the current state of the solution and the ART performance. Teams also share their learnings, successes, and challenges with each other and the stakeholders.
Data collection: Teams collect data from various sources, such as team and program metrics,

customer feedback, surveys, and assessments, to measure the outcomes and the health of the solution and the ART. Teams also use tools such as the PI burndown chart, the cumulative flow diagram, and the team self-assessment to visualize the data and identify trends and patterns. Problem solving: Teams use a structured problem-solving workshop to identify the most critical issues or impediments that are affecting the solution or the ART. Teams use techniques such as brainstorming

Question: 40

Which statement is true about Iteration goals?

A. They verify that teams are working at their full capacity
B. They align the team to a common Vision of work in the Iteration
C. They are used to track scope changes over time
D. They are used to measure business value achieved for each Iteration

Answer: B

Explanation:

: Iteration goals are short, specific, and measurable statements that describe what the Agile team intends to accomplish in an Iteration. They are derived from the team backlog, the PI objectives, and the team vision. Iteration goals help to align the team to a common vision of work in the Iteration, and provide clarity, focus, and motivation. Iteration goals also enable the team to communicate their progress and dependencies to other teams and stakeholders, and to demonstrate value delivery in the system demo. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Iteration Goals **Question: 41**

Which situation should use the Large Solution SAFe configuration?

A. Organizations that need to have System Demos after each Iteration
B. Organizations that operate in an environment that requires compliance for complex, high- assurance systems
C. Organizations that need to scale Agile across the Enterprise
D. Every large Enterprise that uses SAFe

Answer: B

Explanation:

The Large Solution SAFe configuration is for enterprises that are building large and complex solutions that typically require multiple Agile Release Trains (ARTs) and Suppliers, but do not require portfoliolevel considerations1. This configuration is suitable for organizations that operate in an environment that requires compliance for complex, high-assurance systems, such as aerospace, defense, automotive, medical, and financial industries2. The Large Solution SAFe configuration includes a stronger focus on capturing requirements in the Solution Intent, coordinating multiple ARTs and Suppliers, and ensuring compliance with regulations and standards3. Reference: Large Solution - Scaled Agile Framework, Large Solution SAFe - Scaled Agile Framework, Different SAFe Configurations Explained | Inflectra

Question: 42

Which two statements describe an Agile Release Train? (Choose two.)

A. It is the primary value delivery construct in the Scaled Agile Framework
B. It is used to describe large system behaviors that fulfill Customer needs
C. It shows the deliverables for the currently committed PI and offers visibility into the next two PIs
D. It identifies when too much work is in the system which results in multitasking and frequent context switching
E. It is a long-lived, self-organizing, virtual organization of 5 - 12 Agile Teams that plan, commit, and execute togethe

Answer: A, E

Explanation:

An Agile Release Train (ART) is the primary value delivery construct in the Scaled Agile Framework (SAFe). It is a long-lived, self-organizing, virtual organization of 5 - 12 Agile Teams that plan, commit, and execute together. ARTs align teams to a shared business and technology mission and deliver solutions in a value stream with common principles and practices. ARTs are cross-functional and have all the capabilities needed to define, build, test, deploy, release, and operate solutions. ARTs operate on a fixed schedule with common iteration start/end dates and duration, and deliver a new system increment every two weeks. ARTs also plan their work at periodic, mostly face-to-face Program Increment (PI) Planning events, and inspect and adapt at the end of every PI. Reference: Agile Release Train - Scaled Agile Framework, Essential SAFe - Scaled Agile Framework

Question: 43

What is one key benefit of a backlog refinement session?

A. It allows the team to state the problem and think about what, where, when, and the impact
B. It provides time to identify dependencies and issues that could impact the next Iteration
C. It is the main way in SAFe for achieving relentless improvement
D. It serves a variety of purposes, including a dedicated time for planning, retrospecting, exploring, and innovating

Answer: B

Explanation:

n: A backlog refinement session is a periodic activity teams use to define, discuss, estimate, and establish acceptance criteria for upcoming backlog items1. One key benefit of a backlog refinement session is that it provides time to identify dependencies and issues that could impact the next iteration. By doing so, teams can reduce uncertainty, avoid surprises, and plan more effectively. Backlog refinement also helps surface problems with the current plan, which may require discussion at the team, PO, or coach syncs2. Additionally, backlog refinement helps teams align their backlog with the ART backlog, the PI objectives, and the customer needs2. Reference: Backlog Refinement - Scaled Agile Framework, Team Backlog - Scaled Agile Framework

Question: 44

What best supports Innovation in the SAFe House of Lean?

A. Visualizing work
B. Optimizing the whole
C. Built-in quality
D. Fast learning cycles

Answer: D

Explanation:

= Fast learning cycles are one of the four pillars of the SAFe House of Lean model, which is based on the Toyota Production System and combines lean management, agile methods, and Lean Thinking1. Fast learning cycles support innovation by enabling rapid feedback, experimentation, and adaptation, which are essential for creating value and achieving Business Agility2. Fast learning cycles also foster a culture of continuous improvement, where teams and individuals are empowered to learn from failures and seek better solutions3. Reference: = 1: Lean-Agile Mindset - Scaled Agile Framework2; 2: Lean-Agile Mindset - Scaled Agile Framework1; 3: The SAFe House of Lean model: short and sweet - Echometer

Question: 45

Which statement describes the information within a Story?

A. A Story provides just enough information for the intent to be understood by both business and technical people
B. A Story is written in full detailed specifications so that the work is ready to be implemented immediately
C. No further conversation is required after the Story is identified because it contains all necessary details
D. Story acceptance criteria must be finalized before beginning Iteration Planning

Answer: A

Explanation:

: A Story is a short description of a small piece of desired functionality written from the user's perspective and in their language. A Story has three primary components: Card, Conversation, and Confirmation. The Card captures the essence of the Story using the format: "As a (who), I want (what), so that (why)." The Conversation is the ongoing dialogue between the team and the customer or product owner to elaborate and refine the Story details. The Confirmation is the set of acceptance criteria and tests that verify the Story is done and meets the customer's expectations. A Story provides just enough information for both business and technical

people to understand the intent, but not so much that it becomes a specification or a contract. Details are deferred until the Story is ready to be implemented, which allows for more flexibility and feedback. A Story is not a static artifact, but a dynamic one that evolves through collaboration and learning12. Reference: Story

- Scaled Agile Framework, [What is User Story? -

Question: 46

3- If the PI System Demo shows the current state of the Solution, then who is this demo intended for?

A. The Scrum Masters
B. The Business Owners
C. The Product Owner
D. The Agile Team

Answer: B

Explanation:

The PI 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). A system demo is a critical event. It's the method for assessing the Solution's current state and gathering immediate, Agile Release Train -level feedback from the people doing the work, as well as critical feedback from Business Owners, sponsors, stakeholders, and customers. The feedback is critical, as only they can give the guidance the ART needs to stay on course or make adjustments. Therefore, the system demo is intended for the Business Owners, who are key stakeholders that have the ultimate responsibility for the Return on Investment (ROI) of the solution1. Reference: System Demo - Scaled Agile Framework

Question: 47

Quality is first and foremost a function of what in a Lean-Agile concept?

A. Preserving options
B. Culture of shared responsibility
C. Empowered Solution authority
D. Deployment on demand

Answer: B

Explanation:

Quality is the first and foremost function of the second core value of SAFe, which is Built-in Quality1. Built-in Quality is a set of practices to help ensure that the outputs of Agile teams in business and technology domains meet appropriate quality standards throughout the process of creating customer value2. Built-in Quality requires a culture of shared responsibility, where everyone on the team is accountable for the quality of the work products and the system as a whole2. This culture fosters collaboration, feedback, and continuous improvement, and enables faster delivery and better outcomes2. Reference: Built-In Quality - Scaled Agile Framework, Quality is the first and foremost a function of what in a Lean-Agile ..., Quality is first and foremost a function of what in a lean-agile ...

Question: 48

Which statement reflects one of the steps for setting initial velocity?

A. Maintenance tasks do not need to be included in velocity; maintenance tasks fall outside thi scope B. The team members assess their availability, acknowledging time off and other potential v u duties

C. Determining velocity is a new function in each Iteration; previous Iterations should not be ^ transferred to a new Iteration

D. Identify work on technical infrastructure, tooling, and other systemic impediments

Answer: B

Explanation:

One of the steps for setting initial velocity is to assess the team's capacity, which is the amount of time available for the team to work on the backlog items. The team members assess their availability, acknowledging time off and other potential duties that may reduce their capacity, such as meetings, training, support, etc. The team then calculates their capacity by multiplying the number of team members by the number of hours per day by the number of days in the Iteration. The team's capacity is used as an input for estimating the initial velocity, which is the amount of work the team can complete in an Iteration. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Capacity Allocation, Velocity

Question: 49

How does relentless improvement support value in the SAFe House of Lean?

A. It allows teams to pivot without mercy or guilt

B. It uses informed decision-making through fast feedback

C. It builds long-term partnerships based on trust

D. It optimizes the whole

Answer: B

Explanation:

Relentless improvement is the fourth pillar of the SAFe House of Lean, which represents the foundational beliefs that are key to SAFe's effectiveness1. Relentless improvement encourages learning and growth through continuous reflection and process enhancements2. It uses informed decision-making through fast feedback, which means that teams and individuals use empirical data and validated learning to evaluate their assumptions and outcomes, and adjust their actions accordingly3. This enables them to deliver value faster, with higher quality and lower risk, and to foster a culture of innovation and experimentation4. Reference: Core Values - Scaled Agile Framework, Relentless Improvement - Scaled Agile Framework, Principle #4 - Build incrementally with fast, integrated learning cycles - Scaled Agile Framework, How does relentless improvement support value in the SAFe house of lean ...

Question: 50

What is the role of the Scrum Master?

A. To coordinate Portfolio Epics through the Portfolio Kanban system

B. To act as a servant leader who helps teams self-organize, self-manage, and deliver using ^ effective Agile practices

C. To be a stakeholder who has the primary business and technical responsibility for fitness for u use

D. To facilitate Agile Release Train processes and Solution Train execution

Answer: B

Explanation:

: The role of the Scrum Master in SAFe is to act as a servant leader who helps teams self-organize, self-manage, and deliver using effective Agile practices. The Scrum Master educates the team on various frameworks and methods, including Scrum, Kanban, Extreme Programming, and SAFe, ensuring that the agreed-upon Agile process is followed. The Scrum Master also helps remove impediments, facilitates team and program events, coaches the team and stakeholders on how to apply the SAFe principles and values, and fosters an environment of continuous improvement and high performance. Reference: Scrum Master - Scaled Agile Framework, SAFe Scrum Master Roles and Responsibilities - KnowledgeHut

Question: 51

E. During Iteration execution, a team's velocity tends to be most affected by what?

A. Product Owner changes, changing estimations, and new Features
B. Changing team size, team makeup, and technical context
C. Changing financial planners, a new Scrum Master, and new testers
D. Productivity changes, team location, and innovation measures

Answer: B

Explanation:

E. locity is a measure of how much work a team can complete in an iteration. It is based on the team's historical performance and estimation accuracy. During iteration execution, a team's velocity tends to be most affected by factors that change the team's capacity, collaboration, and context. Changing team size, team makeup, and technical context are examples of such factors. For instance, adding or removing team members, changing team roles or responsibilities, or switching to a different technology or domain can all impact the team's velocity. Therefore, the correct answer is B. Changing team size, team makeup, and technical context. Reference: Velocity - Scaled Agile Framework, PRACTICE TEST: SAFe 4 Practitioner Certification Flashcards - Brainscape, During Iteration Execution, a team velocity tends to be most affected ...

Question: 52

James is a Product Owner. It is day seven of the Iteration and his team tells him that they may miss

their Iteration commitment. What should James do?

A. Support adding an Innovation and Planning Iteration directly after the current Iteration
B. Agree to add a person from the System Team to complete the work
C. Ensure the Iteration backlog is accurately prioritized
D. Support splitting a Story into a coding story and a testing story, and then moving the testing story into the next Iteration

Answer: C

Explanation:

= As a Product Owner, James is responsible for managing the Iteration backlog and ensuring that the most valuable and feasible work items are delivered by the team1. If the team tells him that they may miss their Iteration commitment, James should collaborate with them to review and reprioritize the backlog, and identify the minimum viable increment that can be completed within the Iteration timebox2. James should not support adding an Innovation and Planning Iteration, as this would disrupt the cadence and synchronization of the Agile Release Train3. James should not agree to add a person from the System Team, as this would violate the team autonomy and self-organization principles4. James should not support splitting a Story into a coding story and a testing story, as this would create technical debt and compromise the quality and value of the deliverable5. Reference: = 1:

Product Owner - Scaled Agile Framework6; 2: Iteration Planning - Scaled Agile Framework7; 3: Innovation and Planning Iteration - Scaled Agile Framework8; 4: Agile Teams - Scaled Agile Framework9; 5: Story - Scaled Agile Framework10

Question: 53

When should a component team be used?

A. To develop T-shaped skills together with Continuous Integration
B. To create each replaceable component with minimized dependencies
C. To gain the fastest velocity with well defined interfaces
D. To obtain high reuse and technical specialization with a focus on nonfunctional requirements

Answer: D

Explanation:

: A component team is an Agile Team whose primary area of concern is focused on a specific component, or set of components, of the system. They leverage their technical skills and interest and focus on building robust components that provide for reliability, separation of concerns, foster reuse, and improve testability. Component teams are typically used when the system has complex, nonfunctional requirements that require deep technical expertise and specialization, such as performance, security, scalability, etc. Component teams can also enable high reuse of components across multiple solutions, reducing duplication and waste. However, component teams also introduce challenges, such as increased dependencies, coordination, and integration efforts with other teams, as well as reduced end-to-end value delivery and customer feedback. Therefore, component teams should be used sparingly and only when the benefits outweigh the
costs. Reference: Organizing Agile Teams and ARTs: Team Topologies at Scale, Agile Teams, Feature Teams vs Component Teams, System Team, Feature Team vs Component Team in Agile

Question: 54

What is an example of a program event?

A. Scrum of scrums
B. Iteration review
C. Daily stand-up
D. Innovation and Planning

Answer: D

Explanation:

: A program event is an event that involves all the teams in an Agile Release Train (ART) and occurs at the program level. According to the SAFe for Teams SP (6.0) handbook, there are three program events: PI Planning, System Demo, and Inspect and Adapt1. Innovation and Planning (IP) is also a program event, as it is a special iteration that occurs at the end of each Program Increment (PI) and provides time for the ART to innovate, plan, and improve2. Therefore, Innovation and Planning is an example of a program event. The other options are not program events, but team events, as they occur at the team level and involve only one agile team. Scrum of scrums, Iteration review, and Daily stand-up are team events that are part of the iteration execution cycle3. Reference: SAFe for Teams SP (6.0) - SAFe Practitioner handbook, Innovation and Planning Iteration - Scaled Agile Framework, Iteration Execution - Scaled Agile Framework

Question: 55

What is typically included in the definition of done for the team increment?

A. Stories are accepted by Product Management
B. 45 new questions addStories are accepted by the Product Owner
C. Customer documentation is ready
D. Regression testing is done

Answer: D

Explanation:

The definition of done (DoD) is a set of criteria that a product increment must meet for the team to consider it complete and ready for customers1. It ensures the quality and consistency of a deliverable. The DoD is agreed upon by the entire project team, including developers, testers, product owners, and other stakeholders2. One of the common criteria that is typically included in the DoD for the team increment is regression testing, which is the process of verifying that the existing functionality of the system is not affected by the new changes3. Regression testing is done to ensure that the product increment meets the quality standards and does not introduce any defects or errors4. Reference: What is the Definition of Done? Understanding DOD in Agile - Atlassian, What is the definition of done? Guide for agile teams with examples - LogRocket Blog, What is Regression Testing? Definition, Tools, Method, and Example, What is typically included in the Definition of Done

for the - Madanswer

Question: 56

Which three questions should each team member answer during the daily stand-up? (Choose three.) Are there any impediments that will prevent the team from meeting the Iteration goals?

A. How am I splitting the Solutions into Capabilities and Enablers?
B. How am I optimizing the full Solution?
C. What did I do yesterday to advance the Iteration goals?
D. What will I do today to advance the Iteration goals?
E. How I am contributing to an environment of continuous change?

Answer: C, D, E

Explanation:

The daily stand-up is a 15-minute meeting that occurs every day during the Iteration, where the Agile team members synchronize their work, share their progress, and identify any impediments or dependencies. The daily stand-up follows a simple format, where each team member answers three questions:
What did I do yesterday to advance the Iteration goals?
What will I do today to advance the Iteration goals?
Are there any impediments that will prevent the team from meeting the Iteration goals? These questions help the team members to align their actions with the Iteration goals, communicate their status and plans, and raise any issues or risks that need to be addressed. The daily stand-up also fosters collaboration, accountability, and transparency among the team members, and enables them to adjust their work as needed to deliver value. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Daily Stand-up

Question: 57

What is the goal of the SAFe House of Lean model?

A. Innovation
B. Relentless Improvement
C. Flow
D. Value

Answer: D

Explanation:

The goal of the SAFe House of Lean model is to deliver value to the customer and society in the shortest sustainable lead time, with the best quality and value1. The SAFe House of Lean model is based on the Toyota Production System, which aims to eliminate waste and optimize the whole system2. The SAFe House of Lean model consists of a foundation, four pillars, and a roof, which represent the core values, principles, and practices of Lean-Agile development3. The roof is the goal, which is value, and it is supported by the four pillars: respect for people and culture, flow, innovation,

and relentless improvement. The foundation is Lean-Agile leadership, which enables and guides the transformation and fosters a culture of learning and growth. Reference: Core Values - Scaled Agile Framework, SAFe Lean-Agile Principles - Scaled Agile Framework, The SAFe House of Lean model: short and sweet - Echometer, [Lean-Agile Mindset - Scaled Agile Framework]

Question: 58

An Agile Team collects the Iteration Metrics they have agreed upon during which part of the team retrospective?

A. During the Features agreement retrospective
B. During the qualitative part of the team retrospective
C. During the quantitative part of the team retrospective
D. During the time and materials retrospective

Answer: C

Explanation:

An Agile Team collects the Iteration Metrics they have agreed upon during the quantitative part of the team retrospective. This is the part where the team assesses whether they met the Iteration Goals using a binary (yes or no) measure, and reviews the metrics that provide visibility and insight into the team's performance and process improvement. Examples of Iteration Metrics include flow metrics, such as flow velocity, load and distribution, defects addressed, and automated test coverage. The team uses these metrics to identify trends, patterns, and areas for improvement, and to inform their qualitative feedback and improvement stories.
Reference: Iteration Retrospective - Scaled Agile Framework, Metrics - Scaled Agile Framework

Question: 59

Which responsibility belongs to the Product Owner in the team?

A. To foster normalized estimating within the team
B. To facilitate team meetings and drive Agile behavior
C. To foster adoption of Agile technical practices

D. To sequence backlog items to program priorities, events, and dependencies

Answer: D

Explanation:

The Product Owner (PO) in the team is responsible for sequencing backlog items to program priorities, events, and dependencies. The PO works with the Product Manager, who owns the Vision and the Roadmap, to define and sequence the features in the Program Backlog1. The PO also collaborates with other POs in the Agile Release Train (ART) to manage dependencies and ensure alignment across teams2. The PO maintains and prioritizes the Team Backlog, which is the single source of truth for the upcoming features of the system3. The PO also participates in the Program Increment (PI) Planning, where the team's PI objectives are aligned with the program priorities and dependencies4. Reference: Product Owner - Scaled Agile Framework, Team Backlog - Scaled Agile Framework, Program Backlog - Scaled Agile Framework, PI Planning - Scaled Agile Framework

Question: 60

The "3 Cs" is a popular guideline for writing user stories. What does each of the three Cs represent? (Choose three.)

A. Confirmation
B. Conform
C. Clarification
D. Card
E. Conversation
F. Concept

Answer: A, D E

Explanation:

= The "3 Cs" of user stories are three criteria that help to ensure that the requirements in your story are clear, complete, and correct. These three criteria are Card, Conversation, and Confirmation1. Card: A user story card is a placeholder for a conversation. It is a brief and informal description of a software feature written from the perspective of the end user. It captures the essence of the user's need, without going into too much detail or technical jargon. It is usually written on a physical or digital card that can be easily moved and prioritized2.

Conversation: A user story card is not enough to convey all the information needed to develop and deliver the feature. It is meant to trigger a conversation between the product owner, the development team, and other stakeholders. The conversation is where the details, assumptions, risks, and acceptance criteria are discussed and clarified. The conversation is also an opportunity to collaborate, negotiate, and validate the user story3.

Confirmation: A user story is not complete until it has a confirmation. This is a set of criteria that define what done looks like for the feature. It is also known as acceptance criteria, and it specifies the conditions that must be met for the user story to be accepted by the product owner and the customer. The confirmation is usually written as a series of testable statements that can be verified by the development team and the product owner4.

Reference: = 1: 3 C's of User Stories- Well Explained - KnowledgeHut1; 2: Understanding the three "C"s of agile User Stories - Medium2; 3: 3 C's For Writing User Stories | 3 C's of User Stories - PremierAgile3; 4: 3 C's Of Agile User Stories: A Brief Summary - BarnRaisers, LLC5

Question: 61

Which statement describes a cadence-based PI Planning event?

A. As many team members as possible should attend remotely to reduce travel costs
B. It is very important and should be postponed until all participants can attend
C. It is not a required event but tasks move forward at higher velocity when the meeting occurs
D. It is an all-hands, two-day event with the goal to create alignment

Answer: D

Explanation:

A cadence-based PI Planning event is a face-to-face event that serves as the heartbeat of the Agile Release Train (ART), aligning all the teams on the ART to a shared mission and vision. It is essential to SAFe and should not be skipped or delayed. It is an opportunity for all team members and stakeholders to communicate, collaborate, and coordinate their work for the next Program Increment (PI), which is typically 8-12 weeks long. The PI Planning event has a standard agenda that includes a presentation of business context and vision, followed by team planning breakouts, where the teams create their Iteration plans and objectives for the upcoming PI. The event also includes a management review and problem-solving session, where the teams identify and resolve dependencies, risks, and impediments. The event concludes with a confidence vote and a final plan review, where the teams present their PI objectives and receive feedback from the business owners. The PI Planning event is a key enabler of alignment, transparency, and collaboration across the ART. Reference: PI Planning, Planning Interval, PI Planning vs Sprint Planning: What Is the Ultimate Goal of the PI Planning Event?

Question: 62

Which two views does the Iteration review provide into the program? (Choose two.)

A. How the team is responding to the stakeholders
B. How the team is doing on the Program Increment
C. How the team is increasing empowerment
D. How the team is demonstrating transparency of decision-making
E. How the team did on the Iteration

Answer: B, E

Explanation:

: The Iteration Review is a cadence-based event, where each team inspects the increment at the end of every Iteration to assess progress, and then adjusts its backlog for the next iteration. During the Iteration review, each Agile Team measures and then demonstrates its progress by showing working stories to the Product Owner and other stakeholders to get their feedback1. The Iteration Review provides two views into the program: how the team is doing on the Program Increment and how the team did on the Iteration. The first view shows how the team is progressing toward its Team Program Increment (PI) Objectives, which are the measurable outcomes that the team intends to achieve in a PI2. The second view shows how the team performed in the current Iteration, based on the Iteration Goals and the completed stories1. The other options are not views that the Iteration Review provides into the program, but rather aspects of the team culture or behavior that may be influenced by other events or practices in SAFe. Reference: Iteration Review - Scaled Agile Framework, Team PI Objectives - Scaled Agile Framework

Question: 63

What replaces detailed requirements documents?

A. Pair work

B. Task boards

C. Stories

D. Unit tests

Answer: C

Explanation:

Stories are the primary means of expressing needed functionality in SAFe. They largely replace the traditional requirements specification with new paradigms based on Lean-Agile development. Stories are elaborated by a user-voice statement and acceptance criteria, and they are used to describe the features and behaviors of the system at various levels of abstraction. Stories are also testable, estimable, and prioritizable, which makes them suitable for planning and delivering value in an iterative and incremental way. Reference: SAFe Requirements Model, What replaces detailed requirements documents in agile?, What replaces detailed requirements documents in SAFe?

Question: 64

Which statement is true about the PI Planning event?

A. It involves only the team members who are most qualified to estimate the work

B. It involves program Portfolio Management to prioritize the Stories presented by teams during the final plan review

C. It involves everyone in the program over a two-day period

D. It involves Product Management and Product Owners on the first day and the rest of the teams on the second day

Answer: C

Explanation:

The PI Planning event is a two-day event that brings together all the teams and stakeholders of an Agile Release Train (ART) to align on a common vision, mission, and goals for the upcoming Program Increment (PI). The PI Planning event involves everyone in the program, including the Business Owners, Product Management, System Architects, Agile teams, Scrum Masters, Product Owners, Release Train Engineers, and other relevant roles. The PI Planning event also fosters collaboration, communication, and commitment among the participants, and helps identify and address the risks and impediments that may affect the delivery of value. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, PI Planning

Question: 65

What is the role of the Release Train Engineer?

A. To ensure the technical integrity of all development in the Agile Release Train

B. To coach teams to improve their results

C. To serve as the content authority at the Program Level

D. To serve as the Scrum Master for the Agile Release Train

Answer: D

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART), which is a group of Agile teams that work together to deliver value. The RTE facilitates the ART events and processes, and supports the teams in delivering value. They communicate with stakeholders, escalate impediments, help manage risk, and drive relentless improvement. The RTE also serves as the Scrum Master for the ART, which means they help the teams apply and improve the Scrum practices, such as planning, reviewing, and retrospecting. The RTE is not the technical leader, the content authority, or the program manager of the ART, but rather the facilitator and enabler of the ART's success. Reference: Release Train Engineer - Scaled Agile Framework, Release Train Engineer (RTE): Responsibilities and Skills | Indeed.com

Question: 66

What is the role of the System Architect/Engineer?

A. To manage dependencies
B. To implement continuous improvement methods
C. To guide the teams and support the Architectural Runway
D. To define the design for the system

Answer: C

Explanation:

The role of the System Architect/Engineer in SAFe is to guide the teams and support the Architectural Runway, which is the existing code, components, and technical infrastructure needed to implement near-term features without excessive redesign and delay. The System Architect/Engineer defines and communicates the technical and architectural vision for the solutions developed by an Agile Release Train (ART), ensuring that they fit the intended purpose and align with the enterprise and solution architecture. The System Architect/Engineer also collaborates with various roles, teams, and stakeholders within and outside the ART to ensure that the system architecture supports the evolving business needs and enables fast and reliable implementation. Reference: System Architect/Engineering - Scaled Agile Framework, Architectural Runway - Scaled Agile Framework

Question: 67

Which statement describes one element of the CALMR approach to DevOps?

A. Build cross-functional Agile Release Trains around the flow of value to the Customer
B. Keep everything under version control
C. Establish a work environment of shared responsibility
D. Decentralize decision making

Answer: C

Explanation:

Culture is the first element of the CALMR approach to DevOps in SAFe. It refers to the shared mindset and values that support successful DevOps adoption. Culture in SAFe is influenced by the Lean-Agile principles and practices that guide the entire framework. Culture in DevOps requires customercentricity, collaboration, trust, empowerment, learning, and feedback among all the stakeholders involved in the value stream. Culture also fosters a shift-left mentality, where operational and quality concerns are addressed early and often in the development process. Culture is the foundation for the other elements of CALMR: automation, lean

flow, measurement, and recovery1. One of the aspects of culture is to establish a work environment of shared responsibility, where everyone in the value stream is accountable for the quality and security of the solution, and for the outcomes delivered to the customer2. This means breaking down the silos and barriers between development, operations, security, and other teams, and creating a culture of mutual trust and respect3. Shared responsibility also means that everyone in the value stream has the authority and autonomy to make decisions and take actions that support the delivery of value, while following the guardrails and policies established by the enterprise4. Reference: CALMR - Scaled Agile Framework, Culture - Scaled Agile Framework, What Is DevOps? - Scaled Agile Framework, Decentralize Decision Making - Scaled Agile Framework

Question: 68

What is the benefit of separating release elements from the Solution?

A. It allows the Agile Release Train to demo value every two weeks
B. It allows Agile Teams to launch untested Features
C. It allows the release of different Solution elements at different times
D. It allows the Systems Team to integrate with ease

Answer: C

Explanation:

n: = Separating release elements from the Solution means identifying specific release elements, such as Features or components, that can be released independently of the entire Solution. This technique provides several benefits, such as1:

It enables faster delivery of value to customers by releasing the most important or urgent elements first

It reduces the risk of releasing complex or interdependent elements that may cause errors or failures It allows for more flexibility and responsiveness to changing customer needs and market conditions It supports continuous integration and deployment by allowing smaller and more frequent releases Reference: = 1: Release on Demand - Scaled Agile Framework2

Question: 69

What are the SAFe Core Values?

A. Code Quality, Fast Feedback, Alignment, Trust
B. People and Culture, Transparency, Collaboration, Responding to Change
C. Commitment, Competency, Collocation, Culture
D. Built-in Quality, Program Execution, Alignment, Transparency

Answer: D

Explanation:

= The four core values of SAFe are alignment, built-in quality, transparency, and program execution. They represent the fundamental beliefs that are key to SAFe's effectiveness and guide the behaviors and actions of everyone participating in a SAFe portfolio. Alignment ensures that everyone is working toward a common direction and strategy. Built-in quality ensures that every element of the solution meets the appropriate quality standards. Transparency fosters trust and collaboration among all stakeholders and enables fast and effective decision making. Program execution ensures that the value is delivered to the customers in the shortest sustainable lead time. Reference: = Core Values - Scaled Agile Framework, Scaled Agile Framework: Understand SAFe and Its 4 Core Values Learn more

1scaledagileframework.com2plutora.com3v5.scaledagileframework.com4premieragile.com5scaleda gileframework.com

Question: 70

What are two reasons Agile development is more beneficial than waterfall development? (Choose two.)

A. It requires phase-gate approvals to ensure that everyone is moving together
B. It increases productivity and employee engagement
C. It allows businesses to deliver value to the market more quickly
D. It relies on external provider dependencies
E. It allows management to track project progress based on steering committees and metrics

Answer: B, C

Explanation:

n: Agile development is more beneficial than waterfall development because it increases productivity and employee engagement by empowering teams to self-organize, collaborate, and deliver value in small increments. It also allows businesses to deliver value to the market more quickly by reducing the feedback cycle, adapting to changing requirements, and releasing high- quality products frequently. Reference: SAFe® for Teams - Know Your Role on an Agile Team, Exam Study Guide: SP (6.0) - SAFe® Practitioner, Lean-Agile Mindset, Continuous Delivery Pipeline

Question: 71

What is the purpose of the Iteration review?

A. To serve as a forecasting meeting where the work is estimated for the Program Increments
B. To show the backlog items and work on possible Solutions for the backlog items
C. To measure the team's progress by showing working Stories to the stakeholders and getting ^ feedback from them
D. To identify where there is too much work in the system and where the teams are being ^

overloaded

Answer: C

Explanation:

The Iteration Review is a regular SAFe Scrum event where the team inspects the iteration increment, assesses progress, and adjusts the team backlog. The purpose of the Iteration Review is to measure the team's progress by showing working stories to the Product Owner and other stakeholders to get their feedback. The Iteration Review provides a way to gather immediate, contextual feedback from the team's stakeholders on a regular cadence. The Iteration Review also allows the team to demonstrate their contributions, receive feedback to improve the solution, and adjust the Team Backlog based on new opportunities. Reference: Iteration Review, Iteration Review, What is Iteration review in SAFe® 6.0?, Iteration Review65

Question: 72

Which two statements describe the responsibilities of the Product Owner? (Choose two.)

A. To be a single voice for the Customer and stakeholders
B. To own and manage the Team Backlog
C. To ensure the team follows Agile principles and practices

D. To protect the team from external forces
E. To coach the team

Answer: A, B

Explanation:

The Product Owner is a member of the Agile team who represents the voice of the customer and stakeholders, and is responsible for defining and prioritizing the team backlog. The Product Owner works closely with the Product Management, who provides the vision and roadmap for the solution, and the Business Owners, who are the key stakeholders and value approvers. The Product Owner also collaborates with the Scrum Master, who facilitates the team's process and helps remove impediments, and the team members, who implement the backlog items and deliver value. The Product Owner's main responsibilities are:

To be a single voice for the customer and stakeholders, and ensure that the team understands their needs and expectations
To own and manage the team backlog, and decompose features into stories that are valuable, estimable, testable, and small
To prioritize the team backlog based on the business value, dependencies, risks, and feedback
To participate in the PI planning event, and define and communicate the team's PI objectives and iteration goals
To accept the stories that meet the definition of done and provide feedback to the team To attend the team and system demos, and showcase the team's accomplishments to the stakeholders
To continuously engage with the customer and stakeholders, and incorporate their feedback into the backlog Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Product Owner

Question: 73

Which factor helps unlock the intrinsic motivation of knowledge workers?

A. Pay-for-performance
B. Autonomy
C. Parallel development
D. Team performance incentives

Answer: B

Explanation:

According to the SAFe for Teams SP (6.0) - SAFe Practitioner handbook and study guide, the factor that helps unlock the intrinsic motivation of knowledge workers is autonomy. Autonomy means giving knowledge workers the freedom and responsibility to make decisions about their work, such as what to work on, how to do it, and when to do it. Autonomy fosters creativity, innovation, and engagement, as knowledge workers can pursue their own interests and passions, and feel a sense of ownership and accountability for their outcomes. Autonomy also supports the Agile principle of selforganizing teams, which are more productive and responsive to change than traditional, command- and-control teams. Reference: Principle #8 - Unlock the Intrinsic Motivation of Knowledge Workers - Scaled Agile Framework, Which factor helps unlock the intrinsic motivation of knowledge workers?, Principle #8: Unlock the intrinsic motivation of knowledge workers ...

Question: 74

What is an example of a modified Fibonacci sequence?

A .. 5,8, 13,21,34...
B ... 2,4,5,9, 11...
C. -.5,8, 13, 20,40...

D. -I, 1,3,5,5...

Answer: A

Explanation:

A modified Fibonacci sequence is a relative estimating number sequence that reflects the inherent uncertainty of the job being estimated. It is based on the original Fibonacci sequence, which is a mathematical series of numbers where each number is the sum of the two preceding ones, starting from 0 and 1. The modified Fibonacci sequence, however, rounds up the larger numbers to avoid questions about why something is 21 instead of 20 or 34 instead of 40. The modified Fibonacci sequence is commonly used in Agile estimation techniques, such as Planning Poker, to assign story points to user stories or other backlog items. The sequence is: 0, 1, 2, 3, 5, 8, 13, 20, 40,

100. Reference: Modified Fibonacci Sequence - Scaled Agile Framework, Fibonacci Agile Estimation: What Is It and Why Does it Work? - Parabol

Question: 75

The Agile Release Train aligns teams to a common mission using a single Vision and what else?

A. Program Backlog
B. Release on Demand
C. Weighted shortest job first
D. Team Backlogs

Answer: A

Explanation:

The Agile Release Train (ART) is a long-lived team of Agile teams that incrementally develops, delivers, and often operates one or more solutions in a value stream1. The ART aligns teams to a common mission using a single Vision and a Program Backlog. The Vision is a description of the future state of the solution under development. It reflects customer and stakeholder needs, as well as the features and capabilities planned for the solution2. The Program Backlog is the single source of truth for the upcoming features of the system. It contains the enablers necessary to build the Architectural Runway, as well as the user and business features that deliver customer value3. The Vision and the Program Backlog provide the context and the content for the ART to plan, commit, develop, and deploy together. Reference: Agile Release Train - Scaled Agile Framework, Vision - Scaled Agile Framework, Program Backlog - Scaled Agile Framework

Question: 76

The Inspect and Adapt event always starts with which activity?

A. The PI System Demo
B. Agreement on the problems to solve
C. Quantitative measurement
D. Retrospective and Problem Solving Workshop

Answer: A

Explanation:

= The Inspect and Adapt event is a significant event held at the end of each PI, where the current state of the Solution is demonstrated and evaluated. Teams then reflect and identify improvement backlog items via a structured problem-solving workshop1. The Inspect and Adapt event always starts with the PI System Demo, which is the first part of the event. The PI System Demo shows all the Features the ART has developed during the PI, and provides an opportunity for feedback from stakeholders and customers2. The PI System Demo is followed by quantitative and qualitative measurement, where the ART reviews the progress and performance of the PI, and evaluates the business value achieved3. The last part of the Inspect and Adapt event is the Retrospective and Problem Solving Workshop, where the ART identifies the root causes of the most critical issues and creates improvement backlog items4. Reference: = 1: Inspect and Adapt - Scaled Agile Framework1; 2: Inspect and Adapt - Scaled Agile Framework1; 3: Inspect and Adapt - Scaled Agile Framework1; 4: Inspect and Adapt - Scaled Agile Framework1

Question: 77

Which activity is key to successfully implementing the Scaled Agile Framework?

A. Use the Innovation and Planning Iteration instead of the PI Planning process
B. Replace the PI Planning process with the Inspect and Adapt workshop when possible
C. Use a cadence-based PI Planning process
D. Remove blocks such as portfolio estimation

Answer: C

Explanation:

= The PI Planning process is a key activity for successfully implementing the Scaled Agile Framework. It is a two-day event that brings together all the teams and stakeholders of an Agile Release Train (ART) to align on a common vision, identify dependencies, plan the features and stories for the next Program Increment (PI), and commit to a set of PI objectives. The PI Planning process follows a regular cadence, typically every 8 to 12 weeks, to synchronize the work of the ART and ensure alignment with the business strategy and customer needs. The PI Planning process also fosters collaboration, trust, and empowerment among the teams and stakeholders, and enables fast feedback and learning cycles. Reference: = PI Planning - Scaled Agile Framework, Implementing SAFe - Scaled Agile Framework

Question: 78

What are the three levels of the Scaled Agile Framework?

A. Value Stream, Program, Team
B. Epic, Capability, Feature
C. Framework, Delivery, Iteration
D. Essential, Large Solution, Portfolio

Answer: D

Explanation:

The three levels of the Scaled Agile Framework are Essential, Large Solution, and Portfolio. These levels represent the different levels of abstraction and complexity involved in delivering value to customers. The Essential level is the foundation of SAFe and includes the Team and Program levels, where agile teams and agile release trains (ARTs) work together to deliver solutions. The Large Solution level is an optional level that supports the coordination and alignment of multiple ARTs and suppliers that build large and complex solutions that require additional roles, events, and artifacts. The Portfolio level is the highest level of SAFe and provides strategic direction, funding, governance, and value stream management for the entire portfolio of solutions. Reference: SAFe® for Teams -

Know Your Role on an Agile Team, Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe 5.0 Framework

Question: 79

Why do Lean-Agile leaders try to connect the silos of business, software, test, and quality assurance?

A. To enforce organizational boundaries between functions
B. To align around value
C. To optimize vertical communication
D. To allow friction between the teams

Answer: B

Explanation:

: Lean-Agile leaders try to connect the silos of business, software, test, and quality assurance to create a culture of collaboration and shared responsibility across the value stream. By breaking down the barriers between different functions, Lean-Agile leaders enable faster feedback, shorter lead times, higher quality, and better customer satisfaction. Connecting the silos also helps to align the teams around a common vision, mission, and goals, and to foster a Lean-Agile mindset that embraces change and innovation.
Reference: SAFe Core Values, Agile Practice Exam Flashcards, SAFe 4.6 exam prep - Improved - extended Flashcards, Stop Breaking Down Silos and Start Connecting Them

Question: 80

Iteration planning, Iteration review, and backlog refinement are examples of which type of event

A. PI event
B. Team event
C. Sync event
D. Program event

Answer: B

Explanation:

Iteration planning, Iteration review, and backlog refinement are examples of team events, which are events that occur within the Agile team to plan, execute, and improve their work. Team events are aligned with the Iteration cadence, which is typically two weeks. Team events include:
Iteration planning: A meeting where the team reviews the team backlog, estimates the stories, and commits to the Iteration goals
Daily stand-up: A 15-minute meeting where the team members synchronize their work, share their progress, and identify any impediments or dependencies
Backlog refinement: An ongoing activity where the team and the Product Owner collaborate to refine the team backlog, split features into stories, write acceptance criteria, and prioritize the work Iteration review: A meeting where the team demonstrates the completed stories to the Product Owner and other stakeholders, and collects feedback and validation
Iteration retrospective: A meeting where the team reflects on their performance, identifies what went well and what can be improved, and agrees on action items to implement in the next Iteration Team events are different from PI events, which are events that occur at the program level and involve all the teams and stakeholders of an Agile Release Train (ART). PI events include:
PI planning: A two-day event where the ART aligns on a common vision, mission, and goals for the upcoming Program Increment (PI), and creates a plan for delivering value

System demo: A meeting where the ART demonstrates the integrated solution to the Business Owners and other stakeholders, and collects feedback and validation

Inspect and Adapt (I&A): A one-day event where the ART reviews the PI results, identifies the strengths and weaknesses, and creates an improvement backlog for the next PI

Team events are also different from sync events, which are events that occur at the large solution level and involve multiple ARTs and Solution Trains that are working on a complex solution. Sync events include:

Solution demo: A meeting where the Solution Train demonstrates the integrated solution to the Customers and other stakeholders, and collects feedback and validation

Pre- and Post-PI planning: Meetings where the Solution Train aligns on a common vision, mission, and goals for the upcoming PI, and coordinates the dependencies and risks across the ARTs Solution I&A: A meeting where the Solution Train reviews the PI results, identifies the strengths and weaknesses, and creates an improvement backlog for the next PI

Team events are also different from program events, which are events that occur at the portfolio level and involve the Portfolio Management and other strategic roles. Program events include: Portfolio sync: A meeting where the Portfolio Management reviews the portfolio vision, strategy, and roadmap, and aligns the value streams and ARTs on the portfolio priorities and objectives

Lean budget guardrails: A set of policies and guidelines that govern the allocation and spending of the portfolio budget across the value streams and ARTs

Portfolio Kanban: A system that visualizes and manages the portfolio work items, such as epics and capabilities, and ensures that they are aligned with the portfolio strategy and value

delivery Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Team Events, PI Events, Sync Events, [Program Events]

Question: 81

What visibility should Scrum Masters provide during the Agile Release Train Sync?

A. Visibility into progress and impediments
B. Visibility into system Solution Intent
C. Visibility into collaboration deployment
D. Visibility into single source design decisions

Answer: A

Explanation:

The Agile Release Train Sync is a weekly meeting that synchronizes the ART stakeholders and provides visibility into the ART's progress and impediments1. The Scrum Masters represent their Agile teams, provide updates on their status, relay questions, and help address challenges. They safeguard the team's needs and effectiveness2. The visibility that Scrum Masters provide during the Agile Release Train Sync is mainly into the progress and impediments of their teams, such as the completion of features, stories, and enablers, the resolution of dependencies, the identification of risks and issues, and the demonstration of value3. The other options are not the primary focus of the Scrum Masters' visibility during the Agile Release Train Sync. Reference: Agile Release Train - Scaled Agile Framework, PRACTICE TEST: SAFe 4 Practitioner Certification Flashcards - Brainscape, Agile Release Train Sync Meetings: Maximizing Success - Dee Project Manager

Question: 82

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

A. Higher WIP limits provide richer feedback
B. Higher WIP limits result in lower utilization
C. Lower WIP limits improve flow
D. Lower WIP limits result in fewer Stories being completed

Answer: C

Explanation:

Lowering the work in process (WIP) limits improves the flow of value through the system by reducing the amount of work that is started but not finished, minimizing the waste of context switching and multitasking, and increasing the focus and collaboration of the teams. Lower WIP limits also help identify and eliminate bottlenecks, balance demand and capacity, and accelerate feedback and learning. According to the SAFe Principle #6, visualizing and limiting WIP is one of the key practices to achieve continuous flow and deliver value in the shortest sustainable lead time. Reference: Principle #6 - Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths - Scaled Agile Framework, Understanding SAFe Work In Progress Limits - Strongback Consulting

Question: 83

A cumulative flow diagram focuses on which curves?

A. Arrival curve ("to do") and evolution curve ("change")
B. Implementation curve ("movement") and departure curve ("done")
C. Backlog curve ("work") and departure curve ("done")
D. Arrival curve ("to-do") and departure curve ("done")

Answer: D

Explanation:

cumulative flow diagram (CFD) is a graphical tool that shows the status of work items for a given period of time. The horizontal axis represents time, and the vertical axis represents the number of work items. The CFD is composed of different colored bands, each representing a different stage of the workflow (such as “to do”, “in progress”, “done”, etc.). The CFD helps visualize the flow of work, identify bottlenecks, and monitor cycle time and throughput1. A cumulative flow diagram focuses on two main curves: the arrival curve and the departure curve. The arrival curve is the top edge of the “to do” band, and it shows the rate at which new work items are added to the system. The departure curve is the top edge of the “done” band, and it shows the rate at which work items are completed and delivered. The difference between the arrival curve and the departure curve represents the amount of work in progress (WIP) in the system2. By comparing the arrival curve and the departure curve, one can assess the stability and predictability of the system. Ideally, the arrival curve and the departure curve should be parallel and close to each other, indicating a smooth and consistent flow of work. If the arrival curve is steeper than the departure curve, it means that more work is entering the system than leaving it, which can lead to increased WIP, longer cycle time, and lower quality. If the departure curve is steeper than the arrival curve, it means that more work is leaving the system than entering it, which can lead to reduced WIP, shorter cycle time, and higher quality3. Reference: Cumulative Flow Diagram - Scaled Agile Framework, Cumulative Flow Diagrams - Kanbanize, Cumulative Flow Diagram - LeSS

Question: 84

What is critical to successfully implementing quality in a Lean-Agile environment?

A. Making quality everyone's responsibility
B. A phased-gate rollout
C. Separation of Dev and Ops
D. Component teams

Answer: A

Explanation:

= Making quality everyone's responsibility is critical to successfully implementing quality in a Lean- Agile environment. This means that all the people involved in creating and delivering value to the customer, from business functions to software applications, share the same quality standards and practices. Quality is not something that can be delegated or outsourced to a separate team or department. It is embedded in the culture, mindset, and behavior of every individual and team. Making quality everyone's responsibility enables faster feedback, continuous improvement, and higher customer satisfaction12. Reference: = 1: Built-In Quality - Scaled Agile Framework2; 2: How to Implement Quality in a Lean-Agile Environment Successfully1

Question: 85

Which practices are demonstrated during the Inspect and Adapt event?

A. New start, job sequence, funnel, and enable
B. Reflect, problem solve, and identify improvement actions
C. Move forward, analyze future Stories, integrate, and iterate
D. Forward focus, develop, cross-domain plan, and expedite execution

Answer: B

Explanation:

The Inspect and Adapt event is a significant event held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop. The Inspect and Adapt event consists of three parts: PI System Demo, Quantitative and qualitative measurement, and Retrospective and problem-solving workshop. The last part is where the practices of reflection, problem solving, and identifying improvement actions are demonstrated. The teams use a root cause analysis technique, such as the Five Whys, to identify the most critical impediments that impact their performance and quality. They then brainstorm and prioritize improvement actions

that address the root causes and create SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals for implementing them in the next PI. The improvement actions are added to the Program Backlog and reviewed in the next PI Planning event. Reference: = Inspect and Adapt - Scaled Agile Framework, Scaled Agile Framework: Understand SAFe and Its 4 Core Values

Question: 86

Which statement is true about Iteration planning for Kanban teams?

A. Kanban teams estimate their velocity
B. Kanban teams publish Iteration goals
C. Kanban teams do not commit to service level agreements
D. Kanban teams find high value in trying to plan the Iteration in detail

Answer: B

Explanation:

Iteration planning for Kanban teams is different from Scrum teams in that Kanban teams do not estimate their velocity, do not commit to service level agreements, and do not plan the Iteration in detail. Instead, Kanban teams use a flow-based process that

allows them to pull work items from the backlog as they become available and deliver value continuously. However, Kanban teams still operate within the ART iteration cadence and often publish Iteration goals to align with the ART vision and objectives, as well as to communicate their priorities and dependencies to other teams and stakeholders. Reference: SAFe Team Kanban, Agile Iteration Planning Effectively

Question: 87

What is the recommended size of an Agile Team?

A. 5 - 11 people
B. 3 - 5 people
C. 10 - 15 people
D. 8 - 12 people

Answer: A

Explanation:

According to SAFe, an Agile team is a cross-functional group of 5-11 individuals who define, build, test, and deliver an increment of value in a short time box1. This size allows for enough diversity of skills and perspectives while still allowing for close collaboration and communication among team members. Larger teams tend to have more communication overhead, coordination challenges, and reduced productivity. Smaller teams may lack some of the necessary skills or perspectives to deliver value effectively. Reference: Agile Teams - Scaled Agile Framework, What is the Recommended Size of an Agile Team? - StuffSure, The Number 7: Why is it so important? - agile42

Question: 88

Why is the modified Fibonacci sequence used when estimating?

A. It serves as a way to estimate large ranges
B. It can be used to predict unit test coverage
C. It results in greater precision
D. It reflects the uncertainty in estimating larger items

Answer: D

Explanation:

The modified Fibonacci sequence is a series of numbers that starts with 0, 1, 2, 3, 5, 8, 13, 20, 40, 100, and so on. It is used when estimating the relative size and complexity of backlog items, such as stories and features, using story points or normalized estimation. The modified Fibonacci sequence reflects the uncertainty in estimating larger items, as the gap between the numbers increases as the numbers get bigger. This means that the larger the item, the less precise the estimate, and the more likely it is to be split into smaller items. The modified Fibonacci sequence also helps to avoid the false sense of accuracy that comes from using linear scales, such as hours or days, which may not account for the variability and unpredictability of the work. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Story, Feature, Estimating

Question: 89

How can a technical exploration Enabler be demonstrated?

A. Show the acceptance tests written for the exploration
B. Show the knowledge gained by the exploration
C. Demonstrate working systems in the production environment
D. Exploration Enablers do not need to be demonstrated

Answer: B

Explanation:

: A technical exploration enabler is a type of enabler that supports research, prototyping, and other activities needed to develop an understanding of customer needs, including the exploration of prospective solutions and evaluation of alternatives1. A technical exploration enabler can be demonstrated by showing the knowledge gained by the exploration, such as the results of experiments, the insights from data analysis, the feedback from customers or stakeholders, the lessons learned from failures, or the recommendations for future actions2. Showing the knowledge gained by the exploration helps to validate the assumptions and hypotheses, measure the value and feasibility of the solution, and inform the decision-making process3. The other options are not valid ways to demonstrate a technical exploration enabler, as they either do not reflect the purpose of the exploration, or imply that the exploration is not necessary or valuable. Reference: Enablers - Scaled Agile Framework, How can a technical exploration enabler be demonstrated?, Principle #4 - Build incrementally with fast, integrated learning cycles - Scaled Agile Framework

Question: 90

Which of the following events does SAFe recommend running regularly throughout the PI?

A. ART Sync
B. Design Sync
C. Business Owner Sync
D. Product Sync

Answer: A

Explanation:
ART Sync is an event that SAFe recommends running regularly throughout the PI. ART Sync is a weekly meeting that brings together the key roles of the Agile Release Train (ART), such as the Release Train Engineer (RTE), the Product Management, the System Architect/Engineer, the Business Owners, and the Scrum Masters. The purpose of ART Sync is to review the progress and status of the ART, identify and resolve impediments and dependencies, coordinate cross-team and cross-ART activities, and align on the vision and objectives of the PI. ART Sync helps the ART maintain alignment, collaboration, and synchronization, and enables fast feedback and continuous improvement. Reference: ART Sync - Scaled Agile Framework, SAFe for Teams Student Workbook: materials and exercises from Lesson 6

Question: 91

Team A is a maintenance team that cannot always predictably plan their work. They like to meet daily to review the needs of the system and plan for how they can quickly address those needs during the workday. Which of the following SAFe Lean-Agile methods should Team A use to plan and execute their work?

A. SAFe Platform Team
B. SAFe Enabling Team
C. SAFe Team Kanban
D. SAFe XP Team

Answer: C

Explanation:

: SAFe Team Kanban is a method that enables teams to manage their flow of work using a visual board and a set of policies. It is especially suitable for teams that have unpredictable or interrupt- driven work, such as maintenance, support, or operations teams1. SAFe Team Kanban helps teams to visualize their work, limit their work in progress (WIP), measure and improve their flow, and implement feedback loops2. Team A is a maintenance team that cannot always predictably plan their work. They like to meet daily to review the needs of the system and plan for how they can quickly address those needs during the workday. Therefore, SAFe Team Kanban is the most appropriate SAFe Lean-Agile method for Team A to plan and execute their work. Reference: Team Kanban - Scaled Agile Framework, SAFe Lean-Agile Principles - Scaled Agile Framework

SAFe Team Kanban is a method that helps teams facilitate the flow of value by visualizing workflow, establishing Work In Process (WIP) limits, measuring throughput, and continuously improving their process1. It is suitable for teams that have a rapid and uneven arrival of work and fast-changing priorities, such as maintenance teams2. The other options are not appropriate for Team A's context. SAFe Platform Team is organized around developing and supporting platforms that provide services to other teams3. SAFe Enabling Team is organized to assist other groups with specialized capabilities and help them become proficient in new technologies4. SAFe XP Team is an Agile Team method that combines the power of Scrum with Extreme Programming (XP) practices and operates within the ART iteration cadence5.

Question: 92

Why is it important to spend time "in the zone"

A. To reduce queue lengths
B. To maximize ideal productivity time
C. To refine productive collaboration
D. To make work in process visible

Answer: B

Explanation:

Spending time "in the zone" means being fully immersed in a task that is challenging, engaging, and enjoyable. This state of flow is associated with higher levels of creativity, innovation, and performance1. According to SAFe, optimizing the time spent in the zone for individuals and teams makes a substantial difference in ART productivity2. The other options are not directly related to the concept of flow, although they may be influenced by it. Reducing queue lengths, refining productive collaboration, and making work in process visible are all aspects of visualizing and limiting WIP, which is another flow accelerator3.

Question: 93

Which of the following activities occurs during the Inspect and Adapt workshop?

A. Refining the ART backlog
B. A demo of the integrated system
C. A retrospective of the Iteration
D. Planning the next PI

Answer: B

Explanation:

The Inspect and Adapt workshop is a significant event held at the end of each Program Increment (PI), where the current state of the

Solution is demonstrated and evaluated by the train1. The first part of the workshop is the PI System Demo, which shows all the Features that the Agile Release Train (ART) has developed over the course of the PI2. The other options are not activities that occur during the Inspect and Adapt workshop. Refining the ART backlog is a continuous process that happens throughout the PI3. A retrospective of the Iteration is a team-level event that happens after every Iteration4. Planning the next PI is a separate event that happens before the start of the next PI.

Question: 94

Which of the following roles act as proxies for the customer in representing their needs to the teams?

A. Developer roles
B. Product roles
C. Executive roles
D. Architecture roles

Answer: B

Explanation:

Product roles, such as Product Owner and Product Manager, act as proxies for the customer in representing their needs to the teams. They are responsible for defining, prioritizing, and validating the requirements that deliver value to the customer and the business. They also collaborate with the development teams and other stakeholders to ensure that the product vision, strategy, and roadmap are aligned with customer and stakeholder needs. Product roles are the voice of the customer for the teams and the primary link to business and technology strategy12. Reference: = 1: Product Owner - Scaled Agile Framework2; 2: Product Manager - Scaled Agile Framework3

Question: 95

Which of the following basic quality practices applies to all teams?

A. Agile architecture
B. Rapid prototyping
C. Modeling and simulation
D. Collective ownership and standards

Answer: D

Explanation:

Collective ownership and standards are basic quality practices that apply to all teams, regardless of their domain or work product. They promote shared responsibility, accountability, and alignment among team members and across teams1. They also enable faster feedback, continuous improvement, and reduced waste2. The other options are not basic quality practices, but rather specific techniques or approaches that may be useful for some teams or domains, but not all. Agile architecture is a way of designing and evolving systems that support the delivery of value and quality3. Rapid prototyping is a way of creating and testing a minimum viable product (MVP) to validate assumptions and learn from customers4. Modeling and simulation are ways of representing and analyzing complex systems or phenomena using mathematical or computational methods.

Question: 96

Which of the following SAFe Lean-Agile principles involves delivering a continuous flow of value to customers in the shortest

sustainable lead time?

A. Decentralized decision-making
B. Apply systems thinking
C. Take an economic view
D. Make value flow without interruptions

Answer: D

Explanation:
= The SAFe Lean-Agile principle that involves delivering a continuous flow of value to customers in the shortest sustainable lead time is “Make value flow without interruptions”. This principle is based on the Lean concept of optimizing the whole value stream, from concept to cash, by eliminating delays, queues, handoffs, and rework. By applying practices such as limiting work in progress (WIP), reducing batch sizes, managing queue lengths, and implementing continuous integration and continuous delivery (CI/CD), SAFe teams and trains can accelerate the flow of value and feedback, improve quality and reliability, and reduce waste and overhead.
Reference: = SAFe Lean-Agile Principles - Scaled Agile Framework, Accelerating Flow with SAFe - Scaled Agile Framework1, The Five Principles of Lean - Project Management Institute

Question: 97

What is an example of an ART event?

A. Iteration review
B. Innovation and Planning
C. Team Sync
D. Coach Sync

Answer: B

Explanation:

An ART event is a meeting or ceremony that involves all the teams in an Agile Release Train (ART) and helps them align, collaborate, and deliver value. An example of an ART event is the Innovation and Planning (IP) Iteration, which is a two-week period at the end of each Program Increment (PI) that provides time for innovation, planning, and improvement activities. During the IP Iteration, teams can explore new ideas, work on technical debt, conduct hackathons, prepare for the next PI Planning, and conduct the Inspect and Adapt workshop. Reference: Agile Release Train, Scaled Agile: ART Events Overview, Innovation and Planning Iteration

Question: 98

Team A has seven developers that can define and build any application the organization requires. Team A works with another team to test and deploy their work. Can Team A be considered a high- functioning Agile Team?

A. Yes, because they can build any application the organization requires
B. No, because they are not cross-functional
C. No, because they have fewer than ten developers
D. Yes, because they use another team to deploy

Answer: B

Explanation:

A high-functioning Agile Team is a cross-functional group of typically ten or fewer individuals with all the skills necessary to define, build, test, and deliver value to their customer1. Team A is not crossfunctional because they depend on another team to test and deploy their work, which creates handoffs and delays in the value delivery process. A cross-functional team should be able to perform all the activities required to deliver a potentially releasable increment of value in each iteration2. Team A should collaborate with the other team to integrate their testing and deployment capabilities and form a single Agile Team that can deliver value independently. Reference: Agile Teams - Scaled Agile Framework, 7 Qualities of High-Performing Agile Teams | AgileConnection

Question: 99

What is one result from Iteration Planning for SAFe Scrum Teams?

A. Iteration demo
B. Iteration goals
C. Iteration estimate
D. Iteration sequencing

Answer: B

Explanation:

: One of the results from Iteration Planning for SAFe Scrum Teams is the Iteration goals, which are short, specific, and measurable statements that describe what the Agile team intends to accomplish in an Iteration. The Iteration goals are derived from the team backlog, the PI objectives, and the team vision. The Iteration goals help to align the team to a common vision of work in the Iteration, and provide clarity, focus, and motivation. The Iteration goals also enable the team to communicate their progress and dependencies to other teams and stakeholders, and to demonstrate value delivery in the system demo. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Iteration Goals

Question: 100

Which of the following is an output of the PI Planning process?

A. PI Vision
B. PI Goals
C. Actual PI Business Value
D. PI Objectives

Answer: D

Explanation:

The PI Planning process is a two-day event that aligns all the teams on the Agile Release Train (ART) to a shared mission and vision for the upcoming Program Increment (PI)1. The PI Planning process has several inputs and outputs, as shown in Figure 12. One of the outputs of the PI Planning process

is the PI Objectives, which are a set of SMART (Specific, Measurable, Achievable, Realistic, and Timebound) goals that each team and the ART commit to achieving in the PI3. The PI Objectives are based on the features and enablers that the teams plan to deliver, and they reflect the business and technical value that the teams and the ART intend to provide to the stakeholders4. The PI Objectives are also used to track the progress and performance of the teams and the ART throughout the PI execution5. The other options are not outputs of the PI Planning process, but rather inputs or outcomes. The PI Vision is an input to the PI Planning process, which describes the current state, future state, and features of the solution that the ART will deliver in the PI. The PI Goals are an outcome of the PI Planning process, which are derived from the PI Objectives and summarize the business and technical benefits that the ART

will deliver in the PI. The Actual PI Business Value is an outcome of the PI execution, which measures the actual value delivered by the ART at the end of the PI, based on the PI Objectives and stakeholder feedback. Reference: PI Planning - Scaled Agile Framework, Inputs and Outputs of PI Planning - Scaled Agile Framework, PI Objectives - Scaled Agile Framework, PI Planning - Scaled Agile Framework, Program Execution - Scaled Agile Framework, [PI Vision - Scaled Agile Framework], [PI Goals - Scaled Agile Framework], [Inspect and Adapt - Scaled Agile Framework]

Figure 1. Inputs and outputs of PI Planning2

Question: 101

Which of the following SAFe Core Values involves coaching aspiring developers to grow their skillsets and fill new roles throughout the organization?

A. Built-In Quality
B. Respect for People
C. Transparency
D. Alignment

Answer: B

Explanation:

: Respect for People is one of the four SAFe Core Values that guide the behaviors and actions of everyone participating in a SAFe portfolio. Respect for People means that everyone is valued and deserves respect, regardless of their role, background, or experience. It also means that everyone is empowered to contribute, learn, and grow within the organization. Respect for People involves coaching aspiring developers to grow their skillsets and fill new roles throughout the organization, as well as providing them with opportunities for feedback, recognition, and career development. Respect for People also fosters a culture of trust, collaboration, and psychological safety, where people can express their ideas, opinions, and concerns without fear of judgment or retaliation. Reference: Core Values - Scaled Agile Framework, Respect for People - Scaled Agile Framework

Question: 102

Which of the following activities does SAFe recommend as the first activity of the Inspect and Adapt event?

A. Quantitative measurement
B. PI System Demo
C. Retrospective and problem-solving workshop
D. Agreement on the problems to solve

Answer: B

Explanation:

The PI System Demo is the first activity of the Inspect and Adapt event, which shows all the Features that the Agile Release Train (ART) has developed during the Program Increment (PI)1. It provides an opportunity for the ART to evaluate the current state of the Solution and collect feedback from the stakeholders2. The other options are not the first activity of the Inspect and Adapt event, but rather subsequent activities that follow the PI System Demo. Quantitative and qualitative measurement is the second activity, which involves reviewing the PI performance and progress metrics3. Retrospective and problem-solving workshop is the third activity, which involves identifying and prioritizing the improvement opportunities for the next PI4. Agreement on the problems to solve is a step within the retrospective and problem-solving workshop, which involves reaching a consensus on the most critical issues to address5.

Question: 103

During which of the following PI Planning activities are Business Owners asked to accept the plans?

A. The Management Review and Problem-Solving workshop
B. The draft plan review
C. The final plan review
D. The second team breakout session

Answer: C

Explanation:

: The final plan review is the last activity of the PI planning event, where the teams present their final plans and objectives to the group. The Business Owners review the plans and propose adjustments or accept the plan, in which case, the team brings out their PI Objective sheet for everyone to view1. The final plan review is also an opportunity to assess the program risks and ROAM them (Resolved, Owned, Accepted, Mitigated)2. The final plan review helps achieve alignment and commitment among all the stakeholders and teams on the ART3. Reference: PI Planning - Scaled Agile Framework, ROAMing Risks - Scaled Agile Framework, Final Plan Review - Scaled Agile Framework

Question: 104

According to SAFe, a Feature should be sized to fit into what duration?

A. One month
B. One year
C. One Iteration
D. One PI

Answer: D

Explanation:

= According to SAFe, a Feature should be sized to fit into one Program Increment (PI), which is a timebox of 8 to 12 weeks, typically consisting of 4 to 6 iterations1. A Feature is a service provided by the system that fulfills some important stakeholder needs and delivers business value2. A Feature should be small enough to be completed by a single Agile Release Train (ART) within a PI, but large enough to provide significant and measurable value3. A Feature should also be testable, demonstrable, and deployable4. Reference: = 1: Program Increment - Scaled Agile Framework; 2: Features and Capabilities - Scaled Agile Framework; 3: Right-Sizing Features for SAFe Program Increments - Scaled Agile Framework; 4: Feature - Scaled Agile Framework

Question: 105

Which of the following Agile Team responsibilities is associated with the Iteration Retrospective?

A. Improve relentlessly
B. Apply systems thinking
C. Take an economic view
D. Connect to the customer

Answer: A

Explanation:

= The Agile Team responsibility that is associated with the Iteration Retrospective is “Improve relentlessly”. This responsibility reflects the SAFe Core Value of Relentless Improvement, which means that the team continuously reflects on their practices, identifies improvement opportunities, and implements them in the next iteration. The Iteration Retrospective is a regular event where the team members discuss the results of the iteration, review their practices, and identify ways to improve. The team uses various techniques to collect feedback, perform root cause analysis, and prioritize improvement actions. The improvement actions are added to the Team Backlog and reviewed in the next Iteration Planning event. Reference: = Relentless Improvement - Scaled Agile Framework, Iteration Retrospective - Scaled Agile Framework1

Question: 106

Which of the following methods for gathering customer feedback relies on building analytic systems to deliver information about how customers are using the Solution?

A. Continuous exploration
B. Telemetry
C. Refactoring
D. Continuous integration

Answer: B

Explanation:

Telemetry is a method for gathering customer feedback that relies on building analytic systems to deliver information about how customers are using the Solution. Telemetry is the automated collection and transmission of data from remote sources, such as sensors, devices, or software applications. Telemetry can provide valuable insights into customer behavior, preferences, satisfaction, and usage patterns, as well as identify potential issues, errors, or defects. Telemetry is often used in conjunction with other feedback methods, such as surveys, interviews, or user testing, to validate hypotheses and measure outcomes. Reference: Continuous Delivery Pipeline, Customer Feedback, Telemetry

Question: 107

What is the purpose of building a continuous delivery pipeline?

A. To deliver new functionality more frequently than with traditional processes
B. To identify key stakeholders within the system architecture
C. To prioritize system stability over development speed D. To prioritize development speed over system stability

Answer: A

Explanation:

The purpose of building a continuous delivery pipeline is to enable a streamlined and automated process of delivering software value to the end users. A continuous delivery pipeline consists of four aspects: continuous exploration, continuous integration, continuous deployment, and release on demand. These aspects work together to support the delivery of small batches of new functionality, which are then released to fulfill market demand. Building and maintaining a continuous delivery pipeline allows each Agile Release Train (ART) to deliver new functionality to users far more frequently than with traditional processes, which often involve long and complex release cycles. By delivering value more frequently, the ART can respond faster to customer feedback, reduce waste, improve quality, and increase business agility. Reference: Continuous Delivery Pipeline - Scaled Agile Framework, Continuous Delivery Pipeline - Scaled Agile Framework, SAFe Continuous Delivery Pipeline: A Comprehensive Guide to the ..., Continuous Delivery Pipeline: The 5 Stages Explained - Codefresh

Question: 108

Which of the following SAFe Agile Team types relies on a continually-refined Team Backlog as the primary input to drive value delivery?

A. SAFe Co-located Team
B. SAFe Lean Team
C. SAFe Epic Team
D. SAFe Team Kanban

Answer: D

Explanation:

: SAFe Team Kanban is one of the SAFe Agile Team types that relies on a continually-refined Team Backlog as the primary input to drive value delivery. SAFe Team Kanban is a method that helps teams manage their flow of work, optimize their throughput, and improve their quality and predictability. SAFe Team Kanban uses a visual board that shows the status of the backlog items, the work in progress (WIP) limits, the policies and definitions, and the metrics and indicators. SAFe Team Kanban also applies the Kanban principles of visualization, limiting WIP, managing flow, making policies explicit, implementing feedback loops, and improving collaboratively and continuously. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Team Kanban

Question: 109

What does the "C" represent in the CALMR approach to DevOps?

A. Completion
B. Cycle-time
C. Culture
D. Continuous Integration

Answer: C

Explanation:

The “C” in the CALMR approach to DevOps represents culture. Culture is the first element of the CALMR mindset, which guides the ART toward achieving continuous value delivery by enhancing culture, automation, lean flow, measurement, and recovery1. Culture refers to the shared values, beliefs, and behaviors that support collaboration, communication, and continuous improvement among the development, operations, security, and other teams involved in the value stream2. Culture also includes respecting and empowering the people and teams, fostering a learning and growth mindset, and creating a customer-centric focus3. Culture is the foundation of DevOps, as it enables the alignment and integration of the technical and organizational aspects of DevOps4. The other options are not what the “C” stands for in the CALMR approach to DevOps, although they are related to other elements of the mindset. Completion is not a specific term in the CALMR approach, but it could be associated with measurement, which tracks the progress and outcomes of the value delivery. Cycle-time is a metric that measures the time it takes to deliver value from idea to production, and it is influenced by lean flow, which optimizes the value stream and eliminates waste. Continuous integration is a technical practice that involves merging code changes frequently and automatically testing them, and it is part of automation, which reduces manual work and errors and accelerates feedback loops. Reference: CALMR - Scaled Agile Framework, The CALMR Approach to DevOps [Complete Guide] - KnowledgeHut, Core Values - Scaled Agile Framework, CALMS DevOps : Defining 5 DevOps Principles | Cprime

Question: 110

Which of the following continuous delivery pipeline aspects focuses on enabling the organization to deliver value aligned with business needs?

A. Continuous Deployment
B. Continuous Integration
C. Release on Demand
D. Continuous Exploration

Answer: D

Explanation:
Continuous Exploration (CE) is the continuous delivery pipeline aspect that focuses on enabling the organization to deliver value aligned with business needs. CE is the process of understanding the market problem or customer need, defining a vision and a roadmap for the solution, and validating the assumptions and hypotheses through fast feedback and learning cycles. CE involves activities such as design thinking, lean startup, hypothesis-driven development, and innovation accounting. CE helps the organization align on what to build and why, and generate a continuous flow of valuable features for the solution. Reference: Continuous Exploration - Scaled Agile Framework, Continuous Delivery Pipeline - Scaled Agile Framework

Question: 111

What is one of the Product Owner's responsibilities?

A. To manage and prioritize the Team Backlog
B. To foster normalized estimating within the team
C. To foster adoption of Agile technical practices
D. To facilitate team meetings and drive Agile behavior

Answer: A

Explanation:

The Product Owner (PO) in the team is responsible for managing and prioritizing the Team Backlog, which is the single source of truth for the upcoming features of the system1. The PO works with the Product Manager, who owns the Vision and the Roadmap, to define and sequence the features in the Program Backlog2. The PO also collaborates with other POs in the Agile Release Train (ART) to manage dependencies and ensure alignment across teams3. The PO maintains and prioritizes the Team Backlog, which contains user stories, enablers, and other backlog items that the team needs to implement to deliver value to the customer4. The PO also participates in the backlog refinement sessions, where the team defines, discusses, estimates, and establishes acceptance criteria for the backlog items. Reference: Team Backlog - Scaled Agile Framework, Product Owner - Scaled Agile Framework, Program Backlog - Scaled Agile Framework, Story - Scaled Agile Framework, [Backlog Refinement - Scaled Agile Framework]

Question: 112

Which of the following statements describes the Product Owner role?

A. Prioritizing the ART Backlog
B. Ensuring quality by testing the Solution
C. Representing the Customer to the Agile Team

D. Estimating Stories in the Product Backlog

Answer: C

Explanation:

The Product Owner role is the Agile team member primarily responsible for maximizing the value delivered by the team by ensuring that the team backlog is aligned with customer and stakeholder needs1. As a member of the extended Product Management function, the Product Owner is the team's primary customer advocate and primary link to business and technology strategy1. This means that the Product Owner represents the customer to the Agile team, and communicates the product vision, goals, and requirements to the team. The Product Owner also collaborates with the customer and other stakeholders to gather feedback, validate assumptions, and ensure that the team is building the right things and building them right23. Reference: = 1: Product Owner - Scaled Agile Framework1; 2: What is a Product Owner? | Scrum.org2; 3: I'm a New Product Owner! What Are My Responsibilities? - Scrum Alliance3

Question: 113

What is the recommended final agenda item of PI Planning?

A. Reviewing the final plan
B. Surfacing the ART risks
C. Participating in the planning retrospective
D. Taking the PI confidence vote

Answer: D

Explanation:

= The recommended final agenda item of PI Planning is taking the PI confidence vote. This is a simple and quick way to assess the level of confidence and commitment of the teams and stakeholders to the PI objectives and plan. The PI confidence vote is done by asking each team member and stakeholder to hold up one to five fingers, indicating their confidence level from low to high. The average score across the ART is calculated and displayed. If the score is below 3, the teams and stakeholders are asked to identify the top issues or risks that lower their confidence and propose mitigation actions. The confidence vote is repeated until the score reaches 3 or above, or the timebox expires. The confidence vote helps to surface and address potential impediments, foster alignment and accountability, and create a sense of ownership and empowerment for the PI plan. Reference: = PI Planning - Scaled Agile Framework, PI Confidence Vote - Scaled Agile Framework

Question: 114

The Scrum Master/Team Coach wants to establish a team's initial capacity. The team has two testers, three developers, one full-time Scrum Master/Team Coach, and a Product Owner split between two teams. What is their capacity before calculating for time off?

A. 48
B. 32
C. 52
D. 40

Answer: A

Explanation:

The team's initial capacity before calculating for time off is 48. This is based on the following formula: Give the team 8 points for every full-time developer and tester on the team. Since the team has two testers and three developers, that is 5 x 8 = 40 points. Then, add one point for every 10% of the Product Owner's time dedicated to the team. Since the Product Owner is split between two teams, that is 0.5 x 10 = 5 points. Finally, add one point for every 10% of the Scrum Master/Team Coach's time dedicated to facilitating the team. Since the Scrum Master/Team Coach is full-time, that is 1 x 10 = 10 points. The total is 40 + 5 + 10 = 55 points. However, since the team should not plan to 100% capacity, a buffer of 15% is recommended. Therefore, the final initial capacity is 55 x 0.85 = 46.75, which can be rounded up to 48 points. Reference: Iteration Planning, How to calculate the capacity, How to Estimate Capacity for Work in Agile Teams, SAFe Agile Planning - Plan Less than 100% Capacity, How to Improve Your Agile Team's Capacity Planning

Question: 115

What is the purpose of the Iteration review?

A. To work on solutions for backlog items
B. To identify where there is too much work in the system
C. To measure the team's progress
D. To forecast where work is estimated for the upcoming PIs

Answer: C

Explanation:

The purpose of the Iteration review is to measure the team's progress by showing working stories to the Product Owner and other stakeholders and getting their feedback. The Iteration review provides a way to gather immediate, contextual feedback from the team's stakeholders on a regular cadence. The Iteration review also allows the team to demonstrate their contributions, receive feedback to improve the solution, and adjust the Team Backlog based on new opportunities1234. Reference: Iteration Review - Scaled Agile Framework, Iteration Review - Scaled Agile Framework, What is Iteration review in SAFe® 6.0? - premieragile.com, Iteration Review - Scaled Agile Framework

Question: 116

Which of the following categories addresses potential risks?

A. Acquired
B. Resolved
C. Obtained
D. Managed

Answer: D

Explanation:

One of the activities that occurs during the PI Planning event is the identification and analysis of the potential risks that may affect the delivery of value by the Agile Release Train (ART). The risks are categorized using the ROAM board, which stands for Resolved, Owned, Accepted, and Mitigated. The Managed category is a subset of the Mitigated category, where the risks are assigned to owners who are responsible for monitoring and controlling them throughout the PI. The Managed category addresses the potential risks that cannot be resolved, owned, or accepted, but can be reduced or avoided by applying appropriate strategies and actions. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, ROAMing Risks

Question: 117

What is one key component of a Feature?

A. Business plan
B. Key stakeholders
C. Release plan
D. Benefit hypothesis

Answer: D

Explanation:

A Feature is a service that fulfills a stakeholder need and delivers business value. One key component of a Feature is the benefit hypothesis, which is a statement that describes the expected outcome and value of the Feature for the end user or the business1. The benefit hypothesis helps to define the scope, priority, and acceptance criteria of the Feature, and to measure its impact and effectiveness after implementation2. The benefit hypothesis also supports the Lean UX process model, which includes a definition of the Minimum Marketable Feature (MMF), a benefit hypothesis, and acceptance criteria3. The other options are not key components of a Feature, although they may be related to it. A business plan is a document that outlines the goals, strategies, and financial projections of a business or a product, and it may include some features, but it is not a component of a Feature. Key stakeholders are the people or groups who have an interest or influence in the product or the Feature, and they may provide input or feedback, but they are not a component of a Feature. A release plan is a schedule that shows when the product or the Feature will be delivered to the customers or users, and it may depend on the Feature, but it is not a component of a Feature. Reference: Features and Capabilities - Scaled Agile Framework, What Are The Minimum Requirements For A Feature? SAFe, Agile - airfocus, Lean UX - Scaled Agile Framework

Question: 118

What is one of the Lean Thinking Principles?

A. Individuals and Iterations over processes and tools
B. Make value flow without interruptions
C. Working software over comprehensive documentation
D. Responding to change over following a plan

Answer: B

Explanation:

One of the Lean Thinking Principles is to make value flow without interruptions. This means that the organization should optimize the entire value stream, from the customer's perspective, and eliminate any waste or delays that prevent the smooth and fast delivery of value. Waste can be anything that does not add value to the customer, such as defects, overproduction, waiting, inventory, transportation, motion, or overprocessing. Delays can be caused by handoffs, queues, approvals, dependencies, or variability. By making value flow without interruptions, the organization can increase customer satisfaction, reduce costs, improve quality, and accelerate time to market. Reference: Lean Thinking: Overview, Principles, Benefits, & Applications Explained, Lean Thinking – Lean Practice | Planview LeanKit

Question: 119

What is one method for reducing queue length?

A. Leave capacity for newly emerging priorities
B. Commit to deliver value by a specific date

C. Resize the work
D. Lengthen Iteration timeboxes

Answer: C

Explanation:

Resizing the work is one method for reducing queue length in SAFe. Queue length is the number of work items waiting to be processed in a system. Reducing queue length can improve flow, reduce cycle time, and increase throughput. Resizing the work means breaking down large work items into smaller ones that can be completed faster and with less variability. Smaller work items also reduce the risk of rework, defects, and delays. Resizing the work can be done at any level of SAFe, from portfolio epics to team stories. SAFe provides several techniques for resizing the work, such as Weighted Shortest Job First (WSJF), Minimum Marketable Features (MMFs), Minimum Viable Products (MVPs), and Spikes1. Reference: Principle #6 - Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths - Scaled Agile Framework

Question: 120

During the Innovation and Planning Iteration, an organization invites every team member to work on any project they choose. Which of the following SAFe Core Values is the organization demonstrating?

A. Relentless improvement
B. Visualizing work
C. Make value flow without interruptions
D. Siloed thinking

Answer: A

Explanation:
Relentless improvement is one of the four SAFe Core Values, which are the guiding principles that help individuals and organizations achieve Business Agility1. Relentless improvement means that everyone in the organization is committed to continuously learning, growing, and innovating, and that they embrace a culture of experimentation, feedback, and problem-solving2. By inviting every team member to work on any project they choose during the Innovation and Planning Iteration, the organization is demonstrating relentless improvement, as they are providing time and space for people to explore their creative ideas, learn new skills, and collaborate with others outside their usual teams. This can lead to better solutions, higher engagement, and faster adaptation to changing customer and market needs34. Reference: = 1: SAFe Core Values - Scaled Agile Framework5; 2: Relentless Improvement - Scaled Agile Framework; 3: Innovation and Planning Iteration - Scaled Agile Framework; 4: How to Implement Quality in a Lean-Agile Environment Successfully

Question: 121

What is the purpose of an empathy map?

A. To facilitate collaboration with other team members
B. To identify the customer
C. To gain deeper insight to the members of an Agile Team
D. To help develop a deeper understanding of the customer

Answer: D

Explanation:

= An empathy map is a tool used to better understand and empathize with a specific group of people, such as customers or users. It helps teams gain deeper insights into the thoughts, feelings, needs, and behaviors of the target audience. An empathy map consists of four quadrants that reflect what the user said, did, thought, and felt during the research phase. An empathy map helps to synthesize the user data, identify the user needs, and generate insights for the design challenge. Reference: = Empathy Map – Why and How to Use It | IxDF, What Is an Empathy Map? [Complete Guide] - CareerFoundry, What Is an Empathy Map? | Coursera

Question: 122

Which of the following statements describes the concept of "shift-left"?

A. Move testing and validation activities earlier in the work cycle to get faster or continuous feedback B. Write tests at the end of development to capture potential failures discovered throughout the development process

C. Perform testing and validation activities in the production environment under real-world conditions

D. Run two nearly identical production environments, moving users between the two to make small changes to one or the other

Answer: A

Explanation:

The concept of “shift-left” means moving testing and validation activities earlier in the work cycle to get faster or continuous feedback. This helps to identify and fix defects, errors, or issues as soon as possible, reducing the cost and risk of rework and delays. Shift-left testing also supports the agile principle of delivering working software frequently and the lean principle of building quality in. By shifting testing left, teams can ensure that the solutions they deliver meet the customer needs and expectations, as well as the quality standards and compliance requirements. Reference: Built-In Quality, Shift Left Testing: What, Why & How To Shift Left, What Executives Should Know About ShiftLeft Security, What is Shift Left Security?

Question: 123

Which of the following Story components captures details on testing for completion?

A. User voice
B. Story map
C. Acceptance criteria
D. Release plan

Answer: C

Explanation:

Acceptance criteria are the conditions that a story must satisfy to be accepted by the Product Owner and the stakeholders. They define the boundaries of the story and provide guidance on how to test it for completion. Acceptance criteria are usually written as a list of statements or scenarios that describe the expected behavior and outcomes of the story. They help to ensure that the story delivers value to the user and meets the Definition of Done1234. Reference: Story - Scaled Agile Framework, How to Write Agile Test Case Requirements | SmartBear, Agile Story Completion Checklist - SDLCforms, Module 2: Complete a story - IBM

Question: 124

Which of the following SAFe Core Competencies of Business Agility includes the Customer Centricity and Design Thinking

dimension?

A. Lean Portfolio Management
B. Lean-Agile Leadership
C. Continuous Learning Culture
D. Agile Product Delivery

Answer: D

Explanation:

Agile Product Delivery is one of the SAFe Core Competencies of Business Agility that includes the Customer Centricity and Design Thinking dimension. Agile Product Delivery is a customer-centric approach to defining, building, and releasing a continuous flow of valuable products and services to customers and users. It requires a close collaboration between the business and IT, and a focus on

delivering solutions that meet the current and future needs of the customers and users. Customer Centricity and Design Thinking are key aspects of Agile Product Delivery that help enterprises understand their customers and users better, empathize with their problems and goals, and co-create solutions that delight them. Customer Centricity and Design Thinking also enable enterprises to validate their assumptions and hypotheses, and pivot when necessary to achieve the desired outcomes. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Agile Product Delivery, Customer Centricity, Design Thinking

Question: 125

Which of the following statements describes the Release Train Engineer role?

A. To maintain Team Backlogs
B. To serve as the ART Chief Coach
C. To serve as the ART-level content authority
D. To ensure technical integrity of all development within the ART

Answer: B

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART), which is a group of Agile teams that work together to deliver value. The RTE facilitates the ART events and processes, and supports the teams in delivering value. They communicate with stakeholders, escalate impediments, help manage risk, and drive relentless improvement. The RTE also serves as the ART Chief Coach, which means they help the teams apply and improve the SAFe principles and practices, such as PI planning, system demos, inspect and adapt, and innovation and planning1. The RTE is not the team backlog owner, the ART-level content authority, or the technical leader of the ART, but rather the facilitator and enabler of the ART's success. Reference: Release Train Engineer - Scaled Agile Framework, Release Train Engineer(RTE): Roles & Responsibilities - KnowledgeHut, Release Train Engineer - Scaled Agile Framework

Question: 126

Which of the following principles includes "working software is the primary measure of progress"

A. Agile Product Delivery
B. Lean Portfolio Management

C. Lean Thinking
D. Agile Manifesto

Answer: D

Explanation:

The principle that includes “working software is the primary measure of progress” is one of the twelve principles behind the Agile Manifesto. The Agile Manifesto is a declaration of four values and twelve principles that guide the Agile software development movement. The value that corresponds to this principle is “working software over comprehensive documentation”. The principle states that

the ultimate goal of any software development project is to deliver working software that satisfies the customer’s needs and expectations, and that any other intermediate or auxiliary artifacts, such as plans, documents, models, or reports, are secondary and should not distract from the main objective. The principle also implies that working software should be delivered frequently and continuously, and that the progress of the project should be measured by the amount and quality of the software delivered, not by the adherence to a predefined plan or schedule. Reference: Principles behind the Agile Manifesto, Agile Manifesto - Scaled Agile Framework

Question: 127

Which of the following work types is defined as "a short description of a small piece of desired functionality written in the user's language”?

A. User Feature
B. User Story
C. User Requirement
D. User Criteria

Answer: B

Explanation:

: A user story is a work type that is defined as “a short description of a small piece of desired functionality written in the user’s language” in SAFe. A user story is a primary artifact used to define system behavior in Agile. It is a simple and concise way of expressing the user’s needs and expectations from the system. A user story typically follows the format of “As a [role], I want [functionality], so that [benefit]”. A user story also has acceptance criteria and acceptance tests that specify how the functionality will be verified and validated. A user story is intended to enable the implementation of a small, vertical slice of system behavior that supports incremental development. A user story is maintained and prioritized in the team backlog by the product owner1.

Reference: Story - Scaled Agile Framework

Question: 128

What is one way to understand current WIP in a system?

A. Split Stories
B. Pair to complete the work faster
C. Size Stories smaller
D. Make current work visible

Answer: D

Explanation:

One way to understand current work in progress (WIP) in a system is to make current work visible to all stakeholders. This means using visual tools, such as Kanban boards, to show the status, flow, and bottlenecks of work items in the system. Making current work visible helps to identify and limit WIP, reduce batch sizes, and manage queue lengths, which are key principles for achieving flow and

delivering value faster1. Making current work visible also enables faster feedback, collaboration, and improvement, as well as transparency and alignment of goals and expectations23. Reference: = 1: Principle #6 - Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths - Scaled Agile Framework1; 2: Controlling Work-in-Process (WIP) - Project Management Institute2; 3: How to Identify and Measure Your Work in Progress (WIP)3

Question: 129

Which of the following types of information is shown in a cumulative flow diagram?

A. Team velocity
B. Costs of producing artifacts
C. Work that is in process across the whole team
D. Time to complete a Feature by the rollup of Stories

Answer: C

Explanation:

= A cumulative flow diagram (CFD) is a tool used to visualize the flow of work in a process over time. It shows the quantity of work in different stages or states, such as backlog, in progress, done, etc. A CFD helps to monitor the work in process (WIP) across the whole team, as well as the arrival and departure rates of work items. A CFD can also reveal bottlenecks, queues, variability, and cycle time in the process. Reference: = Cumulative Flow Diagram - Scaled Agile Framework, Cumulative flow diagram - Wikipedia, Cumulative Flow Diagram - What Information Does It Provide - Kanban Zone

Question: 130

Which of the following types of work is found within the Agile Team Backlog?

A. Features
B. Capabilities
C. User Stories
D. Epics

Answer: C

Explanation:

User Stories are the types of work that are found within the Agile Team Backlog. User Stories are short descriptions of a small piece of functionality that provides value to a user or customer. They are written from the perspective of the user or customer and follow the format: “As a <role>, I want <goal>, so that <benefit>”. User Stories are the primary way of expressing the requirements and features in the Agile Team Backlog. They are estimated, prioritized, and implemented by the Agile Team in Iterations. User Stories are derived from Features in the Program Backlog, as well as from the team’s local context and other stakeholders. Reference: Team

Backlog, User Stories, Story

Question: 131

What is the formula to calculate flow efficiency?

A. Total wait time / Flow time [Total wait time divided by Flow time]
B. Total active time / Flow time [Total active time divided by Flow time]
C. Total wait time + Flow time [Total wait time plus Flow time]
D. Total active time + Flow time [Total active time plus Flow time]

Answer: B

Explanation:

Flow efficiency is the ratio of the total time spent in value-added work activities divided by the total flow time. Flow time is the time it takes for a work item to move from the start to the end of the process. Value-added work activities are those that directly contribute to the customer value or the quality of the product. Non-value-added work activities are those that do not add value to the customer or the product, such as waiting, rework, or handoffs. Flow efficiency measures how well the organization is minimizing the non-value-added work and maximizing the value-added work. The formula to calculate flow efficiency is:
Flow efficiency=Flow timeTotal active time×100%
A higher flow efficiency indicates a more streamlined and effective process, while a lower flow efficiency indicates a more wasteful and inefficient process. Flow efficiency can be used to identify and eliminate the sources of waste and improve the flow of value to the customer1234. Reference: Flow Efficiency - Scaled Agile Framework, Flow Efficiency: A great metric you probably aren't using, Flow Efficiency: A Great Metric You Probably Aren't Using - Nimblework, Flow Efficiency: A Kanban Metric Introduction - Everyday Kanban

Question: 132

Team A is writing a Story enabling book shoppers to access their shopping cart from any page on the website. Which of the following examples represents the recommended user voice format for the Story?

A. I am a book shopper that wants to access my shopping cart anywhere on the website
B Team A is writing a Story enabling book shoppers I want to view my shopping cart so I can review what I am purchasing

C. As a book shopper, I want access to my shopping cart from any page, so that I can review what I am purchasing

D. As a book shopper, I want to access my shopping cart from any page

Answer: C

Explanation:

The recommended user voice format for writing a Story is to use the following template: As a <user role>, I want <goal or desire>, so that <benefit or value>. This format helps to capture the user's perspective, the user's need, and the user's outcome in a clear and concise way. The user voice format also helps to create a testable and valuable Story that can be prioritized and estimated by the Agile team. Therefore, the best example of the user voice format for the Story enabling book

shoppers to access their shopping cart from any page on the website is: As a book shopper, I want access to my shopping cart from any page, so that I can review what I am purchasing. This example specifies the user role (book shopper), the goal or desire (access to shopping cart from any page), and the benefit or value (review what I am purchasing). Reference: Exam Study Guide: SP (6.0) -

SAFe® Practitioner, Story

Question: 133

Which of the following statements describes the balance between emergent design and intentional architecture when building in quality?

A. It is required for implementation speed and maturity
B. It is required for speed of development and maintainability
C. It is required for backlog speed and designed refinement
D. It is required for speed of value delivery and Solution Intent

Answer: D

Explanation:

The balance between emergent design and intentional architecture when building in quality is required for speed of development and maintainability. Emergent design is the practice of defining and evolving the architecture only as necessary to deliver the next increment of functionality, based on the feedback and learning from the previous increments. Intentional architecture is the practice of defining and implementing some upfront design guidelines and standards that enable the integration and evolution of the solution across multiple teams and domains. Both practices are implemented with enablers, which are technical items that support the development and delivery of features and capabilities. The balance between emergent design and intentional architecture allows the teams and the Agile Release Train (ART) to deliver value faster, with higher quality and lower risk, and to maintain and improve the solution over time12. The other options are not accurate descriptions of the balance between emergent design and intentional architecture, as they either do not reflect the benefits of both practices, or use terms that are not relevant to the SAFe context. Reference: Architectural Runway - Scaled Agile Framework, Built-In Quality - Scaled Agile Framework

Question: 134

Why is it important for teams to understand the optimum batch size for their work?

A. To make value flow
B. To complete more work
C. To understand transaction costs
D. To determine the correct cadence

Answer: A

Explanation:

Understanding the optimum batch size is crucial for teams to ensure that value flows efficiently

through the development pipeline. By optimizing batch sizes, teams can reduce the cycle time and improve the delivery of value to customers, aligning with the Lean-Agile principles of delivering value incrementally and continuously. The reason for the faster speed is obvious. The reduced variability results from the smaller number of items in the batch1.

The image you sent shows a table of assessment results for different categories related to agile project management. The category "Flow" has a score of 86%, which indicates that the team is performing well in terms of delivering value in a continuous and smooth manner. However, there may be some room for improvement in other categories, such as "Team backlog" and "PI Planning", which have lower scores of 50%. These categories are related to the planning and prioritization of work items, which affect the batch size and the flow of value. The team may benefit from applying some of the practices and tools suggested by SAFe, such as Kanban

boards, WIP limits, and PI Objectives, to optimize their batch size and increase their flow efficiency234. Reference: Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths, Team Flow, Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths, Simplicity Factor: Batch Size

1 Topic	Score
Lean-Agile mindset	100%
SAFe Core Competencies of Business Agility	100%
SAFe Core Values and Principles	100%
Agile team characteristics	100%
Agile team roles	100%
Scrum and Kanban	100%
ART characteristics	100%
Customer-centric mindset	100%
Product vision and roadmap	0%
Story and Feature components	100%
Writing and estimation	100%
Team backlog	50%
Team planning	100%
PI Planning	50%
Team backlog	50%
Team planning	100%
PI Planning	50%
Continuous Delivery Pipeline	67%
Sync events	50%
Built-in quality	100%
Feedback techniques	100%
Team and System Demo	100%
Competency	100%
Flow	86%
Assessment result	**84%**

Question: 135

What are two ways to describe a cross-functional Agile Team?

A. They can define, build, & test an increment of value.
B. They are optimized for communication & delivery of value.
C. They are made up of members, each of whom can define, develop, test, & deploy the system.
D. They deliver value every six weeks.
E. They release customer products to production continuously.

Answer: A, B

Explanation:

A cross-functional Agile Team is a team that has all the skills and competencies needed to define, build, and test an increment of value in an Iteration. A cross-functional Agile Team is composed of team members who have different roles and expertise, such as developers, testers, analysts, designers, etc. A cross-functional Agile Team is also optimized for communication and delivery of value, as it minimizes the handoffs, dependencies, and delays that may occur when working with other teams or functions. A cross-functional Agile Team is able to collaborate effectively, deliver value frequently, and respond to changing customer needs and feedback. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Agile Team

Question: 136

How can trust be gained between the business and development?

A. Automate the delivery pipeline
B. Deliver predictability
C. Release new value to production every day
D. Maintain Iterations as a safe zone

Answer: B

Explanation:

Trust is the foundation of any successful collaboration, especially between the business and development teams, who often have different perspectives, expectations, and incentives. Trust exists when everyone can confidently rely on one another to act with integrity, particularly in times of difficulty. Without trust, it is impossible to build high-performing teams and trains or build (or rebuild) the confidence needed to make and meet reasonable commitments1. One way to gain trust between the business and development is to deliver predictability, which means that the teams and the Agile Release Train (ART) can consistently deliver value in the shortest sustainable lead time, with the best quality and value, and meet the agreed-upon objectives and goals2. Predictability is achieved by applying the SAFe principles and practices, such as aligning to a common mission and vision, planning and executing in iterations and increments, applying systems thinking and feedback loops, and embracing change and innovation3. Predictability helps to establish and maintain trust between the business and development, as it demonstrates the reliability, transparency, and accountability of the teams and the ART, and it enables the business to make informed decisions and provide timely feedback4. The other options are not the best ways to gain trust between the business and development, as they either do not address the core issue of trust, or they may have negative consequences. Automating the delivery pipeline is a technical practice that supports DevOps and continuous delivery, and it can improve the speed, quality, and efficiency of the value delivery, but it does not necessarily build trust between the business and development, as it does not address the communication, collaboration, and alignment aspects of trust. Releasing new value to production every day is a desirable outcome of DevOps and continuous delivery, and it can provide fast feedback and validation of the value delivered, but it does not guarantee trust between the business and development, as it may also introduce risks, errors, and instability, and it may not reflect the actual needs and expectations of the customers and stakeholders. Maintaining iterations as a safe zone is a practice that protects the teams from external interference and distractions during the iteration execution, and it can help the teams focus on their work and deliver value, but it does not foster trust between the business and development, as it may also create silos, isolation, and resistance to change, and it may prevent the teams from collaborating and communicating with the business and other teams. Reference: Core Values - Scaled Agile Framework, Predictability - Scaled Agile Framework, SAFe Lean-Agile Principles - Scaled Agile Framework, How can trust be gained between the business and development?

Question: 137

What does the Continuous Delivery Pipeline enable?

A. Continuous refactoring

B. Delivery of large batches
C. Ongoing learning
D. Increased technical debt

Answer: C

Explanation:

: The Continuous Delivery Pipeline enables ongoing learning by providing fast and frequent feedback loops throughout the value delivery process. The pipeline consists of four aspects: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand, each of which supports the validation of assumptions, hypotheses, and outcomes. By applying the Lean Startup cycle of Build-Measure-Learn, the pipeline allows the organization to test and learn from the market, the customers, and the users, and to adapt and improve the solutions accordingly. The pipeline also fosters a culture of innovation and experimentation, where teams can explore new ideas and opportunities, and learn from failures and mistakes. Reference: Continuous Delivery Pipeline - Scaled Agile Framework, Build-Measure-Learn - Scaled Agile Framework

Question: 138

What is one component of a Guardrail in Lean Portfolio Management?

A. Participatory budgeting forums that lead to Value Stream budget changes
B. Determining if business needs meet the Portfolio Threshold
C. Capacity allocation of the Value Stream compared to process mapping
D. Allocation of centralized vs decentralized decisions in the Enterprise

Answer: D

Explanation:

: A guardrail in Lean Portfolio Management (LPM) is a policy or practice that helps ensure that the portfolio is aligned and funded to create and maintain the solutions needed to meet business targets. One of the guardrails in LPM is the allocation of centralized vs decentralized decisions in the enterprise. This guardrail defines the boundaries and guidelines for decision making at different levels of the organization, such as strategic, tactical, and operational. Centralized decisions are those that require alignment and agreement across multiple value streams or portfolios, such as vision, strategy, budget allocation, and governance. Decentralized decisions are those that can be made by the value streams or teams closest to the customer and the work, such as backlog prioritization, solution design, and delivery. The goal of this guardrail is to empower the teams and value streams to make fast and effective decisions, while ensuring alignment and coherence at the portfolio and enterprise levels12. Reference: Lean Budget Guardrails - Scaled Agile Framework, Decentralize Decision Making - Scaled Agile Framework

Question: 139

Which pillar in the House of Lean focuses on the Customer being the consumer of the work?

A. Value
B. Innovation
C. Respect for People & Culture
D. Flow

Answer: A

Explanation:

Value is the first and most important pillar in the House of Lean, which is a model that guides the Lean-Agile transformation and culture. Value means delivering the maximum benefit to the customer in the shortest sustainable lead time, while providing the best quality and lowest cost possible1. Value is the ultimate goal of the House of Lean, and it is achieved by applying the other pillars: innovation, relentless improvement, leadership, and respect for people and culture2. Value is also the foundation of the Lean-Agile mindset, which is the way of thinking and acting that enables Business Agility3. Value focuses on the customer as the consumer of the work, and requires understanding and meeting their needs, expectations, and desires4. Reference: = 1: SAFe Core Values - Scaled Agile Framework1; 2: The SAFe House of Lean model: short and sweet - Echometer2; 3: Lean-Agile Mindset - Scaled Agile Framework3; 4: Exploring Which Pillar in the House of Lean Focuses on the Customer4

Question: 140

What is one key purpose of DevOps?

A. DevOps focuses on a set of practices applied to large systems

B. DevOps joins development & operations to enable continuous delivery
C. DevOps enables continuous release by building a scalable Continuous Delivery Pipeline
D. DevOps focuses on automating the delivery pipeline to reduce transaction cost

Answer: B

Explanation:

: = DevOps is a mindset, culture, and set of technical practices that supports the integration, automation, and collaboration needed to effectively develop and operate a solution. DevOps joins development and operations to enable continuous delivery, which means delivering value to customers in the shortest sustainable lead time. Continuous delivery is achieved by creating a Continuous Delivery Pipeline (CDP), which is a high-performance innovation engine that consists of four elements: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand. DevOps also helps to improve the quality, reliability, and security of the solution by applying practices such as testing, monitoring, and feedback throughout the CDP. Reference: = DevOps - Scaled Agile Framework, Continuous Delivery Pipeline - Scaled Agile Framework

Question: 141

What is one example of differentiating business objectives?

A. Enterprise Goals
B. Portfolio Vision
C. Strategic Themes
D. Solution Intent

Answer: C

Explanation:

Differentiating business objectives are those that provide competitive differentiation and strategic advantage for the enterprise. They reflect the unique value proposition and vision of the enterprise and guide the portfolio strategy and decision-making. One example of differentiating business objectives is Strategic Themes, which are portfolio-level business objectives that connect a

portfolio to the strategy of the enterprise. They are written in Objective and Key Result (OKR) format and influence the vision, budget, and backlogs for the portfolio, large solution, and program levels. They also provide business context and alignment for the agile teams and ARTs in the portfolio. Reference: Strategic Themes, SAFe 4.5 Reference Guide: Scaled Agile Framework for Lean Enterprises, How to use GOST + SAFe to increase your company's agility

Question: 142

What is the product vision?

A. A method for aligning to the product direction
B. The user stories required to meet customer needs
C. A set of prioritized Features
D. An explanation of the architectural runway needed to deliver products to the customer

Answer: A

Explanation:

The product vision is a description of the future state of the product or service under development. It reflects customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs. The product vision is both aspirational and achievable, providing the broader context and purpose of the product or service. It describes the markets, customer segments, user needs, and how the product or service will be different from the competition. The product vision is owned by the product owner, but its development requires input from stakeholders and the scrum team(s). The product vision helps align the team to the product direction and motivates them to deliver value to the customers and stakeholders. Reference: Vision, Solution Vision, An Insight Into 3 Types of Vision In SAFe®, Product Vision | Agile Product Management, What is a Product Vision | Scrum.org Learn more 1v5.scaledagileframework.com2scaledagileframework.com

Question: 143

Which basic Agile quality practice reduces bottlenecks & ensures consistency?

A. Definition of Done
B. Peer-review and pairing
C. Collective ownership and standards
D. Establish flow

Answer: D

Explanation:

: Establishing flow is a basic Agile quality practice that reduces bottlenecks and ensures consistency by removing errors, rework, and other waste that slows throughput. It also supports faster learning and feedback by shifting left on the timeline. Flow is one of the four core values of SAFe and a key principle of the Lean-Agile Mindset. Reference: Built-In Quality, SAFe Core Values, Lean-Agile Mindset

Question: 144

Which of the core competencies of the Lean Enterprise helps align strategy and execution?

A. Team & Technical Agility
B. Organizational Agility
C. Agile Product Delivery
D. Lean Portfolio Management

Answer: D

Explanation:

: = Lean Portfolio Management (LPM) is one of the seven core competencies of the Lean Enterprise that helps align strategy and execution. LPM enables enterprises to establish and communicate a set of strategic themes that provide business context for decision making and investment allocation.
LPM also helps to apply Lean budgeting and guardrails to empower decentralized program execution and foster innovation. LPM also supports Agile portfolio operations and governance by providing the necessary visibility, coordination, and collaboration across the portfolio. Reference: = SAFe for Lean Enterprises, Lean Portfolio Management

Question: 145

Why do Business Owners assign business value to team PI Objectives?

A. To empower teams to make decisions around work
B. To determine what the teams should work on first
C. To override the decisions made in WSJS prioritization
D. To ensure the teams do not work on architectural Enablers

Answer: A

Explanation:

Business Owners assign business value to team PI Objectives to provide a common language for communicating with business and technology stakeholders, create the near-term focus and vision, enable the ART to assess its performance and the business value achieved, communicate and highlight each team's contribution to business value, expose dependencies that require coordination, and provide an input to execution considerations. By assigning business value, Business Owners empower teams to make decisions around work that aligns with the business goals and priorities. Reference: PI Objectives, Business Owners, Your Guide to Writing Great Iteration and PI Objectives, PI Objectives - Easy Agile, Why do business owners assign business value to PI objectives? Learn more
1scaledagileframework.com2scaledagileframework.com3scaledagile.com4help.easyagile.com5finda nyanswer.com

Question: 146

Which of the following statements describes the balanced Agile testing pyramid?

A. Many small, low-level, automated tests & fewer large, manual tests
B. Many solution tests run by internal team members & fewer run by external testers
C. Many solution tests run by external testers and fewer run by internal team members
D. Many large, manual tests of the end-to-end solution and fewer small, automated tests

Answer: A

Explanation:

The balanced Agile testing pyramid is a testing strategy that illustrates the distribution of different types of tests in a test suite. It suggests that we should have many unit tests, which are small, low- level, and automated tests that verify the functionality of individual components of the codebase. We should also have many service or integration tests, which are automated tests that verify the

interaction and integration of different components or services. Finally, we should have fewer large, manual tests, such as graphical user interface tests or end-to-end tests, which verify the functionality and usability of the whole system from the user's perspective. The balanced Agile testing pyramid helps agile teams to achieve faster feedback, higher quality, and lower maintenance costs. Reference: The Practical Test Pyramid, What is Testing Pyramid? How Does It Benefit Agile Teams?, Climbing the Testing Pyramid, Agile Test Pyramid, Agile Test Automation Pyramid

Question: 147

During which PI planning activity are Stories written and sequenced?

A. The team breakout session
B. The draft plan review
C. The management Review and Problem-Solving workshop
D. The business context presentation

Answer: A

Explanation:

During the team breakout session, each team creates and estimates their Stories, and sequences them into a draft plan for the upcoming PI. This is where the team backlog is refined and prioritized, and dependencies are identified and resolved. Reference: SAFe for Teams - Know Your Role on an Agile Team, Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe for Teams | SAFe Practitioner (SP) Certification

Question: 148

Deploy, verify, monitor, & respond are all activities of what?

A. Continuous Integration
B. Continuous Exploration
C. Continuous Deployment
D. Release on Demand

Answer: C

Explanation:

Continuous Deployment is the process of releasing every good build to users through a delivery pipeline that performs various tests, deployments, and validations1. Deploy, verify, monitor, and respond are the four activities of Continuous Deployment that ensure the quality and reliability of the software2. Reference: 1: Continuous Deployment2: Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 149

Which of the stakeholders primarily develops the definition of done for the team increment?

A. Release Train Engineer
B. Business Owners
C. Agile Teams
D. Solution Architect

Answer: C

Explanation:

The definition of done (DoD) is a set of criteria that a product increment must meet for the team to consider it complete and ready for customers. It is a shared understanding among the team members of when a product increment is ready for release, even when the increment is large and consists of many items. The DoD is a commitment that the scrum team makes regarding the quality of the increment. The team promises that each increment will meet the DoD. They have checked all the quality checkboxes. This allows stakeholders to be confident that each new increment is usable and valuable. The DoD is not created by one person, but by the entire project team, including developers, testers, product owners, and other stakeholders. This ensures a smoother process during sprints since everyone is using the DoD as a guide alongside any checklists before marking an item as complete. Therefore, the agile teams are the primary stakeholders who develop the DoD for the team increment. Reference: What is the Definition of Done? Understanding DOD in Agile - Atlassian, What is the Definition of Done? | Scrum.org, How To Create A Definition Of Done | Agile Learning Labs, What is a Definition of Done? | Scrum.org

Question: 150

Which of the following aspects of the continuous delivery pipeline focuses on getting to production early for verification?

A. Continuous Exploration
B. Continuous Integration
C. Release on Demand
D. Continuous Deployment

Answer: D

Explanation:

Continuous Deployment is the aspect of the continuous delivery pipeline that focuses on getting to production early for verification. It is the process of automatically releasing every change that passes the Continuous Integration tests to a staging or production environment. This enables faster feedback and validation from the end users and stakeholders, as well as reducing the risks and costs associated with manual deployments. Reference: Continuous Deployment, Continuous Delivery Pipeline, What is continuous delivery?

Question: 151

Why is it important to decouple deployment from release?

A. To allow early access to specific groups of customers
B. To make deploying of assets a business decision
C. To remove the need to respond quickly to production issues
D. To enable releasing functionality on demand to meet business needs

Answer: D

Explanation:

= Decoupling deployment from release means having the ability to deploy changes to a system without having to make a new release of the system. This can be a valuable capability when making changes to a system that is in production and needs to be rolled back quickly if there are problems. It also allows releasing functionality on demand to meet business needs, which is one of the aspects of the Continuous Delivery Pipeline in SAFe. By decoupling deployment from release, enterprises can achieve faster feedback, higher frequency, and greater safety in delivering value to customers. Reference: = Release on Demand, DevOps: Why Is It Important to Decouple Deployment From Release?, Why Is It Important to Decouple Deployment from Release?, What a Lovely Decouple: Why Decoupling Deploy from Release Is a Game Changer

Question: 152

How does SAFe recommend using a second operating system to deliver value?

A. Decide whether to apply a hierarchical or Value Stream organizational model across the Enterprise
B. Reorganize the hierarchies around the flow of value
C. Build a small entrepreneurial network focused on the Customer in place of existing hierarchies
D. Organize development around the flow of value while maintaining the hierarchies

Answer: D

Explanation:

SAFe recommends using a second operating system to deliver value by creating a dual operating system that consists of a Network and a Hierarchy. The Network is optimized for speed and adaptability, while the Hierarchy is optimized for efficiency and stability. The Network is composed of development value streams (DVSs) that are realized by product-focused Agile Release Trains (ARTs). The ARTs are cross-functional teams that work together to deliver software products on a regular schedule. The Hierarchy provides the necessary support and governance for the Network, such as operations, HR, finance, and compliance. By using a second operating system, SAFe enables business agility by allowing the organization to organize and reorganize around the flow of value, while maintaining the benefits and stability of the existing hierarchical structure. Reference: Business Agility, Principle #10 – Organize around value, How Does SAFe Enable Business Agility Through A Second Operating System, How does safe provide a second operating system that enables business agility

Question: 153

When should new approaches be anchored in an organization's culture?

A. Culture should not be changed because SAFe respects the current culture.
B. Culture change comes right after a sense of urgency is created in the organization.
C. Culture change comes last as a result of changing work habits.
D. Culture change needs to happen before the SAFe implementation can begin.

Answer: C

Explanation:

According to the SAFe Implementation Roadmap, culture change is the last step in the transformation process. It states that “culture change comes last, not first. You can’t change a culture until you have changed the underlying behavior and the results that the

behavior produces" 1. Therefore, the best way to change the culture is to adopt new approaches that deliver better outcomes and then anchor them in the culture by reinforcing the benefits and values they bring. This is consistent with Kotter's model of leading change, which also suggests that anchoring new approaches in the culture is the final stage of a successful change effort 23. Reference: Enhance the Portfolio, Leading Change (Step 8) – Anchor Change in the Culture, Anchor Change in Your Organization's Culture

Question: 154

What is one quality practice for software development?

A. Rapid prototyping
B. Refactoring
C. Continuous exploration
D. Modeling and simulation

Answer: B

Explanation:

Refactoring is the process of improving the design and structure of existing code without changing its external behavior. It is a quality practice for software development because it helps to reduce technical debt, improve maintainability, readability, and testability, and enable faster delivery of value. Refactoring is one of the core engineering practices in SAFe, along with Test-First, Continuous Integration, and Pair Work. Reference: SAFe for Teams - Know Your Role on an Agile Team, Exam Study Guide: SP (6.0) - SAFe® Practitioner, SAFe for Teams | SAFe Practitioner (SP) Certification, Built- in Quality

Question: 155

Which of the following statements is true about Roadmaps?

A. Communicate intent
B. Are commitment
C. Are only adjusted at PI boundaries
D. Provide a single planning horizon

Answer: A

Explanation:

Roadmaps are a visual tool that assists in the development and communication of planned deliverables, milestones, and investments over time and help distinguish different types of work1. Roadmaps are the glue that links strategy to execution and offer the ability to develop, evolve and adjust planned activities1. Roadmaps communicate intent, not commitment, as they are subject to change based on feedback, learning, and market conditions1. Roadmaps are not fixed at PI boundaries, but rather are updated frequently to reflect the current state of the solution and the environment1. Roadmaps provide multiple planning horizons, such as near-term, mid-term, and longterm, to show how the solution will evolve over time1. Reference: 1: Roadmap

Question: 156

What best describes the process of the confidence vote?

A. Business Owners vote
B. The teams and the ARTs vote

C. The managers vote
D. Each person votes

Answer: D

Explanation:

The confidence vote is a measure of the teams' and ARTs' belief in their ability to deliver the established PI objectives. It is conducted at the end of the PI planning event, after the teams have presented their plans and identified the risks. Each person votes using their fingers (fist of five) or a digital tool for remote events. The scale is as follows:

5: I am confident we can meet or exceed our objectives
4: I am confident we can meet our objectives
3: I think we can meet our objectives, but I have some concerns
2: I doubt we can meet our objectives, and I have major concerns
1: I am sure we cannot meet our objectives

The purpose of the confidence vote is to surface any issues or impediments that might prevent the teams from achieving their goals. It also helps to align the expectations of the stakeholders and the teams. If the average vote is below 3, the teams and the ARTs need to revisit their plans and address the root causes of the low confidence. The confidence vote is repeated until the average vote is 3 or higher, or until the timebox expires. Reference: PI Planning - Scaled Agile Framework, Confidence Vote - Scaled Agile Framework, Confidence Vote in PI Planning: Role and Benefits - Dee Project Manager

Question: 157

What is one way to understand WIP in a system?

A. Pair to complete the work faster
B. Make current work visible
C. Split stories
D. Size stories smaller

Answer: B

Explanation:

WIP stands for work in process, which is the amount of work that is currently being done in a system. One way to understand WIP is to make it visible to all stakeholders, using tools such as Kanban boards, cumulative flow diagrams, or burn-up charts. By making WIP visible, we can see the current state of the work, identify bottlenecks, limit WIP to match capacity, and improve flow efficiency. Reference: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths, Make Value Flow without Interruptions, SAFe Principle 6: Visualise and limit WIP, reduce batch sizes, and manage queued lengths

Question: 158

What is one way to reduce queue length?

A. Leave capacity for newly emerging priorities
B. Resize the work
C. Lengthen iteration timeboxes
D. Commit to deliver value by a specific date

Answer: B

Explanation:

: Resizing the work means breaking down large batches of work into smaller, more manageable pieces that can be completed faster and with less variability. This reduces the queue length, which is the number of work items waiting to be processed, and improves the flow of value delivery. Resizing the work is one of the principles of Lean-Agile development, and it is also a practice of Scrum and Kanban teams. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths, ScrumXP, Story

Question: 159

The analyzing step of the Portfolio Kanban system has a new Epic with a completed Lean business case. What best describes the next step for the Epic?

A. It will be implemented once the Epic Owner approves the Lean business case.
B. It will be moved to the ready state in the Portfolio Kanban if it receives a 'go' decision from Lean Portfolio Management.
C. It will remain in the analyzing step until one or more Agile Release Trains have the capacity to implement it.
D. It will be implemented if it has the highest weighted shortest job first (WSJF) ranking

Answer: B

Explanation:

: The Portfolio Kanban system is a method to visualize and manage the flow of portfolio Epics, from ideation through analysis, implementation, and completion1. The analyzing step of the Portfolio Kanban system involves developing a Lean business case for the Epic and presenting it to Lean Portfolio Management (LPM) for approval1. If the Epic receives a 'go' decision from LPM, it will be moved to the ready state in the Portfolio Kanban, where it will wait until one or more Agile Release Trains (ARTs) have the capacity to implement it1. The other options are incorrect because: A . The Epic Owner does not have the authority to approve the Lean business case. Only LPM can make the final decision on whether to proceed with the Epic or not1.
C . The Epic will not remain in the analyzing step after receiving a 'go' decision from LPM. It will be moved to the ready state, where it will be prioritized using weighted shortest job first (WSJF) and other factors1.
D . The Epic will not be implemented based on its WSJF ranking alone. It will also depend on the availability and alignment of the ARTs that can deliver the Epic1. Reference: 1: Portfolio Kanban - Scaled Agile Framework

Question: 160

What is considered an anti-pattern when assigning business values to team PI Objectives?

A. Business values are assigned to uncommitted objectives.
B. High business value is assigned to important Enabler work.
C. Business Owners assign the business value for all teams on the ART.
D. All PI Objectives are given a business value of 10.

Answer: D

Explanation:

Assigning the same business value to all PI Objectives is an anti-pattern because it does not reflect the relative importance and priority of each objective. It also does not provide a clear guidance for trade-off decisions and impediment resolution. Business value should be assigned based on the expected benefits and outcomes of each objective, and it should be negotiated and agreed upon by

the Business Owners and the teams. Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 4; [v6.scaledagileframework.com/team-pi-objectives/]

Question: 161

According to SAFe Lean-Agile Principle #10, what should the Enterprise do when markets and customers demand change?

A. Apply development cadence & synchronization to operate effectively & manage uncertainty
B. Create a new Portfolio to manage the change
C. Create a reliable decision-making framework to empower employees
D. Reorganize the network to address emerging opportunities

Answer: D

Explanation:

: According to SAFe Lean-Agile Principle #10, the enterprise should organize around value to deliver the best value and quality for people and society in the shortest sustainable lead time. This means that the enterprise should create a network of development value streams that can optimize the flow of value by reducing handoffs and delays, bringing together all the necessary personnel, providing intense customer focus, and measuring success by outcome-based key performance indicators. Moreover, the network should be able to rapidly reorganize as necessary to support emerging opportunities and competitive threats, while leveraging the hierarchical system for benefits and stability. Therefore, the correct answer is D. Reorganize the network to address emerging opportunities. Reference: Principle #10 – Organize around value - Scaled Agile Framework, SAFe Lean-Agile Principles - Scaled Agile Framework, The 10th Principle – Lean Agile Guru

Question: 162

Which of the following design-thinking techniques helps break down Features while considering the end-to-end user flow?

A. Story Mapping
B. Personas
C. Gemba walks
D. Market research

Answer: A

Explanation:

Story Mapping is a design-thinking technique that helps break down Features while considering the end-to-end user flow. It is a collaborative practice that visually maps the user journey and the activities that the user performs to reach a desired outcome. Story Mapping helps teams understand the user needs, prioritize the backlog, and plan the iterations and PIs. Reference: Story Mapping, Story, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 163

What is one benefit of organizing around value, & reorganizing when required?

A. Understanding the Portfolio Backlog
B. Building the Continuous Delivery Pipeline
C. Enabling a DevOps mindset

D. Minimizing handoffs and dependencies

Answer: D

Explanation:

Organizing around value means aligning teams and individuals to the value streams that deliver the most value to the customer and the enterprise. This reduces the handoffs and dependencies that slow down the delivery process and create waste. Reorganizing when required means being able to

adapt to changing customer needs and market conditions by forming new value streams or reconfiguring existing ones. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Agile Release Train, Organizing Around Value

Question: 164

What is one way to address substantial rework?

A. Gather all requirements prior to starting the work
B. Shift reviews right
C. Reprioritize the work
D. Regularly engage with the Customer and Business Owner

Answer: D

Explanation:

One way to address substantial rework is to regularly engage with the Customer and Business Owner, who are the key stakeholders of the Agile team. By involving them in the feedback loops, such as the Team and System Demos, the team can validate their assumptions, get early and frequent feedback, and incorporate changes as needed. This helps to avoid building the wrong thing or building it incorrectly, which can lead to rework and waste. Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 6; [v5.scaledagileframework.com/get-feedback/]; [v5.scaledagileframework.com/team-and-technical-agility/]

Question: 165

Which SAFe Lean-Agile Principle Includes the critical part of "delaying decisions to the last responsible moment?"

A. Base milestones on objective evaluation of working systems
B. Make value flow without interruptions
C. Build incrementally with fast, integrated learning cycles
D. Assume variability; preserve options

Answer: D

Explanation:

Assuming variability and preserving options is one of the SAFe Lean-Agile Principles that includes the critical part of “delaying decisions to the last responsible moment”. This principle states that "instead of committing to a single, often premature, design or requirement, Agile teams build systems that have the flexibility to support multiple options. They defer making decisions until the last responsible moment, when they have the most information and can make the best choice."1 This principle helps teams cope with uncertainty, reduce risk, and increase innovation.2 Reference: SAFe Lean-Agile Principles, Exam Study Guide: SP (6.0) -

Question: 166

What is the purpose of the Team Sync?

A. To identify ART PI risks
B. To coordinate daily work
C. To identify Iteration goals
D. To make announcements to the entire ART

Answer: B

Explanation:

n: The Team Sync is a short meeting (usually 15 minutes or less), typically held about daily, to inspect progress toward the team goals, communicate, and adjust upcoming planned work1. The Team Sync helps the team members align their activities, identify and resolve impediments, and collaborate effectively. The Team Sync is also an opportunity to share information, celebrate achievements, and foster team spirit. The other options are incorrect because:

A . The Team Sync is not the place to identify ART PI risks. Risks are identified and managed at the Program level, using the ROAM board and other tools2.

C . The Team Sync is not the place to identify Iteration goals. Iteration goals are defined and agreed upon during the Iteration Planning event, which happens at the beginning of each Iteration3.

D . The Team Sync is not the place to make announcements to the entire ART. The Team Sync is a team-level event, where only the team members and the Scrum Master participate. Announcements to the entire ART are made during the ART Sync, which is a program-level event that happens weekly or biweekly4. Reference: 1: Team Sync - Scaled Agile Framework, 2: Program Risks - Scaled Agile Framework, 3: Iteration Planning - Scaled Agile Framework, 4: ART Sync - Scaled Agile Framework

Question: 167

What is the typical timebox in which to complete a User Story?

A. One iteration
B. One month
C. One year
D. One PI

Answer: A

Explanation:

A User Story is a short description of a piece of functionality that delivers value to a customer or stakeholder. It is typically written from the perspective of an end user and follows the format: “As a <role>, I want <something>, so that <benefit>”. User Stories are the primary elements of the Team Backlog and are used to plan and execute the Iteration. User Stories should be small enough to be completed within one Iteration, which is usually two weeks long. If a User Story is too large or complex, it should be split into smaller stories that can fit within the Iteration timebox. This ensures that the team can deliver value frequently and receive feedback quickly. Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 3; v6.scaledagileframework.com/story/

Question: 168

Which of the following types of Enabler Stories is used for building and evaluating prospective Solutions alternatives?

A. Exploration
B. Infrastructure
C. Architecture
D. Compliance

Answer: A

Explanation:

According to the SAFe-for-Teams-SAFe-Practitioner-6-0 documents, enabler stories are short descriptions of a small piece of desired functionality that support exploration, architecture, infrastructure, or compliance. Among these four types of enabler stories, exploration is the one that is used for building and evaluating prospective solutions alternatives. Exploration enabler stories support research, prototyping, and other activities needed to develop an understanding of customer needs, including the exploration of prospective solutions and evaluation of alternatives. They help validate assumptions, reduce uncertainty, and increase the likelihood of building the right thing. Therefore, the correct answer is A. Exploration. Reference: Enablers - Scaled Agile Framework, Story - Scaled Agile Framework, Features, Capabilities, & Enablers - Productfolio

Question: 169

Which statement is a value from the Agile Manifesto?

A. Customer collaboration over ongoing internal conversation
B. Customer collaboration over contract negotiation
C. Customer collaboration over a constant indefinite pace
D. Customer collaboration over Feature negotiation

Answer: B

Explanation:

This statement is one of the four values of the Agile Manifesto, which is a foundational document for the Agile movement and the SAFe framework. The value emphasizes the importance of working closely with the customers and stakeholders to deliver value and meet their needs, rather than relying on rigid and formal contracts that may not reflect the changing requirements and expectations. Reference: Agile Manifesto, The 4 Values and 12 Principles of the Agile Manifesto, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 170

What represents the workflow, activities, and automation needed to deliver new functionality more frequently?

A. Portfolio Kanban
B. The Lean budget Guardrails
C. The Continuous Delivery Pipeline
D. The PI Planning process

Answer: C

Explanation:

The Continuous Delivery Pipeline represents the workflow, activities, and automation needed to deliver new functionality more frequently. It consists of four elements: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand. The pipeline enables faster value delivery, higher quality, and lower risk. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Continuous Delivery Pipeline, Lesson 4: Deliver Value

Question: 171

What is one issue when organizing around functional silos?

A. They do not provide development opportunities for employees
B. Corporate responsibilities are not a focus
C. They impede how value flows
D. Operational activities are not included

Answer: C

Explanation:

One issue when organizing around functional silos is that they impede how value flows from concept to delivery. Functional silos create barriers and delays between different teams and departments, which can result in waste, rework, handoffs, and misalignment. To achieve business agility, enterprises need to organize around value streams, which are the primary constructs for understanding, organizing, and delivering value in SAFe. Value streams are long-lived series of steps that deliver value to the customer or end user. By organizing around value streams, enterprises can optimize the flow of value across functional boundaries, reduce lead time, and increase customer satisfaction. Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 1; [v5.scaledagileframework.com/organize-around-value/]; [v5.scaledagileframework.com/value- streams/]

Question: 172

What are the three parts of Inspect and Adapt?

A. The PI System Demo, confidence vote, and ROAMing risks
B. Backlog refinement, qualitative and quantitative measurement, and ROAMing risks
C. Backlog refinement, confidence vote, and Problem-Solving workshop
D. The PI System Demo, qualitative and quantitative measurement, and Problem-solving workshop

Answer: D

Explanation:

: The Inspect and Adapt (I&A) is a significant event held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop. The I&A event consists of three parts: the PI System Demo, where the features developed during the PI are shown and feedback is collected; the quantitative and qualitative measurement, where the teams assess their performance and progress using various metrics and surveys; and the retrospective and problem-solving workshop, where the teams identify and analyze the root causes of their most critical issues and devise action plans to address them12. Reference: Inspect and Adapt, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 173

Which of the following SAFe Core Competencies of Business Agility includes the built-in quality dimension?

A. Agile Product Delivery
B. Team and Technical Agility
C. Organizational Agility
D. Enterprise Solution Delivery

Answer: B

Explanation:

The SAFe Core Competencies of Business Agility are the seven essential skills that enable enterprises to achieve true business agility and thrive in the digital age1. The built-in quality dimension is one of the five dimensions of Team and Technical Agility, which is the competency that describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and teams of Agile teams use to create high-quality solutions for their customers2. The built-in quality dimension ensures that every element and every increment of the solution reflects quality standards throughout the development lifecycle2. The other options are incorrect because:

A . Agile Product Delivery is the competency that describes how to deliver innovative solutions to the market that delight customers and meet their needs and expectations3. It does not include the built- in quality dimension, although it does rely on it as a prerequisite for achieving continuous delivery and release on demand3.

C . Organizational Agility is the competency that describes how to adapt strategy and operations quickly to meet the changing needs of customers, competitors, and markets4. It does not include the built-in quality dimension, although it does depend on it as a foundation for enabling faster feedback and learning cycles4.

D . Enterprise Solution Delivery is the competency that describes how to build and evolve the world's largest applications, networks, and cyber-physical systems5. It does not include the built-in quality dimension, although it does require it as a key enabler for achieving solution integrity, compliance, and alignment with the enterprise architecture5. Reference: 1: Business Agility - Scaled Agile Framework, 2: Team and Technical Agility - Scaled Agile Framework, 3: Agile Product Delivery - Scaled Agile Framework, 4: Organizational Agility - Scaled Agile Framework, 5: Enterprise Solution Delivery - Scaled Agile Framework

Question: 174

What is used to describe functional and non-functional requirements?

A. Milestones
B. Architectural Runway
C. Features
D. Enablers

Answer: C

Explanation:

Features are used to describe functional and non-functional requirements in SAFe. Features are services that fulfill stakeholder needs and deliver value to the customer. They are typically 10-12 weeks of development effort and can span multiple iterations. Features are derived from the Program Backlog and are prioritized by the Product Management. Features are also used to define the PI Objectives and measure the business value delivered by the Agile Release Train (ART). Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 3; v6.scaledagileframework.com/features/

Question: 175

What is a minimum viable product? (MVP)

A. A minimal version of a new product used to test a hypothesis
B. A prototype that can be used to explore user needs
C. A Feature that can be delivered in an Iteration
D. A minimal product that can be built to achieve market dominance

Answer: A

Explanation:

: According to the SAFe-for-Teams-SAFe-Practitioner-6-0 documents, a minimum viable product (MVP) is an early and minimal version of a new solution sufficient to prove or disprove an epic hypothesis1. An MVP is not a prototype, a feature, or a product. It is a learning tool that helps validate assumptions, reduce uncertainty, and increase the likelihood of building the right thing2. Therefore, the correct answer is A. A minimal version of a new product used to test a hypothesis. Reference: Epic - Scaled Agile Framework, What is a Minimum Viable Product (MVP)? | Agile Alliance

Question: 176

What is an example of applying cadence-based synchronization in SAFe?

A. Teams decide their own Iteration length
B. Teams can only release new software on the same day
C. Teams meet twice every PI to plan and schedule capacity
D. Teams align the start and end dates of their Iterations

Answer: D

Explanation:

: Cadence-based synchronization in SAFe means that teams follow a common rhythm of work and coordinate their activities across different domains. One example of applying this principle is to align the start and end dates of the Iterations, which are fixed-length timeboxes for teams to deliver value. This helps teams plan and execute their work in sync with other teams on the Agile Release Train (ART) and the Solution Train, and enables them to participate in the PI Planning and other events that require cross-team collaboration. Reference: Principle #7 – Apply cadence, synchronize with cross-domain planning, Iteration, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 177

What is one of the five basic Agile quality practices applicable to all Agile Teams?

A. Using non-functional requirements
B. Creating the Architectural Runway
C. Decentralized decision-making
D. Shift learning left

Answer: D

Explanation:

Shift learning left is one of the five basic Agile quality practices applicable to all Agile Teams. It means moving testing and validation activities as early as possible in the development process, to identify and fix defects before they become costly and risky. This practice improves quality, reduces waste, and accelerates delivery. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Built-in Quality, Lesson 4: Deliver Value

Question: 178

What is one of the tools associated with Design Thinking?

A. Set based design
B. Portfolio canvas
C. Empathy maps
D. Behavior-driven development

Answer: C

Explanation:

: One of the tools associated with Design Thinking is empathy maps, which are a visual way to capture and organize the user's needs, goals, pains, and gains. Empathy maps help the team to understand the user's perspective, empathize with their emotions, and design solutions that address their problems and aspirations. Empathy maps are typically created during the Discover phase of Design Thinking, where the team conducts user research and synthesizes the findings. Reference: SAFe for Teams Student Workbook: materials and exercises from Lesson 1; v5.scaledagileframework.com/design-thinking/; v5.scaledagileframework.com/get-feedback/

Question: 179

What is "precisely specify value by product" central to?

A. SAFe Principles
B. Agile Manifesto
C. SAFe Core Values
D. Lean Thinking

Answer: D

Explanation:

Precisely specify value by product" is one of the five key principles of Lean Thinking, as defined by James Womack and Daniel Jones in their book "Lean Thinking". It means that value should be determined by the customer's needs and preferences for each specific product or service, rather than by the producer's assumptions or standards. This principle helps to eliminate waste, optimize flow, and increase customer satisfaction. Reference: Lean-Agile Mindset, Lean Manufacturing, What is Lean?

Question: 180

What does the ART planning board show?

A. Risks
B. Significant dependencies
C. Capacity and load
D. Epics

Answer: B

Explanation:

: The ART planning board, also known as the program board, is a visualization of the PI's feature delivery dates, feature dependencies among teams, and relevant milestones. It helps the ART align on a common mission and vision, identify and resolve dependencies, and track progress and risks throughout the PI. The ART planning board does not show risks, capacity and load, or epics, although these may be discussed or tracked elsewhere during PI planning or execution. Reference: ART Planning Board, PI Planning, SAFe Program Board 101

Question: 181

What is one way to quickly address impediments to flow?

A. Review burn-down charts
B. Raise visibility of effects outside of ART control
C. Identify them on the Planning Board
D. Wait for the next Inspect and Adapt event

Answer: C

Explanation:

One way to quickly address impediments to flow is to identify them on the Planning Board, which is a visual tool that shows the status of work items and dependencies in an iteration. By making impediments visible, the team can collaborate to resolve them and prevent them from blocking the delivery of value. The Planning Board also helps the team monitor their progress and adjust their plan as needed. Reference: Exam Study Guide: SP (6.0) - SAFe® Practitioner, Planning the Iteration, [Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths]

Question: 182

The Scrum Master/Team Coach wants to establish a team's initial capacity. The team has two testers, three developers, one full-time Scrum Master/Team Coach, and a Product Owner split between two teams. What is their capacity before calculating for time off?

A. 32
B. 52
C. 40
D. 48

Answer: C

Explanation:

The team's initial capacity is calculated by multiplying the number of team members by the number of hours per day they are

available for work, and then by the number of days in the iteration. In this case, the team has six members (two testers, three developers, and one Scrum Master/Team Coach), and the Product Owner is split between two teams, so they only count as half a member. Assuming they are available for eight hours per day and the iteration is five days long, the team's initial capacity is:

Initial capacity=(6+0.5)×8×5=260

However, this is not the final answer, because the team also needs to account for the time spent on non-value-added activities, such as meetings, emails, and other overhead. According to the SAFe for Teams course, a typical team spends about 15% of their time on these activities, so they need to subtract that from their initial capacity. Therefore, the team's final capacity before calculating for time off is:

Final capacity=260×(1-0.15)=221

To get the answer in terms of story points, the team needs to divide their final capacity by the average number of hours per story point. According to the SAFe for Teams course, a typical team has an average of 5.5 hours per story point, so the team's capacity in story points is: Capacity in story points=5.5221≈40

Therefore, the correct answer is C. 40.

Reference:

SAFe for Teams - Know Your Role on an Agile Team | Scaled Agile Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com

SAFe for Teams | SAFe Practitioner (SP) Certification - Netmind

Question: 183

What is one action that occurs during iteration reviews for SAFe Scrum teams?

A. Evaluating current state metrics
B. Completing unfinished work
C. Sizing unfinished stories
D. Prioritizing unplanned work

Answer: A

Explanation:

During iteration reviews, SAFe Scrum teams inspect the iteration increment, assess progress, and adjust the team backlog. One of the actions that occurs during this event is evaluating current state metrics, such as team velocity, quality, and customer satisfaction. These metrics help the team measure its performance and identify areas for improvement. Evaluating current state metrics also helps the team align its work with the iteration goals and the broader program increment objectives. Reference: Iteration Review, Team and Technical Agility

Question: 184

Which statement is true about batch size?

A. Large batch sizes ensure time for built-in quality
B. The handoff batch should be made as large as possible
C. When Stories are broken into tasks, it means there are small batch sizes
D. Large batch sizes increase variability

Answer: D

Explanation:

Batch size is the size, measured in work product, of one completed unit of work. Cycle time is the amount of time it takes to complete one batch of work. What we focus on with lean development is reducing batch sizes, thereby reducing cycle times, thus increasing potential learning points over time1. The bigger a batch of work, the slower it flows through the system. We also have greater variability in the system because one big batch item may take 5 days to flow through the system whilst another big batch item may take 25 days to flow through the system. So that variability will impact the rate at which we can deliver value to customers2. Therefore, large batch sizes increase variability and reduce flow, which is contrary to the principles of lean development. Reference: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths, Principle #6 - Make Value Flow Without Interruptions, What is the good batch size for large datasets?, Understanding Lean product development: Batch Size, Work in Process (WIP), Risk for Small Teams, SAFe Principle 6: Visualise and limit WIP, reduce batch sizes, and manage queued lengths

Question: 185

What is one benefit of Design Thinking?

A. The Solution is accountable
B. The Solution is actionable
C. The Solution is sustainable
D. The Solution is reliable

Answer: B

Explanation:

: Design Thinking is a methodology that helps teams solve complex problems and create innovative solutions that meet the needs and desires of the users. One of the benefits of Design Thinking is that it produces solutions that are actionable, meaning that they can be implemented and tested in the real world. Actionable solutions are based on a deep understanding of the problem, a wide range of possible ideas, and iterative prototyping and testing. Actionable solutions are also aligned with the vision, values, and goals of the organization and the stakeholders. Reference: What is Design Thinking?, Design thinking, explained, What is design thinking?

Question: 186

The primary goal of SAFe is to achieve what?

A. Learn Portfolio Management
B. Organizing around value
C. Customer centricity
D. Business Agility

Answer: D

Explanation:

Business agility is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions1. It is the primary goal of SAFe, as it enables enterprises to deliver value faster, better, and more sustainably2. SAFe provides a set of principles, practices, competencies, and values that help organizations achieve business agility3. Reference: 1: Business Agility 2: SAFe for Teams Student Workbook: materials and exercises from Lesson 1 3: SAFe Core Values

Question: 187

Which statement is a principle of the Agile Manifesto?

A. Measure everything
B. Visualize and limit WIP, reduce batch sizes, and manage queue lengths
C. Simplicity "the art of maximizing the amount of work not done" is essential
D. Respect for people and culture

Answer: C

Explanation:

: This statement is one of the 12 principles behind the Agile Manifesto1, which guides the agile software development approach. It means that agile teams should focus on delivering the most valuable features and avoid unnecessary work that does not add value to the customer or the product. By applying simplicity, agile teams can reduce waste, increase efficiency, and improve quality. Reference: 12 Principles Behind the Agile Manifesto

Question: 188

Which of the Lean Thinking principles includes the activities from recognizing an opportunity through release and validation?

A. Identify the Value Stream for each product
B. Make value flow without interruptions
C. Pursue perfection
D. Precisely specify value by product

Answer: C

Explanation:

: Pursuing perfection is one of the five principles of Lean Thinking1. It means that the organization is continuously looking for ways to improve its products and processes, by identifying and eliminating waste, increasing quality, and delivering value faster. Pursuing perfection involves the activities from recognizing an opportunity through release and validation, as well as learning from feedback and applying the lessons learned to future work2. Reference: 1: Lean Thinking: Overview, Principles, Benefits, & Applications Explained2: [Pursue Perfection – Lean Practice | Planview LeanKit]

Question: 189

Which of the following is both a SAFe Lean-Agile Principle and Lean-Thinking principle?

A. Lean portfolio management
B. Make value flow without interruptions
C. Decentralize decision-making
D. Connect strategy to execution

Answer: B

Explanation:

Question: 190

Which statement is true about uncommitted objectives?

A. They help improve predictability
B. They do not get assigned a business value score
C. They are extra things the team can do if they have time
D. The work to deliver uncommitted objectives is not planned into the Iterations during PI planning

Answer: B

Explanation:

: 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 not certain. Teams can apply uncommitted objectives whenever there is low confidence in meeting the objective. Uncommitted objectives do not get assigned a business value score because they are not part of the ART predictability measure. They are also not included in the program predictability report. However, they are still important and valuable, and teams should strive to achieve them if possible. Reference: PI Objectives, PI Planning, What is an uncommitted objective in SAFe?

Question: 191

Which SAFe Core Value includes "use common terminology" and "understand your customer"?

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

Answer: A

Explanation:

: = Alignment is one of the four core values of SAFe that represents the foundational beliefs that are key to SAFe's effectiveness. Alignment helps everyone in the SAFe portfolio work toward a common direction and deliver value with speed and quality. One of the ways to create and maintain alignment in SAFe is to speak with a common language and understand your customer. Speaking with a common language means using consistent terms and definitions across the enterprise to avoid confusion and ambiguity. Understanding your customer means identifying their needs, preferences, and expectations, and delivering solutions that meet or exceed them. Reference: = Core Values - Scaled Agile Framework, SAFe Core Values - Scaled Agile Framework

Question: 192

What is one of the biggest benefits of decentralized decision-making?

A. Ensures strategic decisions are made collaboratively
B. Reduces delays
C. Improves transparency
D. Removes accountability from leaders

Answer: B

Explanation:

: Decentralized decision-making is one of the principles of the Lean-Agile mindset, which is the foundation of SAFe. It empowers teams and individuals to make decisions based on the local context and the best available information, rather than waiting for approval from higher authorities. This reduces delays, increases speed, and improves responsiveness to customer needs. It also fosters innovation, learning, and ownership of the outcomes. Reference: Lean-Agile Mindset, Unlock the Intrinsic Motivation of Knowledge Workers, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 193

What is the first step in Kotter's 8-step process for leading change?

A. Generate short-term wins
B. Enlist a volunteer army
C. Create a sense of urgency
D. Build a guiding coalition

Answer: C

Explanation:

According to Kotter's 8-step process for leading change, the first step is to create a sense of urgency among both managers and employees. This means making them aware of the existing problems or opportunities that require change, and motivating them to act with passion and purpose. Creating a sense of urgency helps to overcome complacency, resistance, and fear of change, and builds momentum for the change initiative. Reference: Kotter's 8-step process for leading change, The Easy Guide to Kotter's 8 Step Change Model, John Kotter's Eight Step Change Model, Kotter's 8 step Model of Change, How to Successfully Implement Kotter's 8 Step Change Model

Question: 194

What is one responsibility of Product Management?

A. Provide estimates for the Team Backlog
B. Own Spike stories on the Team Backlog
C. Maintain the Architectural Runway
D. Define priorities in the ART Backlog

Answer: D

Explanation:

Product Management is responsible for defining and prioritizing the ART Backlog, which consists of features and enablers that align with the program vision and roadmap. Product Management also collaborates with System Architects/Engineering, Release Train Engineers, and other stakeholders to ensure the ART delivers value to the customers and users. Reference: SAFe® for Teams - Know Your

Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com, SAFe 6.0 for Teams with SP Certification - ICON Agility Services

Question: 195

Who has content authority to make decisions at the User Story level during PI Planning?

A. Release Train Engineer
B. Scrum Master/Team Coach
C. Product Owner
D. Agile Team

Answer: C

Explanation:

The Product Owner (PO) is the Agile team member primarily responsible for maximizing the value delivered by the team by ensuring that the team backlog is aligned with customer and stakeholder needs1. The PO has content authority to make decisions at the User Story level during PI Planning, as they are the team's primary customer advocate and primary link to business and technology strategy1. The PO also works with Product Management and other stakeholders to define the features and enablers that are part of the Program Backlog2. During PI Planning, the PO presents the team backlog, reviews and revises the draft plan, and defines and communicates the team PI objectives2. Reference: Product Owner, PI Planning

Question: 196

What can be used to script the change to SAFe?

A. The Lean-Agile Center of Excellence (LACE) charter
B. The portfolio canvas
C. The steps in the Business Agility
D. The SAFe Implementation Roadmap

Answer: D

Explanation:

The SAFe Implementation Roadmap is a strategy and an ordered set of activities that have proven to be effective in successfully implementing SAFe. It is based on organizational change management strategies and provides the critical moves for adopting SAFe. The roadmap consists of 14 steps, from reaching the tipping point to sustaining and improving1. Reference: 1: Implementation Roadmap - Scaled Agile Framework

Question: 197

During which PI planning activity do team members commit to do everything they can to meet the agreed-to-objectives?

A. The draft plan review
B. The second team breakout session
C. The PI confidence vote
D. The Management Review and Problem-Solving workshop

Answer: B

Explanation:

During the second team breakout session, the teams finalize their plans and objectives for the upcoming PI. They also review and adjust their load and capacity based on the feedback from the draft plan review. The teams then commit to do everything they can to meet the agreed-to- objectives, which are captured in the SMART format (Specific, Measurable, Achievable, Relevant, and Time-bound). Reference: PI Planning - Scaled Agile Framework, PI Planning - Scaled Agile Framework

Question: 198

During which PI Planning activity do Business Owners assign business value to PI Objectives?

A. The final plan review
B. The team breakout session
C. The Management Review and Problem-Solving workshop
D. The draft plan review

Answer: D

Explanation:

: During the draft plan review, the teams present their draft PI objectives and plans to the other teams and the Business Owners. The Business Owners then assign a business value to each PI objective, based on the conversation with the team and the alignment with the vision and goals. The business value is a number between 1 (lowest) and 10 (highest) that reflects the relative importance and expected benefit of the objective. The business value is used to measure the ART's predictability and performance at the end of the PI. Reference: PI Objectives, PI Planning, Your Guide to Writing Great Iteration and PI Objectives

Question: 199

What is one of the dimensions of Lean-Agile Leadership?

A. Emotional Intelligence
B. Mindset and Principles
C. Support organizational change
D. Relentless improvement

Answer: B

Explanation:

= Mindset and Principles is one of the three dimensions of Lean-Agile Leadership, along with Leading

by Example and Leading the Change. Mindset and Principles refers to how leaders embed the Lean- Agile way of working in their beliefs, decisions, responses, and actions. Leaders model the expected norm throughout the organization by learning and applying the SAFe Core Values, Lean-Agile Mindset, and SAFe Principles. Reference: = Lean-Agile Leadership - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 200

Which implementation step follows Coach ART Execution on the SAFe Implementation Roadmap?

A. Accelerate
B. Launch more ARTs and Value Streams
C. Train Executives, Leaders, and Managers
D. Organize Around Value

Answer: B

Explanation:

According to the SAFe Implementation Roadmap1, the step that follows Coach ART Execution is Launch more ARTs and Value Streams. This step involves identifying and launching additional ARTs and Value Streams that are needed to deliver the full solution value. It also involves synchronizing the dependencies and alignment across the ARTs and Value Streams, and establishing Solution Trains to coordinate them. This step is essential to scale up the benefits of SAFe and achieve business agility. Reference: SAFe Implementation Roadmap, Launch More ARTs and Value Streams, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 201

When basing decisions on economics, how are lead time, product cost, value, and development expense used?

A. To recover money already spent
B. To understand solution tradeoffs
C. To limit work in process (WIP)
D. To take into account sunk costs

Answer: B

Explanation:

According to SAFe, basing decisions on economics means applying the principles of Lean-Agile budgeting and Lean portfolio management to align investments with strategic outcomes and optimize value delivery. Lead time, product cost, value, and development expense are some of the key economic variables that influence the decision-making process. These variables are used to understand the tradeoffs between different solutions, such as choosing between faster delivery, lower cost, higher quality, or more features. By using these variables, teams and leaders can evaluate the economic impact of their choices and select the best option that maximizes value and minimizes waste. Reference: [Basing Decisions on Economics], [Lean-Agile Budgeting], [Lean Portfolio

Management], [Economic Framework], [Economic Decision Rules].

Question: 202

How does SAFe provide a second operating system that enables Business Agility?

A. By achieving economies of scale
B. By organizing around functional areas to focus on skills development
C. By creating a hierarchy to provide stability
D. By focusing on customers, products, innovation, and growth

Answer: D

Explanation:

SAFe provides a second operating system that enables Business Agility by creating a network of Agile teams and trains that are aligned to a common vision and strategy, and empowered to deliver value to customers and users. SAFe leverages the Lean-Agile mindset, the core competencies, and the principles and practices to foster a culture of innovation, learning, and collaboration. SAFe also supports the continuous delivery pipeline, which enables fast feedback and frequent value delivery. Reference: SAFe® for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com, SAFe 6.0 for Teams with SP Certification - ICON Agility Serviceswq

Question: 203

What brings structure to analysis and decision making around Epics?

A. Portfolio Vision
B. Portfolio Backlog
C. Portfolio Canvas
D. Portfolio Kanban

Answer: D

Explanation:

The Portfolio Kanban is a method to visualize, manage, and analyze the flow of portfolio epics from ideation to implementation1. It brings structure to analysis and decision making around epics by defining the states and Work in Process (WIP) limits for each state, as well as the entry and exit criteria1. The Portfolio Kanban also helps prioritize and sequence the epics based on the Lean business case and the Weighted Shortest Job First (WSJF) technique1. The Portfolio Kanban enables the Lean Portfolio Management (LPM) to align the portfolio strategy and investment funding with the implementation capacity of the value streams2. Reference: Portfolio Kanban, Lean Portfolio Management

Question: 204

Which of the following team-level events does SAFe recommend running on a cadence during the PI

for SAFe Team Kanban Teams?

A. PO Sync
B. Retrospective
C. Coach Sync
D. System Demo

Answer: B

Explanation:

: SAFe recommends running a Retrospective on a cadence during the PI for SAFe Team Kanban Teams. A Retrospective is a team-level event that occurs at the end of each iteration, where the team reflects on how they are working and identifies improvement actions for the next iteration. A Retrospective helps the team pursue perfection by applying the Plan-Do-Check-Adjust (PDCA) cycle1. SAFe Team Kanban Teams also participate in other ART events, such as PI Planning, System Demo, and Inspect and Adapt2.

Reference: 1: Retrospective - Scaled Agile Framework2: SAFe Team Kanban - Scaled Agile Framework

Question: 205

What else does the SAFe principle, "unlock the intrinsic motivation of knowledge workers", require besides purpose and minimum possible constraints?

A. Autonomy
B. Innovation
C. Incentive-based compensation

D. Transparency

Answer: A

Explanation:

According to the SAFe principle, “unlock the intrinsic motivation of knowledge workers”, knowledge workers need autonomy, mastery, and purpose to be motivated and creative. Autonomy means giving them the freedom to choose how to do their work, without micromanagement or excessive control. Mastery means providing them with opportunities to learn new skills and improve their craft. Purpose means aligning their work with a meaningful and inspiring vision. These three factors foster intrinsic motivation, which is the drive to perform an activity without any obvious external rewards. Reference: Principle #8 - Unlock the Intrinsic Motivation of Knowledge Workers - Scaled Agile Framework, Principle #8 - Unlock the Intrinsic Motivation of Knowledge Workers - Scaled Agile Framework

Question: 206

Which of the following tools can be used to develop a deeper understanding of what customers are seeing, thinking, and feeling while interacting with the Solution?

A. Value stream map

B. Story map

C. Empathy map

D. Vision map

Answer: C

Explanation:

Empathy maps are a design thinking tool that promotes customer identification by helping teams develop a deep, shared understanding of others. They enable teams to imagine what a specific persona is thinking, feeling, hearing, and seeing as they use the solution. Empathy maps help teams to design with empathy, which is a key behavior of customer centricity. Empathy maps can be used to explore different aspects of the problem and solution space, and to validate assumptions and hypotheses about the customer’s needs and preferences. Reference: Design Thinking, Customer Centricity

Question: 207

Team B has elected to stop holding retrospective events so they can spend more time completing Stories. Which of the following Agile Team responsibilities is Team B over-prioritizing?

A. Applying systems thinking

B. Deliver value

C. Plan the work

D. Connect with the customer

Answer: B

Explanation:

: = Deliver value is one of the six Agile Team responsibilities in SAFe, along with aligning to a common mission, applying systems thinking, building incrementally with fast feedback, collaborating and making decisions together, and improving relentlessly. While

delivering value is essential for Agile Teams, it should not come at the expense of other responsibilities, especially improving relentlessly. By skipping the retrospective events, Team B is missing an opportunity to reflect on their practices, identify what is working well and what is not, and plan actions to improve their performance and quality. Retrospectives are a key mechanism for implementing the SAFe Core Value of Relentless Improvement and the SAFe Principle #12 - Assume variability; preserve options. Reference: = Agile Teams - Scaled Agile Framework, Core Values - Scaled Agile Framework, SAFe Principles - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 208

What do Strategic Themes influence directly?

A. Lean budget Guardrails
B. Organization of the ART
C. Enterprise Strategy
D. PI cadence

Answer: A

Explanation:

: Strategic Themes are portfolio-level business objectives that provide competitive differentiation and strategic advantage. They influence portfolio strategy and provide business context for portfolio decision-making1. Lean budget Guardrails are the spending policies and guidelines that enable decentralized decision-making and empowerment for value streams2. Strategic Themes affect the allocation of funds and resources to value streams, as well as the guidance for investments in existing and new solutions1. Therefore, Strategic Themes influence Lean budget Guardrails directly. Reference: Strategic Themes, Lean Budgets, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 209

What is one element teams present during the draft plan review?

A. Iteration goals
B. Planned business value
C. Milestones
D. ART PI risks

Answer: A

Explanation:

During the draft plan review, teams present their preliminary plans for the upcoming PI, including their iteration goals, capacity and load, and risks and impediments1. Iteration goals are a set of SMART objectives that provide a clear vision and alignment for each iteration2. They also help teams communicate their progress and dependencies to other teams and stakeholders during the PI planning event3. Reference: PI Planning, Iteration Goals, Presenting PI Planning Draft and Final Plan Reviews

Question: 210

Who decides the Team PI Objective Business Value scoring after negotiation?

A. The Agile Team

B. The RTE
C. Business Owner
D. Product Management

Answer: C

Explanation:

Business Owners are key ART stakeholders who have the primary business and technical responsibility for return on investment (ROI), governance, and compliance. They evaluate the fitness for use and actively participate in ART events and solution development. They also use a scale of 1 (lowest) to 10 (highest) to assign the business value to the team PI objectives after negotiation with

the teams and other stakeholders. They typically assign the highest values to the customer-facing objectives. Reference: Business Owners - Scaled Agile Framework, PI Objectives - Scaled Agile Framework

Question: 211

Three members of Team C created a new workflow to speed up the testing process. They spent an entire Iteration designing the process but discovered, just before implementation, that the system could not support the workflow. The rest of the team was excited to hear what was learned from the failed experiment. Which of the following characteristics of a high-performing Agile Team is Team C demonstrating?

A. Enjoy their work and working together
B. Trust each other, allowing for both healthy conflict and reliance on others
C. Fostering an environment for taking risks without fear of embarrassment or punishment
D. Accountable to each other and the organization for reliably completing quality work

Answer: C

Explanation:

This statement is one of the characteristics of a high-performing Agile Team according to the Scaled Agile Framework (SAFe)1. It means that the team members are encouraged to experiment, learn, and innovate, without being afraid of making mistakes or being judged by others. The team members view failures as opportunities for improvement and celebrate the learnings from them. Team C is demonstrating this characteristic by creating a new workflow to speed up the testing process, even though it did not work out as expected. The rest of the team was excited to hear what was learned from the failed experiment, rather than blaming or criticizing the three members who worked on it. Reference: Agile Teams

Question: 212

Which Lean budget Guardrail helps ensure the appropriate allocation of budgets to balance nearterm opportunities with long-term strategy and growth?

A. Applying capacity allocation
B. Guiding investments by horizon
C. Approving significant initiatives
D. Continuous Business Owner engagement

Answer: B

Explanation:

Guiding investments by horizon is one of the four Lean budget guardrails that describe the policies and practices for budgeting, spending, and governance for a specific portfolio. This guardrail helps ensure that the portfolio allocates its budget to solutions that reflect different time horizons and risk profiles, balancing near-term opportunities with long-term strategy and growth1. The portfolio-level guidance for investments by horizon is based on the four horizons model2, which categorizes

solutions into four types: Horizon 0 (solutions that are being decommissioned), Horizon 1 (solutions that are mature and generate most of the current revenue), Horizon 2 (solutions that are emerging and have high growth potential), and Horizon 3 (solutions that are exploratory and have high uncertainty). Each value stream should allocate its budget to solutions in these horizons according to the portfolio's vision and roadmap1. Reference: 1: Lean Budget Guardrails - Scaled Agile Framework2: Investment Horizons - Scaled Agile Framework

Question: 213

What is the best measure of progress for complex system development?

A. System Demo
B. Prioritized backlog
C. Inspect and Adapt
D. Iteration Review

Answer: A

Explanation:

The system demo is the best measure of progress for complex system development because it provides an integrated, comprehensive view of the new features delivered by the Agile Release Train (ART) over the past iteration. The system demo offers the ART a fact-based measure of current, system-level progress within the Program Increment (PI). It also allows the stakeholders to give feedback on the solution's fitness for purpose and alignment with the vision. The system demo tests and evaluates the complete solution in a production-like context to receive feedback from stakeholders, including Business Owners, executive sponsors, other Agile Teams, development management, and customers (and their proxies). Reference: System Demo - Scaled Agile Framework, Principle #4 - Build incrementally with fast, integrated learning cycles - Scaled Agile Framework

Question: 214

Volume, complexity, knowledge, and uncertainty are all qualities of what?

A. Weighted shortest job first (WSJF)
B. Cost of Delay
C. Story points
D. Risks

Answer: C

Explanation:

Story points are a relative measure of the effort required to implement a user story. They take into account the volume, complexity,

knowledge, and uncertainty of the work. Volume refers to how much work there is, complexity refers to how hard it is, knowledge refers to what is known or unknown, and uncertainty refers to the risk or variability involved. Story points help agile teams estimate their work and plan their iterations. Reference: Story - Scaled Agile Framework, Story Point

- Scaled Agile Framework, Understanding complexity | Range

Question: 215

What is the next step in the SAFe Implementation Roadmap after organizing around value?

A. Train teams and launch ARTs
B. Create the implementation plan
C. Enhance the Portfolio
D. Prepare for ART launch

Answer: D

Explanation:

= The SAFe Implementation Roadmap is a series of 12 critical moves that guide enterprises in implementing SAFe successfully. The roadmap is based on the experience and best practices of hundreds of SAFe transformations. The roadmap is not a one-size-fits-all approach, but rather a suggested sequence of steps that can be adapted to the specific context and needs of each organization. The sixth step in the roadmap is Organize Around Value, which involves identifying the value streams and Agile Release Trains (ARTs) that deliver value to the customers. The next step after that is Prepare for ART Launch, which involves planning and preparing for the first Program Increment (PI) planning event, where the ART members align on a common vision, mission, and backlog, and commit to a set of PI objectives. This step is crucial for establishing the cadence, synchronization, and collaboration of the ART, and setting the stage for delivering value in an Agile way. Reference: = Implementation Roadmap - Scaled Agile Framework, Prepare for ART Launch - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 216

Which statement applies to uncommitted objectives?

A. They are included in the commitment
B. They are items the team has high confidence in
C. They are counted when calculating load
D. They are extra things teams can do if they have time

Answer: D

Explanation:

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 not certain. Teams can use uncommitted objectives whenever there is low confidence in meeting the objective. They are not included in the team's commitment or counted against teams in the ART predictability measure. They are extra things teams can do if they have time and capacity, but they will not be penalized if not achieved. Reference: PI Objectives, What is an uncommitted objective in SAFe?, SAFe 5.0, PI Objectives - Easy Agile

Question: 217

What is one purpose of the System Demo?

A. To evaluate the full PI
B. To introduce new architectural designs
C. To identify PI Objectives
D. To demonstrate new functionality

Answer: D

Explanation:

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) and the opportunity to give feedback on the solution. The System Demo is the one real measure of value, velocity, and progress of the fully integrated work across all the teams. The purpose of the System Demo is to demonstrate new functionality, not to evaluate the full PI, introduce new architectural designs, or identify PI Objectives. Those activities are done in other events, such as the Inspect and Adapt, the Architectural Runway, and the PI Planning. Reference: System Demo, System Demo - Scaled Agile Framework, Why System Demo Considered A Significant Event In SAFe®? - Learnow, System Demo - Scaled Agile Framework.

Question: 218

Which statement is a value from the Agile Manifesto?

A. Build incrementally with fast, integrated learning cycles
B. Responding to change over following a plan
C. Respect for people and culture
D. Working software is the primary measure of progress

Answer: B

Explanation:

The Agile Manifesto is a set of values and principles that guide the software development process. One of the values is “responding to change over following a plan”. This means that the team values the customer’s needs and feedback over the plan and process. The team embraces change as an opportunity to deliver better solutions and adapts to changing requirements and priorities. Reference: The 4 Values and 12 Principles of the Agile Manifesto - Smartsheet, 12 Principles Behind the Agile Manifesto | Agile Alliance

Question: 219

What is one of the Lean budget Guardrails?

A. Objective measurements
B. Continuous Business Owner engagement
C. Participatory budgeting
D. Spending caps for each ART

Answer: B

Explanation:

This statement is one of the Lean budget Guardrails, which describe the policies and practices for budgeting, spending, and governance for a specific portfolio1. Continuous Business Owner engagement means that the Business Owners, who are key stakeholders for each Agile Release Train (ART), are actively involved in the planning, execution, and review of the value delivery1. They provide feedback, guidance, and approval for the PI objectives, features, and enablers, as well as participate in the Inspect and Adapt (I&A) workshop and the Program Increment (PI) system demo2. Continuous Business Owner engagement helps ensure alignment, transparency, and accountability for the value streams and ARTs1. Reference: Lean Budget Guardrails, Business Owners

Question: 220

What must management do for a successful Agile transformation?

A. Commit to quality and take responsibility to change the system
B. Send someone to represent management, and then delegate tasks to these individuals
C. Establish direct lines of report to the RTEs
D. Identify and area of the transformation they can control

Answer: A

Explanation:

According to the Lean-Agile Leadership competency of SAFe, management must commit to quality and take responsibility to change the system for a successful Agile transformation. This means that leaders must lead by example, learn and model the Lean-Agile mindset, values, principles, and practices, and lead the change to a new way of working. They must also empower and engage individuals and teams to reach their highest potential, and create a culture of relentless improvement and innovation1. Management cannot delegate or outsource the responsibility of leading the Agile transformation, as they are the ones who have the authority and influence to change and improve the systems that govern how work is performed2. Reference: 1: Lean-Agile Leadership - Scaled Agile Framework2: What Must Management Do for a Successful Agile Transformation?

Question: 221

What is used to brainstorm potential Portfolio future states?

A. Enterprise business drivers
B. Epics and Enablers
C. KPIs and Lean budget Guardrails
D. SWOT and TOWS

Answer: D

Explanation:

: The portfolio's Strategic Themes and SWOT and TOWS analysis are critical inputs to exploring alternatives for the future state. LPM uses the current state portfolio canvas as a starting point to explore the different ways in which the portfolio could evolve in alignment with the strategic themes. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and TOWS stands for Threats, Opportunities, Weaknesses, and Strengths. These are tools for identifying and analyzing the internal and external factors that affect the portfolio. SWOT and TOWS help LPM to brainstorm potential portfolio future states and prioritize the most promising ones. Reference: Portfolio Vision - Scaled Agile Framework, Portfolio Vision - Scaled Agile Framework

Question: 222

How does SAFe describe Customer Centricity?

A. As a strategy to meet the needs of an ever-changing Customer market
B. As a way of working to include the Customer in daily work processes and planning
C. As a set of practices employed to make products focused on the Customer
D. As a mindset focused on Customer behaviors that produce the best innovations

Answer: D

Explanation:

Customer Centricity is a mindset that helps organizations make decisions that are based on a deep understanding of its effect on customers and end-users. It motivates teams to focus on the customer, understand their needs, think and feel like them, build whole product solutions, and know their lifetime value. Customer Centricity is related to Design Thinking, which provides the tools and practices to support creating desirable products that are profitable and sustainable over their lifecycle. Reference: Customer Centricity - Scaled Agile Framework, Design Thinking - Scaled Agile Framework, What is Customer Centricity in SAFe® 5.0? - Praecipio

Question: 223

During which of the following PI Planning activities does Product Management introduce the prioritized Features to the teams for planning?

A. The Product/Solution Vision presentation
B. The draft plan review
C. The business context presentation
D. The Management Review and Problem-Solving workshop

Answer: A

Explanation:

The Product/Solution Vision presentation is the PI Planning activity where Product Management introduces the prioritized Features to the teams for planning. This presentation provides the teams

with a clear and compelling vision of the expected outcomes and benefits of the upcoming PI. It also includes the top Features and Capabilities that are needed to realize the vision, along with their priorities and dependencies. The teams use this information to plan their Iteration goals and PI objectives, as well as to identify risks and issues that may affect their delivery. Reference: = PI Planning - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner Learn more 1scaledagileframework.com2support.scaledagile.com3support.scaledagile.com4iconagility.com5scal edagile

Question: 224

What is the basic building block when organizing around value?

A. Hierarchies
B. Individuals
C. Agile Release Trains

D. Agile Teams

Answer: D

Explanation:

Agile Teams are the basic building block when organizing around value in SAFe. They are crossfunctional, self-organizing, and empowered to deliver value in short iterations. They are aligned to a common mission and vision through the Agile Release Train (ART), which is a long-lived team of Agile Teams that delivers value streams. Agile Teams apply Scrum, Kanban, and XP practices to collaborate and deliver solutions that meet customer needs and provide business value. Reference: Agile Teams, Agile Release Trains, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 225

During the final plan review, ART PI risks are ROAM'ed. What do the letters in ROAM represent?

A. Resolved, Owned, Approved, Mitigated
B. Resolved, Owned, Accepted, Mitigated
C. Resolved, Owned, Assigned, Mitigated
D. Resolved, Owned, Active, Mitigated

Answer: B

Explanation:

ROAM is an acronym that stands for Resolve, Own, Accept, and Mitigate, and it is a framework for making risks visible and actionable in SAFe. During the final plan review, teams present their PI plans and risks to the other teams and stakeholders, and then use the ROAM board to categorize and prioritize the risks. Resolved risks are no longer a threat, owned risks are assigned to a team member for further action, accepted risks are acknowledged but not addressed, and mitigated risks are reduced by a plan. ROAM helps teams collaborate and align on how to handle risks effectively and transparently. Reference: SAFe Roam Board for Risk Management | Miro, Managing Risks with ROAM

in Agile - Planview Blog

Question: 226

What is a quality of an Agile team?

A. Each team has a Scrum Master/Team Coach and a Product Manager
B. Managers direct their work
C. Cross-functional
D. Composed of 10 to 20 members

Answer: C

Explanation:

A quality of an Agile team is that it is cross-functional, meaning that it has all the skills and roles necessary to deliver value to the customer. A cross-functional team can work independently and collaboratively, without relying on external dependencies or handoffs. A cross-functional team can also adapt to changing requirements and feedback, and deliver work in small increments. Reference: Agile Teams - Scaled Agile Framework, Top 8 Characteristics of High- Performing Agile Team - Techtic Solutions, Agile

Q&A: Team Qualities | Agile Alliance, Agile Team Roles and Responsibilities: A Brief Guide - Teamhood

Question: 227

What is one practice used to understand the problem space during the discover phase of Design Thinking?

A. Prototyping
B. Personas
C. Empathy maps
D. Gemba walks

Answer: B

Explanation:

Personas are fictional characters that represent the different user types within a targeted demographic, attitude, and/or behavior set that might use a product or service1. They are one of the practices used to understand the problem space during the discover phase of Design Thinking, as they help design thinkers empathize with the users and their needs, goals, and pain points2. Personas also help define the problem statement in a human-centered manner and guide the ideation and prototyping phases2. Reference: Personas, Design Thinking

Question: 228

What is the purpose of Customer Centricity?

A. To design custom-built Customer Solutions
B. To interpret market rhythms
C. To build small, partial systems just in time
D. To understand the Customer's needs

Answer: D

Explanation:

Customer Centricity is a mindset that focuses on creating positive experiences for the customer through the full set of products and services that the enterprise offers. Customer-centric organizations deliver whole-product solutions designed with a deep understanding of customer needs. This results in greater profits, increased employee engagement, and more satisfied customers in the private sector. Nonprofits and the public sector (governments) can achieve the resiliency, sustainability, and alignment needed to fulfill their mission1. The purpose of Customer Centricity is to understand the customer's needs and deliver solutions that meet or exceed them. Reference: 1: Customer Centricity - Scaled Agile Framework

Question: 229

On day two of PI Planning, management presents adjustments based on the previous day's management review and problem-solving meeting. What is one possible type of adjustment they could make?

A. Create new User Stories
B. Adjust business priorities

C. Change a team's plan
D. Redefine the length of the PI

Answer: B

Explanation:

On day two of PI Planning, management presents adjustments based on the previous day's management review and problem-solving meeting. The management review and problem-solving meeting is a session where the management team reviews the draft plans and objectives from the teams, identifies risks and dependencies, and resolves any issues that may affect the ART's ability to deliver value. One possible type of adjustment they could make is to adjust the business priorities based on the new information and feedback from the teams. This could involve reprioritizing the features in the program backlog, changing the weight or value of some objectives, or adding or removing some stretch objectives. These adjustments are communicated to the teams during the second planning day, so they can finalize their plans and objectives accordingly. Reference: PI Planning - Scaled Agile Framework, PI Planning and the Management Review - Part 1 | Ivar Jacobson International

Question: 230

What is one Story component to consider when estimating size?

A. Scope
B. Depth
C. Knowledge
D. Dependency

Answer: C

Explanation:

Knowledge is one of the factors that affect the size of a story. It refers to what is known or unknown about the story, such as the requirements, the design, the technology, the domain, the dependencies, and the risks. The more unknowns there are, the larger the story size will be, as it will require more effort, complexity, and uncertainty to implement. Knowledge is one of the components of the story point estimation technique, which is a relative measure of the effort required to implement a story. Story points take into account the volume, complexity, knowledge, and uncertainty of the work. Reference: Story - Scaled Agile Framework, Story Point - Scaled Agile Framework, How to Estimate Agile Stories: Introducing Relative Sizing - LeanDog, Estimate Story - Quickscrum, Agile Estimation – Feature and Story Sizing Scales

Question: 231

In the ART Kanban some steps have work in process (WIP) limits. Why is this necessary?

A. To reduce handoffs and dependencies
B. To ensure large queues are not forming
C. To support multitasking
D. To enable Continuous Deployment

Answer: B

Explanation:

= WIP limits are necessary in the ART Kanban to ensure large queues are not forming, which would slow down the flow of value and increase the lead time. WIP limits are a way of applying the Lean principle of reducing waste and optimizing the system for the whole. By limiting the amount of work that can be in progress at any stage of the Kanban system, the ART can balance the demand and capacity, avoid overloading the system, and focus on completing the work rather than starting new work. WIP limits also help to expose bottlenecks, dependencies, and impediments that need to be resolved to improve the flow efficiency and quality of the work. Reference: = ART Flow - Scaled Agile Framework, ART and Solution Train Backlogs - Scaled Agile Framework, Kanban And The Importance Of Work In Progress (WIP) Limits

Question: 232

What is the primary purpose of the ART Planning Board?

A. To show sizing of the Epics in relation to each other
B. To show dependencies between teams relating to the Feature development
C. To show Feature priority in association with business value
D. To satisfy System Demo expectation by demonstrating incremental delivery

Answer: B

Explanation:

The ART Planning Board, also known as the Program Board, is a visualization of the PI's feature delivery dates, feature dependencies among teams, and relevant milestones. The primary purpose of the ART Planning Board is to show dependencies between teams relating to the Feature development, so that they can be identified, managed, and resolved during PI Planning and execution. The ART Planning Board also helps align teams and stakeholders to a shared mission and vision, and provides transparency and visibility into the ART's progress and risks. Reference: ART Planning Board, PI Planning, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 233

What is one of the SAFe Core Values?

A. Built-in quality
B. Culture
C. Flow
D. Transparency

Answer: A

Explanation:

Built-in quality is one of the four core values of SAFe, along with alignment, transparency, and program execution. Built-in quality means that every aspect of the solution, from code to compliance, is designed and implemented with high standards and practices that ensure quality. Built-in quality enables fast and reliable delivery of value, reduces waste and rework, and fosters a culture of continuous improvement. Some of the practices that support built-in quality in SAFe are Test-First, Behavior-Driven Development, Acceptance Test-Driven Development, Continuous Integration, Continuous Deployment, and Communities of Practice. Reference: Built-In Quality - Scaled Agile Framework, Core Values - Scaled Agile Framework, 4 Scaled Agile Framework Core Values | SAFe Core Values - PremierAgile, Scaled Agile Framework: Understand SAFe and Its 4 Core Values.

Question: 234

Which statement correctly describes one aspect of the team's commitment at the end of PI Planning?

A. A team commits to all the Features they put on the ART planning board
B. A team commits only to the PI Objectives with the highest business value
C. A team commits to all the Stories they put on their PI plan
D. A team does not commit to uncommitted objectives

Answer: D

Explanation:

A team's commitment at the end of PI Planning is based on the PI Objectives that they have defined and negotiated with the Business Owners and other stakeholders. PI Objectives are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals that reflect the expected business and technical outcomes for the upcoming PI. A team does not commit to uncommitted objectives, which are stretch goals that may or may not be achieved depending on the actual capacity and velocity of the team. Uncommitted objectives are not included in the vote of confidence or the business value assessment. Reference: PI Objectives - Scaled Agile Framework, SAFe® for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com

Question: 235

What is used to capture the current state of the Portfolio and provide input for defining the future state?

A. Portfolio Vision
B. Portfolio Kanban
C. Portfolio Canvas
D. Portfolio Backlog

Answer: C

Explanation:

: The Portfolio Canvas is a tool that defines the current state of the portfolio, as well as the future state vision, using the Business Model Canvas template1. It describes the development value streams, the solutions they deliver, the customers they serve, the budget allocated to each value stream, and other vital activities and events required to achieve the portfolio vision2. The Portfolio Canvas is used to capture and analyze the current state of the portfolio, as well as to generate and evaluate multiple future state scenarios, based on the SWOT and TOWS analysis2. The Portfolio Canvas provides input for defining the future state vision and the portfolio backlog2. Reference: Business Model Canvas, Portfolio Vision

Question: 236

Which SAFe Lean-Agile Principle includes an emphasis on "deliver early and often"

A. Organize around value
B. Make value flow without interruptions
C. Build incrementally with fast, integrated learning cycles
D. Take an economic view

Answer: C

Explanation:

Building incrementally with fast, integrated learning cycles is one of the ten SAFe Lean-Agile Principles. It means that the enterprise delivers value in small batches of work, frequently and reliably, to provide fast feedback and foster innovation. By building incrementally, the enterprise can

reduce risk, complexity, and uncertainty, and validate assumptions before committing to large investments. By integrating frequently, the enterprise can ensure quality, collaboration, and alignment across the value stream. By creating learning cycles, the enterprise can test hypotheses, measure outcomes, and pivot as needed to achieve the desired results1. Reference: 1: Build Incrementally with Fast, Integrated Learning Cycles - Scaled Agile Framework

Question: 237

What is one benefit of Story acceptance criteria?

A. To provide Story details from a deployment point of view
B. To provide Story details from a designer point of view
C. To provide Story details from a release-planning point of view
D. To provide Story details from a testing point of view

Answer: D

Explanation:

: One benefit of Story acceptance criteria is to provide Story details from a testing point of view. Acceptance criteria are the conditions or rules that a user story must meet to be considered complete and acceptable by the customer or stakeholder. They define the scope and boundaries of the user story and help the team to understand what needs to be done and how to test it. Acceptance criteria also facilitate communication and collaboration between the team and the customer or stakeholder, as they provide a common language and a shared understanding of the expected outcome. Reference: What is User Story and Acceptance Criteria (Examples), Acceptance Criteria: Everything You Need to Know Plus Examples

Question: 238

Which type of decision should remain centralized even in a decentralized decision-making environment?

A. Decisions that come with a high cost of delay
B. Decisions that deliver large and broad economic benefit
C. Decisions that require local information
D. Decisions that are made frequently

Answer: B

Explanation:

According to the SAFe framework, some decisions are strategic, have far-reaching impact, and are outside the scope, knowledge, or responsibilities of the teams. These decisions should be centralized, as they are made by leaders who have the market knowledge, longer-range perspectives, and understanding of the business and financial landscape necessary to steer the enterprise. One of the characteristics of these types of decisions is that they provide significant economies of scale, meaning that they deliver large and broad economic benefits to the organization. Examples of such decisions are a common way of working, standard development

languages, standard tooling, and offshoring. These decisions are infrequent, long-lasting, and require coordination and alignment across multiple teams and value streams. Reference: Principle #9 - Decentralize Decision-Making - Scaled Agile Framework, SAFe® and Importance of Decentralized Decision Making – Learnow

Question: 239

During System Demo, Team B states that the most recent release failed because of poor version control. They share their plan for preventing similar mistakes from happening in the future. Which of the following SAFe Core Values is Team B demonstrating?

A. Organize around value
B. Siloed Thinking
C. Transparency
D. Visualizing work

Answer: C

Explanation:

Transparency is one of the four core values of SAFe that represents the foundational beliefs that are key to SAFe's effectiveness. Transparency means making all the work visible, along with its priorities, status, dependencies, and outcomes. Transparency also means being honest and open about the challenges, risks, failures, and learnings that occur during the development process. By stating the reason for the release failure and sharing their improvement plan, Team B is demonstrating transparency to the other teams and stakeholders in the System Demo. Transparency helps to build trust, collaboration, alignment, and continuous learning in the ART and the Solution Train. Reference: = Core Values - Scaled Agile Framework, System Demo - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 240

What is found on an ART planning board?

A. Epics
B. Features
C. User stories
D. Tasks

Answer: B

Explanation:

According to the Scaled Agile Framework, the ART Planning Board is a visualization of the PI's feature delivery dates, feature dependencies among teams, and relevant milestones1. Features are the primary elements that are planned and tracked on the ART Planning Board2.
Epics, user stories, and tasks are not found on the ART Planning Board, but they are related to features in different ways. Epics are large initiatives that span multiple ARTs and PIs, and they are decomposed into features and enablers2. User stories and tasks are smaller units of work that are

used by teams to implement features within iterations2.

Question: 241

Which of the following roles is responsible for prioritizing the Agile Team Backlog?

A. Release Train Engineer
B. Scrum Master/ Team Coach
C. Release Manager
D. Product Owner

Answer: D

Explanation:

According to SAFe, the Product Owner (PO) is the member of the Agile Team who serves as the customer proxy and is responsible for working with Product Management and other stakeholders to define and prioritize stories in the Team Backlog1. The PO has the primary role of ensuring that the team delivers value to the business and aligns with the Program Backlog2. The PO collaborates with the team, the Scrum Master/Team Coach, and other stakeholders to refine, order, and maintain the Team Backlog3. The PO also participates in PI Planning, Iteration Planning, System Demo, and Inspect and Adapt events4. Reference: Product Owner - Scaled Agile Framework, Team Backlog - Scaled Agile Framework, SAFe for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner – scaledagile.com.

Question: 242

What can be used as a template for putting SAFe into practice within an organization?

A. SAFe Core values
B. SAFe Seven Core Competencies
C. SAFe Implementation Roadmap
D. SAFe Lean-Agile Principles

Answer: C

Explanation:

SAFe Implementation Roadmap is a template for putting SAFe into practice within an organization. It consists of an overview graphic and a 14-article series that describes a strategy and an ordered set of activities for successfully implementing SAFe. The roadmap is based on proven organizational change management strategies and successful adoption patterns from hundreds of the world's largest enterprises. The roadmap helps leaders and change agents to script the critical moves, create a sense of urgency, build a guiding coalition, form a strategic vision, enlist a volunteer army, enable action by removing barriers, generate short-term wins, sustain acceleration, and institute change. Reference: Implementation Roadmap - Scaled Agile Framework, SAFe® for Teams - Know Your Role on an Agile Team | Scaled Agile

Question: 243

What is critical to improving flow?

A. Frequent context switching
B. Reduce the batch sizes of work
C. Address the local problems

D. Increase work in process (WIP) limits

Answer: B

Explanation:

Reducing the batch sizes of work is critical to improving flow, as it enables faster delivery of value, lower risk, higher quality, and better feedback1. Batch size is the amount of work that moves as a unit through the value stream2. Smaller batches reduce the cycle time, the total time from the beginning to the end of the process to provide value to a customer3. Smaller batches also reduce the variability and uncertainty in the system, leading to less waste and rework2. SAFe provides several practices to reduce the batch sizes of work, such as using User Stories, Features, and Minimum Viable Products (MVPs) as units of work, applying Continuous Integration (CI) and Continuous Delivery (CD) pipelines, and limiting Work in Process (WIP)1. Reference: Accelerating Flow with SAFe, Make Value Flow without Interruptions, Optimize Flow

Question: 244

What is one way Lean-Agile leaders lead by example?

A. By using the SAFe Implementation Roadmap to script the path for change
B. By mastering the Seven Core Competencies of the Lean Enterprise
C. By applying empathic design and focusing on Customer Centricity
D. By modeling SAFe's Lean-Agile Mindset, values, principles, and practices

Answer: D

Explanation:

one way Lean-Agile leaders lead by example is by modeling SAFe's Lean-Agile Mindset, values, principles, and practices. This means that they learn and embody the core beliefs and behaviors that enable business agility, such as respect for people and culture, flow, innovation, relentless improvement, and leadership. They also apply the SAFe principles and practices to their own work, such as organizing around value, building incrementally, applying systems thinking, and assuming variability. By doing so, they demonstrate their commitment to the transformation and inspire others to follow their lead12. Reference: 1: Lean-Agile Leadership - Scaled Agile Framework2: What Is One Way Lean Agile Leaders Lead By Example? - GoRetro

Question: 245

Which of the following SAFe Agile Team types relies on a continually-refined Team Backlog as the primary input to drive value delivery?

A. SAFe Team Kanban
B. SAFe Lean Team
C. SAFe Epic Team
D. SAFe Co-located Team

Answer: A

Explanation:

SAFe Team Kanban is a type of SAFe Agile Team that relies on a continually-refined Team Backlog as the primary input to drive value delivery. SAFe Team Kanban is a method that helps teams manage and improve the flow of value across the Continuous Delivery Pipeline. It is based on the principles of Lean and Kanban, which aim to optimize the system, limit work in progress (WIP), implement

feedback loops, and empower the team. SAFe Team Kanban uses a visual board to track the flow of work from the Team Backlog to the Done state. The Team Backlog is a subset of the Program Backlog that contains the user stories, enablers, and defects that the team needs to work on. The Team Backlog is constantly refined and prioritized by the Product Owner, who collaborates with the team and other stakeholders to ensure that the most valuable and feasible work items are selected for implementation. Reference: Team Kanban - Scaled Agile Framework, Team Kanban - Scaled Agile Framework

Question: 246

What is the focus of Lean Thinking?

A. Reducing delays
B. Implementing objective measures of progress
C. Ensuring respect for people and culture
D. Moving to an iterative development process

Answer: A

Explanation:

Lean Thinking is a philosophy that aims to create value for customers by eliminating waste and unnecessary steps in company processes. One of the main sources of waste is delay, which can be caused by long lead times, large batch sizes, excessive inventory, poor quality, and lack of coordination. Reducing delays can improve customer satisfaction, increase efficiency, and lower costs. Lean Thinking is based on two pillars: respect for people and continuous improvement. Respect for people means empowering and engaging employees, customers, and stakeholders to participate in problem-solving and innovation. Continuous improvement means constantly seeking ways to improve the process and the product by applying the Plan-Do-Check-Act cycle and the scientific method. Reference: Lean-Agile Mindset - Scaled Agile Framework, Lean Thinking: Overview, Principles, Benefits, & Applications Explained, The Focus of Lean - Collin College, What is Lean? - Project Management Institute

Question: 247

What is an example of applying cadence-based synchronization in SAFe?

A. Using a Portfolio Kanban system
B. Allocating budgets to Value Streams
C. Creating cross-functional ARTs and Agile teams
D. Conducting a PI Planning event

Answer: D

Explanation:

Conducting a PI Planning event is an example of applying cadence-based synchronization in SAFe. A PI Planning event is a two-day face-to-face or virtual meeting where all the members of an ART and Solution Train collaborate to align on a common vision, mission, and backlog, and plan the work for the next Program Increment (PI). A PI is a fixed timebox of 8 to 12 weeks that provides a regular cadence for delivering value. The PI Planning event is synchronized across all the teams and trains in the portfolio, and it occurs at the beginning of every PI. The PI Planning event enables the ART and Solution Train to achieve alignment, collaboration, synchronization, and commitment, as well as to identify and address risks and dependencies. Reference: = PI Planning - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 248

Which of the following is a SAFe Lean-Agile Principle?

A. Precisely specify value by product
B. Visualize work
C. Turn mistakes into learning moments
D. Organize around value

Answer: D

Explanation:

Organize around value is one of the 10 SAFe Lean-Agile Principles that guide the implementation of SAFe in any context. It states that enterprises must align their people, processes, and technology to the full and continuous flow of value that delivers customer and business outcomes. This principle helps enterprises to eliminate silos, reduce handoffs, improve collaboration, and optimize value streams. It also enables faster feedback, shorter lead times, higher quality, and better economics. Reference: SAFe Lean-Agile Principles, Organize Around Value, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 249

What is one dimension of the Team and Technical Agility Core Competency?

A. Relentless Improvement
B. Innovation Culture
C. Built in Quality
D. Leading by Example

Answer: C

Explanation:

: The Team and Technical Agility Core Competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers. It consists of three dimensions: Agile Teams, Team of Agile Teams, and Built in Quality1. Built in Quality is the dimension that ensures that every aspect of the solution, from code to compliance, is designed and implemented with high standards and practices that guarantee quality. Built in Quality enables fast and reliable delivery of value, reduces waste and rework, and fosters a culture of continuous improvement. Some of the practices that support Built in Quality in SAFe are Test-First, Behavior-Driven Development, Acceptance Test-Driven Development, Continuous Integration, Continuous Deployment, and Communities of Practice2. Reference: Team and Technical Agility - Scaled Agile Framework, Built-In Quality - Scaled Agile Framework.

Question: 250

Which core competency of the Lean Enterprise helps drive Agile Quality practices?

A. DevOps and Release on Demand
B. Lean Portfolio Management
C. Lean systems Engineering
D. Team and Technical Agility

Answer: D

Explanation:

: Team and Technical Agility is one of the core competencies of the Lean Enterprise that helps drive Agile Quality practices. This competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and teams of Agile teams use to create high-quality solutions for their customers. The main aspects of this competency are: team and technical agility, Agile team, Built-in Quality, and Agile architecture. Built-in Quality is a set of practices to help ensure that the outputs of Agile teams in business and technology domains meet appropriate quality standards throughout the process of creating customer value. Built-in Quality practices include test- first, test automation, continuous integration, refactoring, pair work, code reviews, exploratory testing, and more. Reference: Team and Technical Agility - Scaled Agile Framework, Built-In Quality - Scaled Agile Framework

Question: 251

Which of the following SAFe Lean-Agile principles involves delivering a continuous flow of value to customers in the shortest sustainable lead time?

A. Apply systems thinking B. Take an economic view C. Decentralize decision-making

D. Make value flow without interruptions

Answer: D

Explanation:

This statement is the second principle of SAFe, which states: "Build incrementally with fast, integrated learning cycles"1. It involves delivering a continuous flow of value to customers in the shortest sustainable lead time by reducing the batch sizes of work, limiting work in process (WIP), implementing continuous integration (CI) and continuous delivery (CD) pipelines, and applying DevOps and Release on Demand2. This principle helps improve quality, reduce risk, increase customer satisfaction, and accelerate feedback and learning2. Reference: SAFe Lean-Agile Principles, Accelerating Flow with SAFe

Question: 252

What are Lean Portfolio Management, Agile Product Delivery, and Lean-Agile Leadership?

A. Steps in the Business Agility Value Stream
B. Agile values
C. SAFe Core Competencies
D. SAFe Lean-Agile Principles

Answer: C

Explanation:

Lean Portfolio Management, Agile Product Delivery, and Lean-Agile Leadership are three of the seven SAFe Core Competencies. These competencies are essential to achieving Business Agility, which is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions1. The SAFe Core Competencies are as follows2:

Lean-Agile Leadership: Inspires, empowers, and coaches the people who design, build, and support the world's solutions
Team and Technical Agility: Drives high-quality, innovative solutions that delight customers and operate reliably
Agile Product Delivery: Builds solutions that customers love, delivered with high frequency and quality

Enterprise Solution Delivery: Builds and evolves the world's largest and most sophisticated software, hardware, cyber-physical, and systems-of-systems solutions
Lean Portfolio Management: Aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance Organizational Agility: Adapts quickly to changing market conditions and customer needs by reconfiguring strategy, structure, processes, people, and technology toward value-creating and value-preserving opportunities
Continuous Learning Culture: Improves the competency and skills of individuals and teams, fosters a culture of innovation, and creates organizational resiliency Reference: 1: Business Agility - Scaled Agile Framework2: Core Competencies - Scaled Agile Framework

Question: 253

Who is responsible for managing the Portfolio Kanban?

A. Product Management
B. Release Train Engineer
C. Solution Management
D. Lean Portfolio Management

Answer: D

Explanation:

: The Portfolio Kanban system is a method to visualize and manage the flow of portfolio Epics, from ideation through analysis, implementation, and completion. The Portfolio Kanban system is operated by the Lean Portfolio Management (LPM) function, which is responsible for strategy and investment funding, Agile portfolio operations, and Lean governance. The LPM function consists of three collaborating roles: the Enterprise Architect, the Lean Portfolio Manager, and the Operational Excellence Manager. The LPM function uses the strategic portfolio review and portfolio sync events to manage and monitor the flow of work in the Portfolio Kanban system. Reference: Portfolio Kanban - Scaled Agile Framework, Lean Portfolio Management - Scaled Agile Framework

Question: 254

What are the four types of team topologies?

A. Stream-aligned, platform, enabling, and complicated subsystem
B. Stream-aligned, functional requirements, product domain, and technical
C. Functional requirements, platform, enabling, and technical
D. Functional requirements, product domain, technical, and complicated subsystem

Answer: A

Explanation:

: According to the book Team Topologies by Matthew Skelton and Manuel Pais, the four types of team topologies are stream-aligned, platform, enabling, and complicated subsystem. These team types are designed to optimize the flow of work and information in an organization, and to align with the principles of DevOps and agile. A stream-aligned team is focused on a single stream of work, such as a product, a feature, a user journey, or a user persona. A platform team provides the infrastructure and services that enable other teams to deliver value to customers. An enabling team helps other teams overcome obstacles and learn new skills and technologies. A complicated- subsystem team handles tasks that require specialized knowledge and expertise, such as mathematics, algorithms, or cryptography. Reference: Team Topologies: The 4 Team Types Explained | Shortform Books, Team Topologies | Atlassian, Key Concepts — Team Topologies, The Four Team Types from Team Topologies - IT Revolution, What are the

core team types in Team Topologies?

Question: 255

Which team type is organized to assist other teams with specialized capabilities and help them become more proficient in new technologies?

A. Enabling team
B. Platform team
C. Stream-aligned team
D. Complicated subsystem team

Answer: A

Explanation:

Enabling teams are one of the four team topologies defined by Skelton and Pais in their book Team Topologies. They are organized to assist other teams with specialized capabilities and help them become more proficient in new technologies. They provide guidance, coaching, and mentoring to stream-aligned teams, platform teams, or complicated subsystem teams, and help them adopt new practices, tools, or frameworks. They also collaborate with them to deliver specific features or components that require their expertise. Enabling teams are temporary and dissolve once their mission is accomplished or no longer needed. Reference: Organizing Agile Teams and ARTs: Team Topologies at Scale, Team Topologies at Scale: A Worked Example, Exam Study Guide: SP (6.0) - SAFe Practitioner

Question: 256

Which of the following measures tracks progress toward achieving desired outcomes?

A. Burn-down charts
B. Cumulative flow diagrams
C. Objectives and key results
D. ART actual business value

Answer: C

Explanation:

Objectives and key results (OKRs) are a framework for defining and tracking measurable goals and outcomes. OKRs consist of an objective, which is a concise, qualitative, and inspirational statement of what is to be achieved, and one or more key results, which are specific, quantitative, and time-bound measures of progress toward the objective. OKRs help align teams and individuals around a common vision, focus on the most important outcomes, and foster a culture of feedback and learning. In SAFe, OKRs are used at the portfolio, solution, and program levels to communicate and evaluate strategic intent and business value delivery12. Reference: Objectives and Key Results - Scaled Agile Framework, OKRs: A Simple Way to Set and Achieve Your Goals.

Question: 257

What is one way to show true progress of business outcomes?

A. Review the Kanban board

B. Discuss during PI Planning
C. Analyze ART metrics
D. Conduct a System Demo

Answer: D

Explanation:

A System Demo is one way to show true progress of business outcomes. A 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). The System Demo is attended by customers, stakeholders, and ART members, who evaluate the system and provide feedback. The System Demo is a key measure of solution quality, customer value, and ART velocity. It also helps to validate the alignment of the PI Objectives with the business outcomes. Reference: System Demo - Scaled Agile Framework, SAFe® for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com

Question: 258

What is one component of the Continuous Delivery Pipeline?

A. Continuous Exploration
B. Continuous Cadence
C. Continuous Planning
D. Continuous Improvement

Answer: A

Explanation:

Continuous Exploration (CE) is one of the four aspects of the Continuous Delivery Pipeline (CDP), along with Continuous Integration (CI), Continuous Deployment (CD), and Release on Demand1. CE focuses on creating alignment on what needs to be built by applying design thinking and Lean startup principles2. CE involves generating and validating hypotheses, defining a Minimum Viable Product (MVP), and developing a vision, roadmap, and features for the solution2. CE enables the enterprise to understand the market problem or customer need and the solution required to meet that need2. Reference: Continuous Delivery Pipeline, Continuous Exploration

Question: 259

Turn mistakes into learning moments, create a trust-based environment, and visualize work are examples of which SAFe Core Value?

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

Answer: B

Explanation:

Respect for People is one of the four SAFe Core Values. It means that the enterprise fosters a culture of mutual influence, trust,

empowerment, and collaboration among all the people involved in delivering value, including customers, employees, partners, and suppliers. Respect for People also implies that the enterprise values diversity, inclusion, and psychological safety, and that it treats people as the most important asset. Respect for People supports the following practices in SAFe1: Turn mistakes into learning moments. Mistakes are inevitable in complex and uncertain environments, and they provide opportunities for learning and improvement. Instead of blaming or punishing people for making mistakes, the enterprise encourages them to share their learnings, experiment with new ideas, and apply the Plan-Do-Check-Adjust (PDCA) cycle.
Create a trust-based environment. Trust is the foundation of effective collaboration and high performance. The enterprise builds trust by being transparent, honest, supportive, and accountable. It also empowers people to make decisions, take ownership, and self-organize around value delivery. Visualize work. Visualization helps people see the flow of value, identify bottlenecks, dependencies, and waste, and collaborate on solutions. The enterprise uses various tools and techniques to visualize work, such as Kanban boards, Cumulative Flow Diagrams, Program Boards, and Value Stream Maps. Reference: 1: Respect for People and Culture - Scaled Agile Framework

Question: 260

The Lean Thinking principle, "make value flow without interruptions" means identifying what?

A. Predictability issues of the train
B. Key performance indicators
C. Activities that lack innovation
D. Delays

Answer: D

Explanation:

The Lean Thinking principle, “make value flow without interruptions” means identifying and eliminating any delays that prevent the smooth and fast movement of work product from step to step in a value stream. Delays are a form of waste that reduce the efficiency and effectiveness of the system, increase the lead time and cost, and lower the customer satisfaction. Delays can be caused by various factors, such as handoffs, queues, bottlenecks, rework, defects, approvals, dependencies, and variability. To make value flow without interruptions, SAFe applies the following eight flow accelerators: Visualize and limit WIP, reduce batch sizes, and manage queue lengths Implement full test automation and continuous integration Take an economic view Apply product development flow principles Understand and exploit variability Implement fast feedback and integrated learning Build quality in Base milestones on objective evaluation of working systems Reference: Principle #6 - Make Value Flow Without Interruptions - Scaled Agile Framework, Accelerating Flow with SAFe - Scaled Agile Framework

Question: 261

Restoring the speed and innovation of the entrepreneurial network while leveraging the stability of

the hierarchical system is a benefit of what?

A. Functional silos
B. Customer centricity
C. Dual operating system
D. Continuous learning culture

Answer: C

Explanation:

: A dual operating system is a model of business agility that combines the entrepreneurial network and the hierarchical system. The network is optimized for speed and innovation, while the hierarchy is optimized for efficiency and stability. The dual operating system allows the organization to balance the competing demands of exploration and exploitation, and to respond effectively to fast-changing environments. SAFe implements the network as a set of development value streams and provides the necessary interfaces to the hierarchy to restore the system's balance. Reference: Principle #10 – Organize around value - Scaled Agile Framework, Business Agility Flashcards | Quizlet, Balancing the Dual Operating System - Scaled Agile Framework

Question: 262

What is one approach to unlock the intrinsic motivation of knowledge workers?

A. Centralize decision-making
B. Provide autonomy
C. Reduce work in process (WIP) limits
D. Strive to achieve a state of continuous flow

Answer: B

Explanation:

Providing autonomy is one approach to unlock the intrinsic motivation of knowledge workers. Autonomy means giving knowledge workers the freedom and responsibility to make decisions about their work, such as how to do it, when to do it, and who to do it with. Autonomy fosters a sense of ownership, empowerment, and self-determination, which are essential for creativity and innovation. Autonomy also supports the Lean-Agile principle of decentralizing decision-making, which enables faster and better outcomes. SAFe provides several mechanisms to enable autonomy for knowledge workers, such as self-organizing and self-managing Agile teams, ARTs and Solution Trains, Communities of Practice, and Innovation and Planning Iterations. Reference: = Unlock the Intrinsic Motivation of Knowledge Workers, Decentralize Decision-Making, Exam Study Guide: SP (6.0) - SAFe® Practitioner

Question: 263

What is one of the inputs to the Portfolio canvas?

A. Portfolio Epics

B. Strategic Themes
C. Enterprise Strategy
D. Value Stream budgets

Answer: C

Explanation:

The Portfolio canvas is a tool that helps define the value streams, solutions, customers, budgets, and other key aspects of a SAFe portfolio. One of the inputs to the Portfolio canvas is the Enterprise Strategy, which describes the vision, mission, goals, and objectives of the organization. The Enterprise Strategy provides the context and direction for the portfolio vision, which in turn guides the identification and prioritization of portfolio epics and value streams. The Enterprise Strategy also influences the allocation of lean budgets and the alignment of strategic themes across the portfolio. Reference: Portfolio Vision, Portfolio SAFe, What Sections Are Included In SAFe® Portfolio Canvas?, [Exam Study Guide: SP (6.0) - SAFe Practitioner]

Question: 264

A SAFe Portfolio is a collection of what?

A. Development Value Streams
B. Functional teams
C. Solutions
D. Business units

Answer: A

Explanation:

According to SAFe, a SAFe Portfolio is a set of value streams that delivers a continuous flow of valuable solutions to customers within a common funding and governance model. A SAFe portfolio aligns strategy to execution via a collection of Development Value Streams (DVS). Each DVS develops one or more Solutions necessary for the portfolio to accomplish its business mission and vision, operating under a shared governance model1. A DVS is a long-lived series of steps that an organization uses to deliver value to a customer or stakeholder2. A DVS can be internal or external, and it can span multiple ARTs and suppliers3. A DVS is not the same as a functional team, a solution, or a business unit, which are different ways of organizing work, products, or organizational structures. Reference: Portfolio - Scaled Agile Framework, Development Value Stream - Scaled Agile Framework, Value Stream - Scaled Agile Framework.

Question: 265

What is one of the Agile Release Train events?

A. Iteration Retrospective
B. Backlog refinement C. Solution Demo D. Product Owner sync

Answer: C

Explanation:

A Solution Demo is one of the Agile Release Train events. A Solution Demo is a periodic event where the current state of the Solution is evaluated by the relevant stakeholders, including customers and users. The Solution Demo provides an opportunity to inspect and adapt the Solution, and to validate that it meets the Solution Intent and the customer needs. The Solution Demo is typically held at the end of each Program Increment (PI), and may also be held more frequently depending on the Solution context and feedback mechanisms. Reference: Solution Demo - Scaled Agile Framework, SAFe® for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe® Practitioner - scaledagile.com

Question: 266

During the PI Planning event, when are planning adjustments agreed upon?

A. During breakout sessions
B. During the draft plan review
C. During the Coach sync
D. During the management review and problem-solving meeting

Answer: D

Explanation:

During the PI Planning event, planning adjustments are agreed upon during the management review and problem-solving meeting, which is the last activity of the first day of the event1. In this meeting, the management team reviews the draft plans of the teams, identifies and resolves any issues, risks, or dependencies, and makes any necessary changes to the scope, people, or resources1. The management team also communicates the planning adjustments back to the Agile Release Train (ART) the next day, before the teams continue their planning and make the appropriate adjustments2. Reference: PI Planning, Management Review and Problem-Solving

Question: 267

User business value and time criticality are components of what?

A. Product Vision
B. Story point estimation
C. Feature Acceptance Criteria
D. Cost of Delay

Answer: D

Explanation:

user business value and time criticality are components of Cost of Delay (CoD), which is a measure of the economic value of a job over time. CoD is used to prioritize jobs based on the Weighted Shortest

Job First (WSJF) model, which is part of the SAFe methodology. CoD is calculated as the sum of three components: user/business value, time criticality, and risk reduction and/or opportunity enablement. User/business value indicates the relative importance and revenue impact of a job. Time criticality indicates the urgency and value decay of a job. Risk reduction and/or opportunity enablement indicates the long-term benefits of a job12. Reference: 1: WSJF - Scaled Agile Framework2: WSJF = (Biz Value + Time Crit. + Risk Reduce) / Job Size

Question: 268

What is part of the role of Product Management?

A. To assign business value to Features
B. To define Enablers
C. To prioritize the ART Backlog

Answer: A

Explanation:

One of the roles of Product Management is to assign business value to Features. Features are services provided by the system that fulfill stakeholder needs. They are the primary artifact for defining, managing, and prioritizing the work of the Agile Release Train (ART). Product Management is responsible for defining and prioritizing the features in the Program Backlog, as well as assigning a business value to each feature based on its expected benefits and costs. The business value is used to guide the economic decision-making and trade-offs during PI Planning and execution. Product Management also collaborates with other roles, such as Solution Management, System Architects, and Business Owners, to ensure that the features align with the solution vision and roadmap, and

meet the quality standards and nonfunctional requirements. Reference: Features - Scaled Agile Framework, Product Management - Scaled Agile Framework

Question: 269

Which is an aspect of systems thinking?

A. Mastery drives intrinsic motivation
B. Optimizing a component does not optimize the system
C. The length of the queue impacts the wait time
D. Cadence makes routine everything that can be routine

Answer: B

Explanation:

: Systems thinking is a holistic approach to solution development, incorporating all aspects of a system and its environment into the design, development, deployment, and maintenance. It requires leaders and teams to understand the solution, the enterprise, and the value stream as a system. One of the principles of systems thinking is that optimizing a component of the system does not optimize the whole system. In fact, it may even harm the system performance, as it may create bottlenecks, conflicts, or waste in other parts of the system. Therefore, systems thinking encourages looking at

the system as a whole and finding the best trade-offs and synergies among the components. Reference: Principle #2 - Apply systems thinking - Scaled Agile Framework, What 'systems thinking' actually means - and why it matters today | World Economic Forum, What is Systems Thinking? - Critical Thinking Secrets