**SAfe 4.5 agilist Certification**

**Question & Answers**

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SAFe 4.5 agilist – practice test

# SAFE AGILIST PRACTICE TEST Questions & Answers

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

To identify different parameters of the economic framework

To take into account sunk costs

To limit WIP through the system

To recover money already spent

**During the final plan review, Program risks are addressed using ROAM. What do the letters in ROAM represent?**

Accepted, Redesigned, Ordered, Mitigated

Owned, Mitigated, Resolved, Accepted

Managed, Resolved, Ordered, Accepted

Relegated, Owned, Approved, Managed

**What is one benefit of unlocking the intrinsic motivation of knowledge workers?**

To centralize decision-making

To provide autonomy with purpose, mission, and minimum constraints

To strive to achieve a state of continuous flow

To lower WIP limits

**What is one of the Agile Release Train sync meetings?**

Scrum of Scrums

Iteration Review

Solution Demo

Iteration Retrospective

**Which statement fits with the SAFe Core Value of Built-in Quality?**

Quality depends on the scale of the project and should be implemented from the top down

You cannot scale crappy code

Quality is not part of the SAFe Core Values

Quality should only be worked on during the Innovation and Planning Iteration

**What is the focus of the Daily Stand-up meeting?**

Iteration goals versus what got done

Scrum Master goals versus Development Team goals

PI objectives versus outcomes

Plan objectives versus Program Owner objectives

**What is the foundation of the SAFe House of Lean?**

Value

Relentless Improvement

Flow

Leadership

**What are the first three steps of the SAFe Implementation Roadmap?**

Launch trains, coach Agile Release Train execution, then train executives and managers

Reach the tipping point, train Lean-Agile change agents, and then train executives, managers and leaders

Reach the tipping point, Train Lean-Agile change agents, and then train the identified support personnel

Charter a Lean-Agile Center of Excellence, scale to the portfolio, create the implementation plan

**Applying systems thinking means identifying the systems in the process which includes the solution itself and what else?**

The enterprise building the system

The system design

The WIP

The value stream

**What are the three primary keys to implementing flow? (Choose three.)**

Frequent context switching

Address the systemic problems

Visualize and limit WIP

Increase capacity

Manage queue lengths

Reduce the batch sizes of work

**The House of Lean is a classic metaphor describing the mindset essential for Lean thinking. Which one of the four pillars advocates a "Get out of the office" mindset?**

Flow

Innovation

Respect for people and culture

Relentless improvement

**Which statement describes aspects of the team's commitment during PI Planning?**

A team commits only to the PI Objectives with the highest business value

A team commits to resolve all the risks identified during PI Planning

A team does not commit to stretch objectives

A team commits to all stories they put on their PI plan

**What is the recommended way to express a Feature?**

Lean business case

Functional requirement

Phrase, benefit hypothesis, and acceptance criteria

Epic hypothesis statement

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

Teams allow batch sizes across multiple intervals

Teams meet twice every PI to plan and schedule capacity

Teams align their iterations to the same schedule to support communication, coordination, and system integration

Teams decide their own iteration length

**Which statement is a value from the Agile Manifesto?**

Customer collaboration over feature negotiation

Customer collaboration over contract negotiation

Customer collaboration over a constant indefinite pace

Customer collaboration over ongoing internal conversation

**The Agile Release Train passes through four steps in order to deliver Solutions which includes: defining new functionality, implementing, acceptance testing, and what else?**

DevOps testing

Regulatory compliance

Deploying

Completing phase-gate steps

**What is one component of the Continuous Delivery Pipeline?**

Continuous Cadence

Continuous Improvement

Continuous Planning

Continuous Exploration

**Implementing SAFe requires buy-in from all levels of the organization. What level of leadership is most important for effecting cultural change?**

Executive Management

Product Owners

Solution Management

Release Train Engineers

**Which statement describes a Capability?**

It is developed and approved without a dependence on the Solution Kanban

It must be structured to fit within a single Program Increment

It remains complete and becomes an Epic for implementation

It is maintained in the Portfolio Backlog

**What must management do for a successful Agile transformation?**

Send someone to represent management, and then delegate tasks to these individuals

Change Scrum Masters in the team every two weeks

Commit to quality and be the change agent in the system

Strive to think of adoption as an area they can control

**Who is responsible for the Solution Backlog?**

Solution Train Engineer

Product Owners

Product Management

Solution Management

**Who has content authority to make decisions at the user story level during PI Planning?**

Product Owner

Development Team

Scrum Masters

Release Train Engineer

**Which statement is true about the Innovation and Planning (IP) Iteration?**

It is used annually when the team needs to refocus on work processes

Without the IP Iteration, there is a risk that the tyranny of the urgent outweighs all innovation activities

It is used as a weekly sync point between the Scrum Masters

The Scrum Master can decide if the IP Iteration is necessary

**Which statement accurately characterizes Strategic Themes?**

They are a high-level summary of each program’s Vision and are updated after every PI

They are business objectives that connect the SAFe Portfolio to the Enterprise business strategy

They are large initiatives managed in the Portfolio Kanban that require Weighted Shortest Job First prioritization and a lightweight business case

They are requirements that span Agile Release Trains but must fit within a single Program Increment

**In the Program Kanban some steps have Work-in-Process limits. Why is this necessary?**

To keep timebox goals

To enable multitasking

To ensure large queues are not being built

To help continuous deployment

**Which statement is true when continuously deploying using a DevOps model?**

It lessens the severity and frequency of release failures

It removes the need to automate processes

It alleviates the reliance on the skill sets of Agile teams

It increases the transaction cost

**How is the flow of Portfolio Epics managed?**

In the Portfolio Backlog

In the Portfolio Kanban

In the Program Kanban

In the Program Backlog

**What is the recommended way to estimate Epics?**

Estimate an Epic directly in normalized story points

Find the smallest Epic in the Backlog, give it 1 point, and estimate everything else relative to that

Split an Epic into potential Features, estimate each potential Feature in normalized story points, and add up the estimates

Split an Epic into Features, split Features into Stories, split Stories into tasks, estimate each task in hours and roll up all estimates to the Epic

**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?**

Business priorities

User Stories

Adjustment to PI Objectives

Change a team’s plan

**The Agile Release Train uses which type of teams to get work done?**

Phased review process teams

Management teams

Cross-functional teams

Solution team

**What is SAFe’s release strategy?**

Release on cadence

Release on demand

Release continuously

Release every Program Increment

**How do leaders build-in instability?**

They change Scrum Masters in the team every two weeks

They provide a high degree of freedom as to how teams meet requirements

They change requirements frequently

They do not participate in the SAFe proces

**When does a Roadmap become a queue?**

When it contains Features and not Epics

When it is fully committed

When it is longer than one Program Increment

When it includes no commitments

**What is the biggest benefit of decentralized decision-making?**

Creating better visualization

Ensuring strategic decisions are not made in a vacuum

Removing accountability from leaders

Delivering value in the shortest sustainable lead time

**What is the recommended frequency for updating Lean budget distribution?**

Every iteration

Twice annually

Annually

On demand

**What should the team focus on in order to optimize flow?**

Sunk costs

Delays

Costs

Requests

**Peter Drucker defines knowledge workers as individuals who know more about the work they perform than who?**

Their bosses

Their coworkers

Their team

Their organization

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

Business Owners assigning the business value

A value of 10 given to all of the PI Objectives

Business Owners assign high values to important enabler work

Assigning business values to stretch objectives

**What is found on a program board?**

Tasks

User Stories

Epics

Features

**Which statement is true about DevOps?**

DevOps is an approach to bridge the gap between development and operations

DevOps automation of testing reduces the holding cost

Measurements are not a top priority for DevOps

Lean-Agile principles are not necessary for a successful DevOps implementation

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

System Demo

Refined Backlog

Iteration Review

ROAMing Risks

**Product Management has content authority over the Program Backlog. What do Product Owners have content authority over?**

Portfolio Vision

Portfolio Backlog

Value Streams

Team Backlog

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

SAFe House of Lean

SAFe Implementation Roadmap

SAFe Core Values

SAFe Principle

**What is a Minimal Viable Product?**

A minimal product that can be built to achieve market dominance

A minimal Feature that can be released to the market

A minimal product that can validate a hypothesis

A minimal story a team can deliver in an iteration

**When is a Pre-PI Planning event needed?**

When Product Owners and Scrum Masters need to coordinate dependencies within the Agile Release Train

When there is only one day to run PI Planning, so more time is needed to prepare to run it effectively

When teams cannot identify and estimate Stories in PI Planning and need more time to prepare

When multiple Agile Release Trains working on the same Solution need to align and coordinate

SAFe 4.5 agilist – validation exam

# SAFE AGILIST VALIDATION EXAM Questions & Answers

**A user story includes which three things? (Choose three.)**

Where

How

When

Why

What

Who

**An Agile team has which two characteristics? (Choose two.)**

A stand-alone unit of individuals who do not require input from other teams to complete their tasks

A group of dedicated individuals that work in phase-gate steps to complete their PI Objectives

A small group of typically 5-9 dedicated individuals who have the skills necessary to define, build, and test increments of value

A large group of individuals who all work together to create value for the client

A group of dedicated individuals who are empowered, self-organizing, self-managing, and deliver features

**Which statement is true about Iteration Planning?**

It is only required for every third Iteration

It is required for component teams but may not be required for feature teams that have no dependencies on other teams

It is required for every Iteration to enable fast learning cycles

It is not required for teams that consistently meet their PI Objectives

**Continuous Deployment (CD) has six elements that, when followed, keep each team member, team, and the Agile Release Train on track. Which two statements best describe elements of CD? (Choose two.)**

Deploy to staging every third Iteration

Maintain a staging environment that emulates production

Development and test environments should be separate from production

Maintain manual deployment

Automate testing features and Non-functional Requirements

**What are two behaviors of an effective Scrum Master? (Choose two.)**

To prepare to present the business case to Lean Portfolio Management for a "go/no go" decision

To act as a servant leader and exhibit Lean-Agile leadership

To facilitate the team's progress toward the Iteration goals

To work with stakeholders and subject matter experts to define the Epic and its potential benefits

To focus on their own objectives and limit interaction with Product Owner

**Which statement defines the purpose of Iteration Planning?**

It is to organize the work and define a realistic scope for the Iteration

It is to analyze, approve, and ready Features for implementation

It is to explore and implement program Epics and split them into Features to be further explored

It is to defer decisions to local teams and make them at the last possible momen

**The Scrum Master wants to establish a team's initial velocity using normalization. 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? |

32

40

8

52

**Which statement describes the event that occurs at the end of each Iteration to identify the team’s opportunities for continuous improvement?**

The Iteration Retrospective

The Task Breakdown meeting

The Inspect and Adapt workshop

The Iteration Review

**What information does a Cumulative Flow Diagram provide?**

The cycle time system information which starts the implementation

The derived predictability data for the team

The done curve data allowing the team to implement more rapidly

The data for the team to identify current bottlenecks

**What type of information can be easily seen in a Cumulative Flow Diagram?**

Work-in-Process across the team

The Program’s predictability

The ratio of manual to automated tests

The number of defects that escape to production

**What is a major benefit of reducing batch size?**

Decreases stress on the system

Increases visibility

Increases Work-in-Process

Increases throughput

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

PI Planning

Key stakeholders

Customers

Program backlog

**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?**

Defer acceptance testing to the next Iteration

Stop the current Iteration and plan a new Iteration with the new knowledge

Communicate the status of the Iteration to all stakeholders

Have an emergency Iteration Planning meeting

**Which statement describes a collocated team?**

Teams break into pairs to complete all backlog tasks and then sync progress bi-monthly

Each team member is dedicated only to their own tasks and goals, and they sync up progress quarterly

Team members manage their own dependencies without using regular feedback loops, and they meet together bi-weekly to sync up their progress

A team working in a shared, open work area that enhances communication, constant collaboration, and effective decision-making

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

Develop the functionality first and then test it on a second pass

Implement the simplest variant of the functionality first and then implement the rest as an enhancement

Implement the database structure first and then implement the business logic and user interface

Develop the user interface (UI) with sample business logic and database access and then add the actual functionality behind the UI

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

Cross-value-stream

Cadence

Culture

Cycle-time

**Which statement describes the information within a Story?**

No further conversation is required after the Story is identified because it contains all necessary details

A Story provides just enough information for the intent to be understood by both business and technical people

A Story is written in full detailed specifications so that the work is ready to be implemented immediately

Story acceptance criteria must be finalized before beginning Iteration Planning

**What are three practices of Extreme Programming (XP)? (Choose three.)**

Test-driven Development

Defect correction

Establishing roles

Solution context

Pair programming

Continuous Integration

**What is the recommended length of an Iteration?**

Four weeks

One week

Three weeks

Two weeks

**According to the Definition of Done, who must provide final approval prior to the Release?**

The Product Owner

The Scrum Master

The Release Management

The Release Train Engineer

**When is the System Demo conducted during program execution?**

When Features are done

At the end of every Iteration

Midway through the Program Increment

On demand

**What is the role of the Product Owner?**

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

To be responsible for prioritizing the team backlog, accepting Stories, and representing the customer to the Agile team

To foster adaptive design and engineering practices and drive strategic architectural initiatives

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

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

It identifies when too much work is in the system which results in multitasking and frequent context switching

It is used to describe large system behaviors that fulfill customer needs

It is the primary value delivery construct in the Scaled Agile Framework

It shows the deliverables for the currently committed PI and offers visibility into the next two PIs

It is a long-lived, self-organizing, virtual organization of 5-12 Agile Teams that plan, commit, and execute together

**A decrease in variability leads to an increase in what?**

Predictability

Queue length

Risk

Cost

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

To enhance and improve the Innovation and Planning practices

To help the team bond and work more efficiently together

To evaluate better implementation steps

To increase the quality and reliability of the next PI

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

Listens and supports teams in problem identification and decision-making

Identifies market needs

Owns vision and roadmaps, program backlog, and ROI

Establishes feature acceptance criteria

Creates an environment of mutual influence

**How does a team demonstrate progress?**

With Burn-up charts

With team cadence

With PI Objectives

With an Iteration Review

**Which statement is true about Iteration Goals?**

They verify that teams are working at their full capacity

They align the team to a common vision of work in the Iteration

They are used to measure business value achieved for each Iteration

They are used to track scope changes over time

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

It is required for speed of development and maintainability

It is required for backlog speed and designed refinement

It is required for implementation speed and maturity

It is required for speed of value delivery and solution intent

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

Visibility into scope and priority adjustments

Visibility into analysis, approval, and feature readiness for implementation

Visibility into program Epics and Features

Visibility into backlog items

**Which situation should use the Large Solution SAFe configuration?**

Every large enterprise that uses SAFe

Organizations building Solutions that require more than one Agile Release Train

Organizations that operate in an environment which requires compliance for high-assurance systems

Enterprises that build cyber-physical systems

**The Daily Stand-up timebox should not exceed how many minutes?**

15 minutes

5 minutes

30 minutes

45 minutes

**Which statement is true about Features and Stories?**

Features can be larger than an Iteration but Stories should be small enough to fit into an Iteration

Each Feature should have at least five Stories

Features should be small enough to fit into an Iteration

Stories can be broken into Features

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

Brainstorm possible failures

Identify the biggest root cause using the Pareto Analysis

Choose a problem to solve - agreement not required

Apply root solution analysis

**What is one key benefit of a Backlog Refinement session?**

It allows the team to state the problem and think about what, where, when, and the impact

It is the main way in SAFe for achieving relentless improvement

It serves a variety of purposes, including a dedicated time for planning, retrospecting, exploring, and innovating

It provides time to identify dependencies and issues that could impact the next Iteration

**What is one responsibility of the Scrum Master?**

To remove impediments in order to help protect the team

To work with Product Management to plan releases

To lead and coach those who support and facilitate the work of all Agile Release Trains and suppliers

To develop and commit to Team PI Objectives and Iteration plans

**Which activity happens in the Inspect and Adapt workshop?**

Planning the next PI

Refining the Program backlog

A demo of the integrated system

A retrospective of the Iteration

**What is the duration of a typical PI Planning event?**

1 hour

4 hours

1 day

2 days

**Which statement is true about the purpose of a Work-In-Process constraint?**

It helps analyze, approve, and track Portfolio Epics and Enablers

It identifies possible constraints for Solution completion

It captures where all new "big" ideas come from

It encourages collaboration and enables flow

**What best supports Innovation in the SAFe House of Lean?**

Built-in quality

Fast learning cycles

Optimizing the whole

Visualizing work

**What is Scrum?**

A process for continuously maintaining deployment readiness

A methodology used to deliver usable and reliable solutions to the end user

A lightweight process for cross-functional, self-organized teams

A routine method of deploying deliverables to operations

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

Complexity

Implementation

Backlog refinement

Priority

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

It comes from pair programming in Extreme Programming (XP)

It is a Solution coordination activity

It is a best practice that team members should spend 50% to 100% of the time in pair work

It plans for the last cut of logic

**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?**

They are abusing the practice of hardening

They are applying the Agile development practice of "separation of concerns"

They are waterfalling the Iteration

They are ignoring Non-functional Requirements within the Iteration

**What does a Program Board help teams identify?**

Predictability between teams

Dependencies between teams

Bottlenecks to the flow of value

Velocity in achieving value