**SAfe 4.5 Practitioner Certification**

**Question & Answers**

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SAFe practitioner – practice test

# SAFe Practitioner practice test Questions & Answers

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

Culture

Team capacity

A phased-gate rollout

Agile Release Train

**Which two views does the Iteration Review provide into the Program? (Choose two.)**

How the team did on the Iteration

How the team is doing on the Program Increment

How the team is increasing empowerment

How the team is demonstrating transparency of decision-making

How the team is responding to the stakeholders

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

It increases productivity and employee engagement

It allows businesses to deliver value to the market more quickly

It relies on external provider dependencies

It allows management to track project progress based on steering committees and metrics

It requires phase-gate approvals to ensure that everyone is moving together

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

Culture

Deployment

Empowered solution authority

Capacity allocation

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

The Product Owner

The Agile Team

The Scrum Masters

The Business Owners

**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?**

Support splitting a Story into a coding story and a testing story, and then moving the testing story into the next Iteration

Support pulling a Story that has not been started

Support adding an Innovation and Planning Iteration directly after the current Iteration

Agree to add a person from the System Team to complete the work

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

To own and manage the team Backlog

To ensure the team follows Agile principles and practices

To protect the team from external forces

To be a single voice for the customer and stakeholders

To coach the team

**What is typically included in the Definition of Done for the team increment?**

Stories are accepted by Product Management

Completed features meet acceptance criteria

Regression testing is done

Stories are accepted by the Product Owner

**What is the recommended size of an Agile Team?**

3 – 5 people

10 – 15 people

8 – 12 people

5 – 9 people

**Which statement is true about the PI Planning event?**

It involves everyone in the Program over a two-day period

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

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

It involves Program Portfolio Management to prioritize the Stories presented by teams during the final plan review

**What is the role of the Scrum Master?**

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

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

To coordinate Portfolio Epics through the Portfolio Kanban system

To facilitate Agile Release Train processes and Solution Train execution

**During Iteration Execution, a team’s velocity tends to be most affected by what?**

Productivity changes, team location, and innovation measures

Product Owner changes, changing estimations, and new features

Changing financial planners, a new Scrum Master, or new testers

Changing team size, team makeup, and technical context

**What is one of the typical Kanban classes of service for Agile teams?**

Fixed-date

Review

Accepted

Funnel

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

Use a cadence-based PI Planning process

Replace the PI Planning process with the Inspect and Adapt workshop when possible

Use the Innovation and Planning iteration instead of the PI Planning process

Remove blocks such as Portfolio estimation

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

Weighted Shortest Job First

Roadmap

Continuous Integration

Agile Budgeting

**What are the SAFe Core Values?**

Code Quality, Fast Feedback, Alignment, Trust

Commitment, Competency, Collocation, Culture

People and Culture, Transparency, Collaboration, Responding to Change

Built-in Quality, Program Execution, Alignment, Transparency

**Iteration Planning, Iteration Review, and Backlog Refinement are examples of which type of event?**

Team event

Sync event

PI event

Program event

**What is the role of the Release Train Engineer?**

To serve as the Scrum Master for the Agile Release Train

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

To serve as the content authority at the Program level

To coach teams to improve their results

**Why do Lean-Agile Leaders try to connect the silos of business, system engineering, hardware, software, test, and quality assurance?**

To optimize vertical communication

To align around value

To allow friction between the teams

To enforce organizational boundaries between functions

**How can a technical exploration enabler be demo'ed?**

Show the knowledge gained by the exploration

Explain how the exploration achieved its larger business objectives

Show the acceptance tests written for the exploration

Demonstrate working systems in the production environment

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

Conversation

Concept

Card

Conform

Clarification

Confirmation

**The Inspect and Adapt event always starts with which activity?**

The PI System Demo

Retrospective and Problem-Solving Workshop

Quantitative measurement

Agreement on the problems to solv

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

Relentless Improvement

Innovation

Value

Flow

**What is the purpose of the Iteration Review?**

To measure the team’s progress by showing working Stories to the stakeholders and getting feedback from them

To serve as a forecasting meeting where the work is estimated for the Program Increments

To identify where there is too much work in the system and where the teams are being overloaded

To show the backlog items and work on possible solutions for the backlog items

**Which factor helps unlock the intrinsic motivation of knowledge workers?**

Team performance incentives

Pay-for-performance

Parallel development

Autonomy

**Which practices are demonstrated during the Inspect and Adapt event?**

New start, job sequence, funnel, and enable

Reflect, problem solve, and identify improvement actions

Move forward, analyze future Stories, integrate, and iterate

Forward focus, develop, cross-domain plan, and expedite execution

**Which statement is true about Work-In-Process (WIP) limits?**

Higher WIP limits result in lower utilization

Lower WIP limits improve flow

Lower WIP limits result in fewer Stories being completed

Higher WIP limits provide richer feedback

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

During the qualitative part of the team retrospective

During the quantitative part of the team retrospective

During the time and materials retrospective

During the features agreement retrospective

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

It builds long-term partnerships based on trust

It allows teams to pivot without mercy or guilt

It optimizes the whole

It uses informed decision-making through fast feedback

**Which statement is true about Iteration planning for Kanban teams?**

Kanban teams find high value in trying to plan the Iteration in detail

Kanban teams do not commit to Service Level Agreements

Kanban teams estimate their velocity

Kanban teams publish Iteration Goal

**What is an example of a modified Fibonacci sequence?**

...5, 8, 13, 20, 40...

...5, 8, 13, 21, 34...

... 2, 4, 5, 9, 11...

...1, 1, 3, 5, 5...

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

Build cross-functional Agile Release Trains around the flow of value to the customer

Decentralize decision making

Keep everything under version control

Establish a work environment of shared responsibility

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

It allows the Agile Release Train to demo value every two weeks

It allows the Systems Team to integrate with ease

It allows the release of different Solution elements at different times

It allows Agile Teams to release on cadence

**What replaces detailed requirements documents?**

Pair work

Unit tests

Task boards

Stories

**Which responsibility belongs to the Product Owner in the team?**

To facilitate team meetings and drive Agile behavior

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

To foster normalized estimating within the team

To foster adoption of Agile technical practices

**Which statement reflects one of the steps for setting normalized velocity?**

Maintenance tasks are not required to list for velocity; maintenance tasks fall outside this scope

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

The team members assess their availability, acknowledging time off and other potential duties

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

**When should a component team be used?**

To gain the fastest velocity with well-defined interfaces

To develop T-shaped skills together with continuous integration

To obtain high reuse and technical specialization with a focus on Non-functional Requirements

To create each replaceable component with minimized dependencies

**What are the four levels of the Scaled Agile Framework 4.5?**

Portfolio, Value Stream, Program, Team

Team, Program, Large Solution, Portfolio

Epic, Capability, Feature, Story

Framework, Theme, Delivery, Iteration

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

Visibility into progress and impediments

Visibility into single source design decisions

Visibility into System Solution Intent

Visibility into collaboration deployment

**What is the role of the System Architect/Engineer?**

To define the design for the system

To manage dependencies

To guide the teams and support the Architectural Runway

To implement continuous improvement methods

**Which statement describes a cadence-based PI Planning event?**

It is an all-hands, two day event with the goal to identify impediments that could happen

As many team members as possible should attend remotely to reduce travel costs

It is very important and should be postponed until all participants can attend

It is not a required event but tasks move forward at higher velocity when the meeting occurs

**Why is the modified Fibonacci sequence used when estimating?**

It serves as a way to estimate large ranges

It can be used to predict unit test coverage

It results in greater precision

It reflects the uncertainty in estimating larger items

**What is an example of a Program event?**

Scrum of Scrums

Daily Stand-up

Innovation and Planning

Iteration Review

**A Cumulative Flow Diagram (CFD) shows how lead time and Work-in-Process evolve over time. Which curve does the CFD focus on?**

Implementation curve ("movement") and Departure curve ("done")

Backlog curve ("work") and Departure curve ("done")

Arrival curve (“to-do”) and Departure curve (“done”)

Arrival curve ("to do") and Evolution curve ("change"

**Which three questions should each team member answer during the Daily Stand-up? (Choose three.)**

What did I do yesterday to advance the Iteration goals?

Are there any impediments that will prevent the team from meeting the Iteration goals?

How I am contributing to an environment of continuous change?

How am I splitting the Solutions into Capabilities and Enablers?

How am I optimizing the full Solution?

What will I do today to advance the Iteration goals?

SAFe practitioner – validation exam

# SAFe Practitioner Validation Exam Questions & Answers

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

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

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

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

It is only required for every third Iteration

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

It is required for every Iteration to enable fast learning cycles

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

**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? |

52

40

32

8

**How does a team demonstrate progress?**

With an Iteration Review

With PI Objectives

With team cadence

With Burn-up charts

**What is Scrum?**

A routine method of deploying deliverables to operations

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

A process for continuously maintaining deployment readiness

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

**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

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

The Iteration Review

The Task Breakdown meeting

The Iteration Retrospective

The Inspect and Adapt workshop

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

Where

What

Who

When

How

Why

**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 applying the Agile development practice of "separation of concerns"

They are abusing the practice of hardening

They are ignoring Non-functional Requirements within the Iteration

They are waterfalling the Iteration

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

It identifies possible constraints for Solution completion

It encourages collaboration and enables flow

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

It captures where all new "big" ideas come from

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

Each Feature should have at least five Stories

Features should be small enough to fit into an Iteration

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

Stories can be broken into Features

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

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

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

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

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

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

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

Visualizing work

Optimizing the whole

Fast learning cycles

Built-in quality

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

5 minutes

45 minutes

15 minutes

30 minutes

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

Increases visibility

Decreases stress on the system

Increases Work-in-Process

Increases throughput

**Which statement describes a collocated team?**

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

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

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

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

**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

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

Customers

Key stakeholders

PI Planning

Program backlog

**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.)**

Maintain manual deployment

Deploy to staging every third Iteration

Development and test environments should be separate from production

Maintain a staging environment that emulates production

Automate testing features and Non-functional Requirements

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

2 days

1 day

1 hour

4 hours

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

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

It comes from pair programming in Extreme Programming (XP)

It is a Solution coordination activity

It plans for the last cut of logic

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

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

Story acceptance criteria must be finalized before beginning Iteration Planning

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

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

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

Organizations building Solutions that require more than one Agile Release Train

Enterprises that build cyber-physical systems

Every large enterprise that uses SAFe

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

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

Culture

Cross-value-stream

Cadence

Cycle-time

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

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

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 organize the work and define a realistic scope for the Iteration

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

At the end of every Iteration

On demand

When Features are done

Midway through the Program Increment

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

To remove impediments in order to help protect the team

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

To work with Product Management to plan releases

To develop and commit to Team PI Objectives and Iteration plans

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

Three weeks

Two weeks

Four weeks

One week

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

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

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

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

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

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

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

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

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

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

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

Solution context

Test-driven Development

Continuous Integration

Pair programming

Establishing roles

Defect correction

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

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

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

It is the main way in SAFe for achieving relentless improvement

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

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

The Release Management

The Product Owner

The Scrum Master

The Release Train Engineer

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

Predictability

Cost

Queue length

Ris

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

Backlog refinement

Priority

Implementation

Complexity

**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

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

Predictability between teams

Dependencies between teams

Velocity in achieving value

Bottlenecks to the flow of value

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

Work-in-Process across the team

The Program’s predictability

The number of defects that escape to production

The ratio of manual to automated tests

**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?**

Have an emergency Iteration Planning meeting

Defer acceptance testing to the next Iteration

Communicate the status of the Iteration to all stakeholders

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

**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

Creates an environment of mutual influence

Owns vision and roadmaps, program backlog, and ROI

Identifies market needs

Establishes feature acceptance criteria

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

Planning the next PI

A demo of the integrated system

Refining the Program backlog

A retrospective of the Iteration

**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

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

To evaluate better implementation steps

To enhance and improve the Innovation and Planning practices

To help the team bond and work more efficiently together

To increase the quality and reliability of the next P

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

Visibility into program Epics and Features

Visibility into scope and priority adjustments

Visibility into backlog items

Visibility into analysis, approval, and feature readiness for implementation

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

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

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

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

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

To facilitate the team's progress toward the Iteration goals