**SAfe Program consultant Certification**

**Question & Answers**

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# 119 Questions & Answers

1. **(Select 4) Which of the following are legitimate examples of management as an enabling function, rather than as top-down control?**

Developing skills and career paths for team members

Creating an environment of mutual influence

Creating work breakdown structures

Communicating the Solution Vision with the teams

Working with other departments to establish better communication among teams

Assigning backlog items to team members

Assigning team members to handle external dependencies

1. **(Select 2) When might Feature size not be a good substitute for the duration of WSJF?**

The Feature involves a team or team members who represent a bottleneck

The Feature involves a remote third-party vendor that has a formal scope-approval process

The Feature has not yet been broken down into user stories by the Product Owner

The Feature did not originate from a Program Epic

The Feature did not originate from a Value Stream Capability

1. **Which one of the following implies changes to the ART Budget?**

Reducing the scope of a Program Epic

Changing total ART resources

Prioritizing Features based on Cost of Delay

Switching to a different PI cadence

Extending the duration of a PI

1. **SAFe assumes that programs commit to the key priorities within the current PI and provide a forecast for a few subsequent PIs.**

True

False

1. **SAFe uses Kanban to manage flow at the Portfolio Level for the following reasons EXCEPT \_\_\_\_\_.**

To ensure that there is visibility and transparency

To ensure that portfolio items are delivered to the Program or Solution Backlogs every 2 weeks

To capture all ideas in the funnel

To limit the number of initiatives under consideration

To ensure that the analysis and discovery work needed for the items are not time bound

1. **Iteration Goals have business value assigned by the Product Owner.**

True

False

1. **Where are Capabilities managed?**

In the Portfolio Kanban

In the Value Stream planning board

In the ART Kanban

In the Value Stream Kanban

1. **The User Experience (UX) team does not believe in Agile development. They say, “We have to understand the full behavior of the eventual system in order to be able to define an effective user experience. We don’t work in time boxes. How would you respond?**

User experience is indeed a different concept and the team should be exempt from working in Iterations

Since the team is working in time boxes, this has been proven to be the most effective way to implement the user experience

Just like system architecture, the entire user experience should be fully designed before any implementation

It's important to have an overall user experience vision before implementation, but the vision can be implemented iteratively for early feedback

1. **What are appropriate aspects of the System Architect's role in SAFe?**

Approve teams’ increments into the mainline branch

Collaborate with Scrum Masters to establish the emergent design

Approve all the design work of teams before they can implement their user stories

Collaborate with PMs, POs, and Agile Teams to establish the Architectural Runway

Provide the designs behind each user story

1. **Backlog items in an Expedite class of service can break WIP limits.**

True

False

1. **(Select 2) Which of the following are questions that are commonly asked during the PI Planning management review and problem-solving meeting ?You have reached the max number of allowed answers**

How do we increase team velocity?

Where are the bottlenecks?

Do we need to adjust scope?

Do we need to extend the PI?

Can we combine teams to decrease dependencies?

1. **(Select 3) What are typical Kanban classes of service for Agile Teams? You have reached the max number of allowed answers**

Expedite

Accepted

Review

Standard

Funnel

Fixed date

1. **SAFe teams using Kanban are required to participate in which events? You have reached the max number of allowed answers**

System Demo

Iteration Planning

PI Planning

Iteration Retrospective

1. **Which factors help unlock the intrinsic motivation of knowledge workers? You have reached the max number of allowed answers**

Individual and team performance incentives

Autonomy

Making a contribution

Ranking individuals for transparency in their contributions to the organization

Well-structured MBOs so people know exactly what’s expected of them

1. **A Program Epic requires budgetary approval and a lightweight business case only if it spans multiple PIs.**

**True**

False

1. **(Select 2) You are prioritizing Epics and the group cannot reach a consensus on WSJF parameters. What would be the best course of action to reduce inconsistencies?**

Use strategic themes to help the group understand how an Epic contributes to the realization of the enterprise business strategy

Change the scale for WSJF parameters

Take time to provide more detailed specifications for each Epic

Split Epics into Capabilities, prioritize them, and combine those priorities back to the Epic level

Collect additional input from other stakeholders

1. **Which of the following is NOT a responsibility of the Enterprise Architect?**

Facilitate reuse of ideas and proven design patterns

Drive the strategy for maintaining the Enterprise’s architecture

Synchronize the technology stack and infrastructure across Value Streams

Define the Solution design for Agile Release Trains

1. **ARTs that consist only of Feature teams do not require an Architectural Runway**

**True**

**False**

1. **Which of the following is a responsibility of the Business Owner? You have reached the max number of allowed answers**

Participate in Post-PI Planning and assist trains in adjusting ART PI plans as needed

Assign business value to Epics and Features

Assign business value to Team Objectives during PI Planning

Ensure that the Solution Demo occurs

1. **Which statement applies to Iteration Planning in SAFe?**

Teams that have no dependencies may choose not to do Iteration Planning once they have planned the PI

Component teams require Iteration Planning in every Iteration, while Feature teams may or may not, based on dependencies

When the teams define acceptance criteria during PI Planning, Iteration Planning is not strictly required during the PI

Iteration Planning is required in every Iteration to enable fast learning cycles

Iteration Planning is required for all Iterations except for the first one, since there’s nothing to cause a change in the PI plan yet

1. **What is the primary role of a Scrum Master?**

To use servant leadership to help the team perform at its best

To provide management with status reports on the team’s progress

To write all the user stories so that the team can focus on coding and testing

To task team members in the most efficient manner possible based on their skills

1. **You are at a retrospective meeting where a program is trying to address a long-existing problem: unreliable PI commitments. One of the participants suggests that they are working on too many things at a time.**

|  |
| --- |
| Which one of the following aspects of the program causes uncontrollable amounts of work in process? |

Backlog items in the Program Backlog are not truly end-to-end Features; they look more like large chunks of work at different layers of the system

All program teams are cross-functional, and therefore every team spans work in multiple areas at the same time

Teams don’t do a good job of task-switching

1. **(Select 3) What primary roles are most responsible for ensuring successful execution at the Value Stream Level? You have reached the max number of allowed answers**

Solution Architect/Engineer

Customer

Release Management

Solution Management

Value Stream Engineer

1. **Which of the following have acceptance criteria? You have reached the max number of allowed answers**

Program Epics

Business Capabilities

Strategic Themes

Enabler Features

Portfolio Enabler Epics

Spikes

1. **A company is about to launch Agile Release Trains within a Value Stream that consists of 200 people, 90 of whom are in the U.S. working on the system’s business logic and databases, and 110 of whom are in India working on the UI front end.**

|  |
| --- |
| What would likely be the most effective way to launch? |

Launch it as a single ART and then conduct Inspect & Adapt at the end of the PI to determine whether it needs to be split

Launch it as two or more ARTs based on how the cost centers are defined

Launch it as two geography-based ARTs, with one working on the UI and the other on business logic and databases

Launch it as two distributed ARTs organized around end-to-end functionality

1. **(Select 3) Based on the work of Don Reinertsen, SAFe denotes five primary economic factors that can be used to consider the economic perspective of a particular investment. From the list below, choose three of those primary economic factors. You have reached the max number of allowed answers**

Return on Investment (ROI)

Value stream budget

Development expense

Risk

Lead time

1. **What does relentless improvement, as defined in SAFe, include? You have reached the max number of allowed answers**

Apply Lean problem-solving tools and techniques

Hold people accountable

Optimize the whole

Reflect at key Milestones

Hold employee reviews to provide fast feedback

1. **If all Agile Release Trains in a Value Stream are organized around Capabilities, they don’t require cross-train coordination.**

True

False

1. **Every Enabler Capability has an Enabler Epic as its parent.**

True

False

1. **Understanding the full Value Stream allows you to focus on the delays.**

True

False

1. **In SAFe, Dunbar's number provides guidance for:**

The maximum number of tasks in a Program Increment for optimal predictability

The percent utilization that enables a sustainable pace

The number of Stories created during PI Planning to enable commitment

The number of members on a self-managing, self-organizing ART

1. **Which one is NOT a SAFe-recommended practice for DevOps?**

Build and maintain a production-equivalent staging environment

Deploy to staging every sprint

Continuously synchronize all Feature and team branches

Maintain development and test environments to better match production

Start automating the actual deployment process

Put everything under version control

Create the ability to automatically build environments

1. **(Select 2) Which factors foster team “Ba”? You have reached the max number of allowed answers**

Decentralized decision-making

Dunbar's number

Use of Feature teams

Built-in instability

1. **(Select 3) You are invited to help a program where, even though not mandated by the external environment, management requires teams to make big, up-front, and detailed scope commitments for every release.**

|  |
| --- |
| Which of the thoughts below would you use to best coach the decision-makers? |

**You have reached the max number of allowed answers**

Emphasize the value of “Responding to change” from the Agile Manifesto

Explain that too much up-front detail demotivates Product Owners as they have almost nothing to do thereafter

Explain why development doesn’t need to commit to anything in Agile

Illustrate the power of feedback in content decision-making

Explain the “understand and exploit variability” principle of product development flow

1. **A Program Epic that originates from a Portfolio Epic takes precedence over all local priorities on that train.**

True

False

1. **(Select 2) What are 2 of the biggest reasons to reduce batch size?You have reached the max number of allowed answers**

Produce less measurement overhead

Increase throughput

Make it easier to assess the state of smaller batches

Decrease stress on the system

Increase delivery reliability

1. **SAFe uses Story points for estimating the size of Stories, Features, Capabilities, and Epics.**

True

False

1. **What statement is NOT part of the Agile Manifesto?**

Customer collaboration over contract negotiation

Business people and developers must work together daily throughout the project

Working software is the primary measure of progress

Continuous attention to technical excellence and design enhances agility

Working software over comprehensive documentation

Good architectures are built up front so that teams can focus on development

1. **What are the primary reasons to limit WIP? You have reached the max number of allowed answers**

Decrease wait times

Expand context switching

Increase throughput

Reduce multiplexing

Make it easier to visualize the most important work

1. **In SAFe, who owns the Vision for a PI?**

Product Management

CEO

Business Owners

Product Owner

Scrum Master

**41.When does the System Demo happen?**

On demand

After continuous integration

After the Solution Demo, but before PI Planning

After every Iteration

After Pre-PI Planning

**42. Which activity occurs during the program Inspect and Adapt workshop?**

Biweekly System Demo

Iteration Metrics update

Team Iteration Demo

Roadmap update

PI Predictability Measure update

**43. Which activity calls for using the ROAM technique?**

Managing the ART sync

Categorizing program risks during PI Planning

Managing teams by the Release Train Engineer

Refining the Program Backlog

**44. An Iteration is a specific type of Plan-Do-Check-Adjust learning cycle.**

True

False

**45. What should a Supplier using a traditional methodology do when working with ARTs in a Value Stream?**

Attend key Value Stream events

Demonstrate working software at each Solution Demo

Develop her own Vision and Roadmap

**46. What is the target percentage for the Program Predictability Measure?**

<50%

50-75%

80-100%

100%

**47. (Select 3) What are the 3 primary outputs of the PI Planning session? You have reached the max number of allowed answers**

Program board

Top 10 Features

Portfolio Vision

Iteration Goals

Vote of confidence/commitment

Team PI Objectives

**48. When is the Solution Demo conducted?**

At the end of each Sprint

Mid-PI

On demand

At the end of each PI

**49. Which concept is NOT one of the 4 Core Values of SAFe?**

Predictability

Program execution

Alignment

Built-in Quality

Transparency

**50. (Select 2) Which of the following are true about budgets in SAFe? You have reached the max number of allowed answers**

Budgets are allocated to projects

Budgets are allocated to value streams

Budgets are allocated to portfolios

Budgets are allocated to strategic themes

Budgets are allocated to teams

**51. Which one of the following is NOT part of a good Definition of Done (DoD)?**

Coding standards have been followed

No must-fix defects exist

Nonfunctional Requirements are met

The Customer is satisfied with the User Experience

Code is checked in and merged into main branch

All unit tests are passing

**52. Which of these descriptions best represents Capabilities, as defined in SAFe?**

Capabilities are simply a different kind of Epic, exhibiting largely the same characteristics and practices

Capability is a different name for Features, one that is preferred by some organizations

Capabilities are simply a level of abstraction above Features, exhibiting largely the same characteristics and practices

Capabilities are simply a level of abstraction above Epics, exhibiting largely the same characteristics and practices

**53. (Select 4) Lean-Agile Leaders \_\_\_\_\_\_\_\_\_.You have reached the max number of allowed answers**

Manage the most critical day-to-day activities of team members

Facilitate relentless improvement

Proactively eliminate impediments

Embrace the values of Lean

Lead the teams

Run successful Agile Release Trains

**54. A Feature inherits its WSJF rank from its parent.**

True

False

**55. The portfolio Vision is an aggregation of every Agile Release Train’s Vision.**

True

False

**56. You are invited to help an Agile Release Train that has struggled through multiple PIs. They just finished the second Iteration in the current PI and have nothing to demonstrate at the System Demo. Program stakeholders are really concerned.**

|  |
| --- |
| What would you do? |

Stop working on any new functionality and fully integrate and test the system; adjust scope based on learnings

Replan the current PI: Descope to leave enough time to integrate what you’ve built during the IP Iteration

Find a vendor that specializes in integrating system increments from multiple teams

Have every team demonstrate their team increment to the stakeholders separately in the team branch

Re-architect the system so that there are no dependencies between the teams and integration is not needed

**57. WSJF is recommended for prioritizing the Team Backlog.**

True

False

**58. What is the ideal size of an ART?**

126-200 practitioners

50-125 practitioners

25-49 practitioners

<25 practitioners

Whatever the Value Stream requires

**59. Enablers can build or enhance development infrastructure**

True

False

**60. Cultural change must come before you start a SAFe implementation.**

True

False

**61. A Scrum Master asked you to help her use systems thinking to identify the backlog items that would improve the system as a whole. Select one item that uses systems thinking most effectively.**

Make daily stand-ups more engaging and strictly timeboxed

Review the burn-down chart at each retrospective to improve team estimating

Increase unit test coverage

Involve representatives of dependent teams in Iteration Planning and Demos

**62. (Select 2) What would you examine to identify Value Streams in an enterprise moving to SAFe? You have reached the max number of allowed answers**

The number of ARTs which would be contained in the Portfolio

The project cost accounting procedures in place

The current products which the company sells

The internal departments which are supported

**63. Typically, SAFe prioritizes Capabilities based on which of the following?**

WSJF (Weighted Shortest Job First)

CoD (Cost of Delay)

Business value

Capacity allocation according to budget

**64. What are the 3 primary responsibilities of Program Portfolio Management (PPM)?**

Governance, strategy and investment funding, program management

Lightweight business case, Epic specification workshop, Budget allocation

Program management, stakeholder management, PI Planning

Governance, investment funding, product strategy

**65. Why is an Architectural Runway important? You have reached the max number of allowed answers**

It supports a stable velocity

It provides the documentation on which Features and Capabilities are built

It iteratively evolves the architecture to meet changing needs

It allows for nontechnical changes

**66. What is the most effective way to train the System Team members to operate effectively as part of the train?**

Have them review the SAFe Foundations presentation and provide on-the-job training

Have them attend Leading SAFe training and Scrum Master Orientation

Have them attend SAFe for Teams training with all other teams on the train

Have them attend Implementing SAFe training with SPC certification

**67. Which steps in the Portfolio Kanban are most appropriate for running research spikes?**

Analysis – spikes help clarify feasibility

Portfolio Backlog – run a spike before pulling into development

Funnel – understand whether the Epic makes sense

Implementing – teams perform spikes as usual

**68. What roles would a traditional program manager most likely take on in SAFe?**

Release Train Engineer or Value Stream Engineer

Scrum Master

Business Owner

 Product Manager

**69. Once an Epic is approved, an Epic Owner tracks the Epic through implementation.**

True

False

**70. What are the SAFe Core Values that typically resonate with executives when talking about SAFe?**

Built-in Quality, cadence, synchronization, trust

Built-in Quality, program execution, alignment, transparency

Empowerment, self-managing teams, decentralization of control, value

Lean Leadership, Built-in Quality, Agile Architecture, product flow

**71. (Select 3) Enablers can be used for any activities that are necessary to support upcoming business features, but generally they fall in one of 3 categories: You have reached the max number of allowed answers**

Vertical slice of a feature

Architecture

Team tasks

Infrastructure

New Capabilities

Exploration

**72. Developing a framework for decision-making is a tool for taking an economic view.**

True

False

**73. Which best defines what Value Streams deliver?**

Strategic Themes

Solutions

Agile Release Trains

Cyber-physical systems

**74. (Select 2) The SAFe Economic Framework guides Value Stream investment decisions by: \_\_\_\_\_.You have reached the max number of allowed answers**

Prioritizing work by ROI

Empowering the Product Owners to sequence the Value Stream Backlog

Requiring lightweight business cases for Epics

Funding Value Streams

**75. (Select 4) Select 4 primary reasons why long queues are bad. You have reached the max number of allowed answers**

Less cross-training

Lower quality

Higher variability

Decreased motivation

More multitasking

Slower Delivery

**76. Which one of the following is NOT a SAFe-recommended Metric?**

Number of new test cases automated

Percent of unit test coverage

Number of lines of code produced

Number of test cases produced

Percent of user stories accepted by the Product Owner

Number of defects outstanding

**77. (Select 2) What activities do NOT happen on Day 1 of PI Planning?**

Hourly checkpoints

Team breakouts

Management review and problem-solving meeting

Roaming of risks

Assignment of business value

**78. Which statement is true about Epic implementation?**

A budget reserve is established that can be used to fund Epics

Agile Release Trains are empowered to decide whether or not they proceed with a Portfolio Epic

Reprioritization happens at every PI boundary, and the rest of the Epic can be postponed or canceled if there are more important new initiatives

Once pulled into implementation, the Epic needs to be finished

**79.(Select 2) What are ways to evolve the Solution Intent from variable to fixed scope? You have reached the max number of allowed answers**

Modeling

Creating work breakdown structures

Building prototypes

Adapting WIP limits

**80. Phase-gate Milestones are not a good predictor of project performance –**

**True**

 **False**

**81. (Select 2) Which statements below apply to the Portfolio Backlog? You have reached the max number of allowed answers**

Programs plan PIs so that they exhaust the Portfolio Backlog and only then work on their local priorities

WSJF is used to prioritize Epics in the Portfolio Backlog

The Portfolio Kanban holds Capabilities that are ready for implementation

It provides a low-cost holding area for approved Business and Enabler Epics

**82. What are stretch objectives?**

Objectives that are part of the team’s capacity but not necessarily achievable during the PI

Objectives that are identified during the PI

Objectives that the business has promised to their Customers

Objectives that are beyond the capacity of the team and so are uncommitted for the PI

**83. (Select 3) Which behaviors are typically associated with Lean-Agile Leaders? You have reached the max number of allowed answers**

Support decentralized decision-making

Develop Solutions

Establish clear objectives for managing

Protect subordinates from interference by outside stakeholders

Lead the change

Emphasize lifelong learning

**84. What does innovation accounting mean?**

Being sure to account for the investment in new product initiatives on a P&L

Capitalizing the cost of software development using Story points

Defining, empirically measuring, and communicating the true progress of innovation

Demoing Stories that come out of the IP Iteration

**85. Capabilities are similar to Features and can be managed in the Program Backlog.**

True

False

**86. How does a team calculate its initial velocity during its first PI Planning meeting when teams don't have historic data?**

Assign 10 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day

It is not recommended to calculate velocity until the team has completed its first PI

Assign 8 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day

Allow teams to establish their own velocity and then roll them up to calculate the velocity of the train

**87. What contributes to establishing trust in SAFe?**

Decentralization of control

Servant leadership

U-curve optimization

Reporting

Transparency

**88. Test automation is typically included in the Definition of Done (DoD).**

True

False

**89. What is the key reason for deploying each team increment to the production-equivalent staging environment?**

If something goes wrong with the production environment, teams can switch their staging to perform the role of production

Teams can verify whether new functionality or Nonfunctional Requirements are compatible with the current production configuration

It allows the System Team to test the deplorability of the Solution

It enable SAFe teams to Develop on Cadence and Release Any Time

**90. Multiple ARTs in a Value Stream typically require coordination at the Value Stream Level.**

True

False

**91. (Select 3) Who is typically involved in the ART Sync? You have reached the max number of allowed answers**

Product Owners

Release Management

Solution Management

Business Owners

Release Train Engineer

Scrum Masters

**92. (Select 3) - How do you demo a spike? You have reached the max number of allowed answers**

Showing the knowledge gained by the spike

Spikes are strictly for internal learning of the team and do not need to be demoed

Showing a prototype produced for the spike

Showing the quantitative data that will prove useful in developing future user stories

Showing the functioning code in the production environment

**93. Select the correct statement about Work in Process (WIP).**

The bigger the WIP, the richer the feedback

The amount of WIP is unrelated to utilization

Lower WIP limits foster collaboration

**94. Vikas is a new Solution Architect and is trying to understand the Solution Context. What is the most important factor for him to consider?**

The Economic Framework for the Value Stream

The Acceptance Criteria for the Capabilities

Job sequencing of the Epics in the Value Stream Backlog

The environment in which the Solution is deployed

**95. Your organization decided to thoroughly implement the SAFe Principle “Assume variability; preserve options.” Select the optimum path for achieving this.**

Assume variability of scope and preserve options for the release date

Preserve flexibility in system functionality and design, but have fixed Solution Intent

Preserve flexibility in both system functionality and design

Assume variability of scope, but have fixed Solution Context

**96. (Select 2) What are the characteristics of queues and backlogs? You have reached the max number of allowed answers**

Backlog items are estimated; queues are not

Queues are processed in the order in which items are entered

Backlogs are continuously refined and can be reprioritized

Queues are continuously refined and cannot be reprioritized

**97. What is one purpose of Solution Intent?**

Provide an up-front and static definition of the system's design

Record and communicate the necessary requirements and design decisions

Create a comprehensive design document for approval before development begins

**98. What is the primary purpose of the management meeting at the end of Day 1 of PI Planning?**

To design the next generation of the product

To assign business value to the teams' draft PI Objectives

To make adjustments to the PI scope and address program challenges

To evaluate the performance of teams

**99. What does the SAFe budgeting model suggest?**

Each Value Stream receives budget allocation as a whole; individual work is not specifically budgeted

Each team gets budget allocation and Features are funded according to their size in normalized Story points

Epics, Features, and Stories are funded based on their size in normalized Story points, while teams are allocated to high-priority work as needed

Each Strategic Theme receives a budget allocation when Strategic Themes span portfolios

**100. Pre- and Post-PI Planning typically involves all members of a Value Stream**

**True**

**False**

**101. Why is capacity allocation important in SAFe?**

So that teams continuously invest in the Architectural Runway

So that the work can be better estimated

So that team members collaborate better

So that the team is able to meet its Iteration Goals

It helps resolve conflicts between Feature teams and component teams

**102. What is Cost of Delay?**

Penalty for nonperformance

Cost of not addressing risk early on

Opportunity cost and deferred revenue

Cost incurred when system integration appears too late in the PI

**103. Enabler Features can contribute to the Architectural Runway and realize system Nonfunctional Requirements at the same time.**

True

False

**104. (Select 2) What are the right scenarios for using SAFe Foundations Training Materials? You have reached the max number of allowed answers**

Train Scrum Masters in servant leadership following "SAFe for Teams" training

Familiarize executives with SAFe

Make an initial presentation on SAFe to the organization

Familiarize Release Train Engineers with the PI Planning process

Train the teams prior to PI Planning

**105. You are working with an ART that is preparing for their first PI Planning event. All Features are formulated and ready for WSJF prioritization. However, when you look over the list of Features, it turns out that they are big tasks rather than Features.**

|  |
| --- |
| What technique would be useful to fix the list of backlog items to be able to apply WSJF? |

Split the backlog items into smaller, more manageable pieces of work and rearrange them into real Features

Identify the associated Epics when formulating Features

Formulate business benefits for each backlog item. If no meaningful business benefits can be identified, it’s not a Feature and should be redefined

Build explicit dependencies between backlog items. If B depends on A for completion, make sure that the “opportunity enablement” WSJF is a parameter of A

**106. Who typically facilitates the ART Sync meeting?**

Value Stream Engineer

Release Train Engineer

Development manager or QA manager

Agile coach

Senior Scrum Master

**107. Velocity is a good measure of team performance.**

True

False

**108. When is the best time to release a product or Solution to the marketplace?**

At quarterly boundaries

At the end of the IP Iteration

Whenever it meets relevant governance and market criteria

At each PI boundary, provided there are no PI defects

**109. What does Little’s Law tell us?**

Long queues help increase process efficiency

The easiest way to achieve flow is to reduce queue lengths

The average wait time is dependent on the varying arrival rate of items coming into the queue

The easiest way to reduce waits is to increase the processing rate

Single-piece flow is always best

**110. Leader as expert and leader as conductor can be appropriate leadership models.**

True

False

**111. Backlogs in SAFe behave just like queues.**

True

False

**112. (Select 2) Which factors favor centralized decision-making?**

Need for fast decision-making

Economies of scale

High cost of delay

Appropritate authority level of the decision maker

Infrequent decisions

**113. What are three ways to coordinate across Value Streams?**

Move teams across Value Streams to respond to changing business demands

Establish Enterprise architecture

Empower the Value Stream Engineer to coordinate all teams in the Value Stream

Apply cadence and synchronization

Create a Portfolio Vision and Roadmap

Fund the Portfolio, not the Value Streams

**114. If a Value Stream is bigger than the recommended ART size, SAFe recommends splitting it by development process steps and organizing the trains around those steps respectively.**

True

False

**115. The Spanning Palette can apply to the Team Level.**

True

False

**116. What is the SAFe calculation for Weighted Shortest Job First?**

(User|Business Value + Size + Risk Reduction |Opportunity Enablement)/Time

(User|Business Value + Size + Risk Reduction|Opportunity Enablement)/Job Size

(User|Business Value + Time Criticality + Opportunity Enablement|Risk Reduction)/Job Size

(Risk Reduction|Opportunity Enablement + Time Criticality + Size)/Business Value

**117. An Agile Release Train prepares for PI Planning. They have both Features and Program Epics among the desirable items for this PI. However, Product Management is stuck because some Epics are too big and won’t fit in this PI. What would you suggest they do?**

Split Epics into Features and use capacity allocation to determine what should go into the PI

Pick only those Epics that have clearly defined success criteria and might fit into the PI

Split Epics into Features and prioritize the Features to determine what should go into the PI

Instead of planning just the upcoming PI, plan for a longer period to cover the full duration of the Program Epics

**118. (Select 2) What are the benefits of cadence and synchronization?You have reached the max number of allowed answers**

They enable systems builders to operate reliably and with certainty within a safety buffer

Synchronization enables multiple perspectives to be understood, resolved, and integrated at the same time

Cadence enables variability and makes wait times predictable

Cadence limits variance

Synchronization enables reduction in WIP

**119. (Select 3) According to Lean thinking, how is fast and sustainable flow achieved?You have reached the max number of allowed answers**

By constant reduction of delays

By applying subjective governance

By reducing batch sizes

By understanding the full Value Stream

Top of Form

### Yes! The result for your evaluation is: Passed

## **Additional Information**

### Score: 100%



| **Topic Summary** | |
| --- | --- |
| SPC4: Implementing SAFe | **Articles:**Value Streams  **Lessons:**LS 8: Coordinating Large Value Streams |
| SPC4: Overall Framework | **Articles:**Release Train Engineer and Value Stream Engineer, Features and Capabilities  **Lessons:**LS 4: Implementing an Agile Release Train |
| SPC4: Portfolio | **Articles:**Agile Release Train, Budgets, Enablers, Enterprise Architect, Epic, Epic Owner, Portfolio Backlog, Portfolio Kanban,  Program Portfolio Management, System and Solution Architect/Engineer, Vision, WSJF  **Lessons:**LS 6: Executing and Releasing Value, LS 7: Building an Agile Portfolio, LS 8: Coordinating Large Value Streams |
| SPC4: Program | **Articles:**Agile Release Train, Architectural Runway, Business Owners, Develop on Cadence, Release Any time,  DevOps, Epic, Inspect and Adapt, PI Objectives, PI Planning, Program and Value Stream Backlogs, Program Increment,  Release, Roadmap, SAFe Requirements Model, System Demo, System Team, User Experience, Vision, WSJF  **Lessons:**LS 4: Implementing an Agile Release Train, LS 5: Experiencing PI Planning,  LS 6: Executing and Releasing Value, LS 7: Building an Agile Portfolio |
| SPC4: SAFe Foundations | **Articles:**Guidance for Lean-Agile Leaders, Communities of Practice, Core Values, Lean-Agile Mindset, SAFe Principles & Implmentation  **Lessons:**LS 2: Embracing a Lean: Agile Mindset, LS 3: Understanding SAFe Principles, LS 6: Executing and Releasing Value,  LS 7: Building an Agile Portfolio, LS 9: Leading the Lean: Agile Enterprise |
| SPC4: Team | **Articles: I**teration Goals, Iteration Planning, Iterations, Metrics, Release, Scrum Master, Spikes, TeamKanban, WSJF  **Lessons:**LS 6: Executing and Releasing Value |
| SPC4: Value Stream | **Articles:**Agile Release Train, Economic Framework , Enablers, Features and Capabilities, Milestones,  Pre- and Post- PI Planning, Set Based Design, Value Streams  **Lessons:**LS 4: Implementing an Agile Release Train, LS 6: Executing and Releasing Value, LS 8: Coordinating Large Value Streams |

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