**A cumulative flow diagram focuses on which curves?**

**Implementation curve ("movement") and departure curve ("done")**

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

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

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

**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 facilitate Agile Release Train processes and Solution Train execution

**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

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

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

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

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

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

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

Separation of Dev and Ops

**Making quality everyone’s responsibility**

Component teams

A phased-gate rollout

**What are two reasons Agile development is more beneficial than waterfall development? (Choose two.)You have reached the max number of allowed answers**

It relies on external provider dependencies

**It increases productivity and employee engagement**

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

**It allows businesses to deliver value to the market more quickly**

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

To allow friction between the teams

To enforce organizational boundaries between functions

**To align around value**

To optimize vertical communication

**Which two views does the Iteration review provide into the program? (Choose two.)You have reached the max number of allowed answers**

**How the team is doing on the Program Increment**

**How the team did on the Iteration**

How the team is responding to the stakeholders

How the team is demonstrating transparency of decision-making

How the team is increasing empowerment

**What replaces detailed requirements documents?**

Pair work

Unit tests

**Stories**

Task boards

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

Innovation

Relentless Improvement

Flow

**Value**

**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?**

**Ensure the Iteration backlog is accurately prioritized**

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

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

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

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

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

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 everyone in the program over a two-day period**

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

To develop T-shaped skills together with Continuous Integration

To gain the fastest velocity with well defined interfaces

**To obtain high reuse and technical specialization with a focus on nonfunctional requirements**

To create each replaceable component with minimized dependencies

**How can a technical exploration Enabler be demonstrated?**

Exploration Enablers do not need to be demonstrated

Demonstrate working systems in the production environment

**Show the knowledge gained by the exploration**

Show the acceptance tests written for the exploration

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

PI event

Program event

Sync event

**Team event**

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

Higher WIP limits result in lower utilization

Higher WIP limits provide richer feedback

Lower WIP limits result in fewer Stories being completed

**Lower WIP limits improve flow**

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

Weighted shortest job first

Release on Demand

**Team Backlogs**

Program Backlog

**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 solve

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

During the Features agreement retrospective

During the qualitative part of the team retrospective

**During the quantitative part of the team retrospective**

During the time and materials retrospective

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

Funnel

**Fixed-date**

Review

Accepted

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

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

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

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

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

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

It can be used to predict unit test coverage

**It serves as a way to estimate large ranges**

It reflects the uncertainty in estimating larger items

It results in greater precision

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

Empowered Solution authority

Deployment on demand

Preserving options

**Culture of shared responsibility**

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

Visibility into single source design decisions

**Visibility into progress and impediments**

Visibility into system Solution Intent

Visibility into collaboration deployment

**Which three questions should each team member answer during the daily stand-up? (Choose three.)You have reached the max number of allowed answers**

How am I splitting the Solutions into Capabilities and Enablers?

How I am contributing to an environment of continuous change?

How am I optimizing the full Solution?

**What will I do today to advance the Iteration goals?**

**What did I do yesterday to advance the Iteration goals?**

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

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

To serve as the content authority at the Program Level

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

To coach teams to improve their results

**To serve as the Scrum Master for the Agile Release Train**

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

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

To foster normalized estimating within the team

To foster adoption of Agile technical practices

To facilitate team meetings and drive Agile behavior

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

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

Product Owner changes, changing estimations, and new Features

Productivity changes, team location, and innovation measures

**Changing team size, team makeup, and technical context**

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

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

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

**It is an all-hands, two-day event with the goal to create alignment**

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

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

The Product Owner

The Scrum Masters

The Agile Team

**The Business Owners**

**Which two statements describe the responsibilities of the Product Owner? (Choose two.)You have reached the max number of allowed answers**

**To be a single voice for the Customer and stakeholders**

To coach the team

To protect the team from external forces

To ensure the team follows Agile principles and practices

**To own and manage the Team Backlog**

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

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

Maintenance tasks do not need to be included in velocity; maintenance tasks fall outside this scope

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

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

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

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

Maintenance tasks do not need to be included in velocity; maintenance tasks fall outside this scope

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

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

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

Regression testing is done

Stories are accepted by Product Management

**Stories are accepted by the Product Owner**

Customer documentation is ready

**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

**Establish a work environment of shared responsibility**

Keep everything under version control

**What are the three levels of the Scaled Agile Framework?**

Framework, Delivery, Iteration

**Essential, Large Solution, Portfolio**

Epic, Capability, Feature

Value Stream, Program, Team

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

**Autonomy**

Parallel development

Team performance incentives

Pay-for-performance

**What are the SAFe Core Values?**

**Built-in Quality, Program Execution, Alignment, Transparency**

People and Culture, Transparency, Collaboration, Responding to Change

Code Quality, Fast Feedback, Alignment, Trust

Commitment, Competency, Collocation, Culture

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

Kanban teams estimate their velocity

Kanban teams publish Iteration goals

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

Kanban teams do not commit to service level agreements

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

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

It allows Agile Teams to launch untested Features

It allows the Systems Team to integrate with ease

**It allows the release of different Solution elements at different times**

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

Iteration review

**Scrum of scrums**

Innovation and Planning

Daily stand-up

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

3 – 5 people

**5 – 11 people**

8 – 12 people

10 – 15 people

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

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

Move forward, analyze future Stories, integrate, and iterate

**Reflect, problem solve, and identify improvement actions**

New start, job sequence, funnel, and enable

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

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

Remove blocks such as portfolio estimation

**Use a cadence-based PI Planning process**

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

**The "3 Cs" is a popular guideline for writing user stories. What does each of the three Cs represent? (Choose three.)You have reached the max number of allowed answers**

Conform

Concept

Clarification

**Conversation**

**Confirmation**

**Card**

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

To implement continuous improvement methods

**To guide the teams and support the Architectural Runway**

To define the design for the system

To manage dependencies

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

It uses informed decision-making through fast feedback

It allows teams to pivot without mercy or guilt

**It optimizes the whole**

It builds long-term partnerships based on trust

| **Response Summary** | |
| --- | --- |
| Question | |
| What are the SAFe Core Values? | Built-in Quality, Program Execution, Alignment, Transparency |
| Question | |
| 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; |
| Question | |
| What are the three levels of the Scaled Agile Framework? | Essential, Large Solution, Portfolio |
| Question | |
| Which factor helps unlock the intrinsic motivation of knowledge workers? | Autonomy |
| Question | |
| What is the goal of the SAFe House of Lean model? | Value |
| Question | |
| How does relentless improvement support value in the SAFe House of Lean? | It optimizes the whole |
| Question | |
| What is one of the typical Kanban classes of service for Agile teams? | Fixed-date |
| Question | |
| 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 |
| Question | |
| What is the role of the Scrum Master? | To act as a servant leader who helps teams self-organize, self-manage, and deliver using effective Agile practices |
| Question | |
| Why do Lean-Agile leaders try to connect the silos of business, system engineering, hardware, software, test, and quality assurance? | To align around value |
| Question | |
| When should a component team be used? | To create each replaceable component with minimized dependencies |
| Question | |
| Which two statements describe the responsibilities of the Product Owner? (Choose two.) | To be a single voice for the Customer and stakeholders;To own and manage the Team Backlog; |
| Question | |
| Which responsibility belongs to the Product Owner in the team? | To sequence backlog items to program priorities, events, and dependencies |
| Question | |
| What is the recommended size of an Agile Team? | 5 – 11 people |
| Question | |
| The Agile Release Train aligns teams to a common mission using a single Vision and what else? | Program Backlog |
| Question | |
| What is the role of the System Architect/Engineer? | To guide the teams and support the Architectural Runway |
| Question | |
| What is the role of the Release Train Engineer? | To serve as the Scrum Master for the Agile Release Train |
| Question | |
| Why is the modified Fibonacci sequence used when estimating? | It serves as a way to estimate large ranges |
| Question | |
| The "3 Cs" is a popular guideline for writing user stories. What does each of the three Cs represent? (Choose three.) | Conversation;Confirmation;Card; |
| Question | |
| What replaces detailed requirements documents? | Stories |
| Question | |
| What is an example of a modified Fibonacci sequence? | ...5, 8, 13, 20, 40... |
| Question | |
| 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? | Agree to add a person from the System Team to complete the work |
| Question | |
| Which statement is true about Iteration planning for Kanban teams? | Kanban teams find high value in trying to plan the Iteration in detail |
| Question | |
| Which statement reflects one of the steps for setting initial velocity? | The team members assess their availability, acknowledging time off and other potential duties |
| Question | |
| During Iteration execution, a team’s velocity tends to be most affected by what? | Changing team size, team makeup, and technical context |
| Question | |
| Which statement is true about work in process (WIP) limits? | Higher WIP limits result in lower utilization |
| Question | |
| A cumulative flow diagram focuses on which curves? | Implementation curve ("movement") and departure curve ("done") |
| Question | |
| How can a technical exploration Enabler be demonstrated? | Show the knowledge gained by the exploration |
| Question | |
| Quality is first and foremost a function of what in a Lean-Agile concept? | Culture of shared responsibility |
| Question | |
| What is critical to successfully implementing quality in a Lean-Agile environment? | Making quality everyone’s responsibility |
| Question | |
| What is the benefit of separating release elements from the Solution? | It allows the release of different Solution elements at different times |
| Question | |
| Which statement describes one element of the CALMR approach to DevOps? | Establish a work environment of shared responsibility |
| Question | |
| Which three questions should each team member answer during the daily stand-up? (Choose three.) | What will I do today to advance the Iteration goals?;What did I do yesterday to advance the Iteration goals?;Are there any impediments that will prevent the team from meeting the Iteration goals?; |
| Question | |
| What is typically included in the definition of done for the team increment? | Stories are accepted by the Product Owner |
| Question | |
| Which two views does the Iteration review provide into the program? (Choose two.) | How the team is doing on the Program Increment;How the team did on the Iteration; |
| Question | |
| An Agile Team collects the Iteration Metrics they have agreed upon during which part of the team retrospective? | During the quantitative part of the team retrospective |
| Question | |
| Which statement is true about the PI Planning event? | It involves everyone in the program over a two-day period |
| Question | |
| Which activity is key to successfully implementing the Scaled Agile Framework? | Use a cadence-based PI Planning process |
| Question | |
| Which statement describes a cadence-based PI Planning event? | It is an all-hands, two-day event with the goal to create alignment |
| Question | |
| What is an example of a program event? | Scrum of scrums |
| Question | |
| What visibility should Scrum Masters provide during the Agile Release Train Sync? | Visibility into progress and impediments |
| Question | |
| Iteration planning, Iteration review, and backlog refinement are examples of which type of event? | Team event |
| Question | |
| The Inspect and Adapt event always starts with which activity? | The PI System Demo |
| Question | |
| Which practices are demonstrated during the Inspect and Adapt event? | Reflect, problem solve, and identify improvement actions |
| Question | |
| If the PI System Demo shows the current state of the Solution, then who is this demo intended for? | The Business Owners |

Top of Form

Bottom of Form