**DevOps**

DevOps provides the culture , automation, lean flow, measurement and recovery that enables continuous delivery.

ART (agile release team) are organized around release on demand.

Continuous delivery Pipelines

Continuous Exploration

Continuous Integration

Continuous Deployment

Release on Demand

DevOps in an agile approach to bridge the gap between development and operations to deliver value faster and more reliable. Development ( create change, add or modify features) Operations ( create stability, create or enhance services)

DevOps is a capability of every agile release train.

**CALMER approach to devOps** : Culture, Automation, lean flow, measurement, recovery

Use development by intention in case of inter team dependencies, full system integration at least once per iteration.

Challenges for CICD environment, culture, tools and people.

Development on CADENCE RELEASE ON DEMAND.

**SAFe Configurations**

Full Configuration

Large Solutions Configuration

Portfolio Configuration

Essential Configuration

**SAFe Values**

Respect of people and culture

Flow

Innovation

Relentless Improvement

**SAFe lean agile principles**

Take an economic view

Apply system thinking

Assume variability, preserve options

Build incrementally with fast integrated learning cycles

Base milestones on objective evaluation of working systems

Visualize and limit WIP, reduce batch size and manage queue lengths

Apply cadence, synchronize with cross domain planning

Unlock the intrinsic motivation of knowledge workers

Decentralize decision making.

Agile fast integrated cycles and feedback than water fall

User Iterations and Program increments to learn fast. Plan, Do, Check, Adjust

Average wait time = average queue length / average processing rate

**Scrum Team Roles and Events**

Development Team, Scrum Master (SM) and Product Owner (PO)

Iteration Planning

Daily stand up

Iteration review

Iteration retrospective

**Kanban Team**: Visualize work flow, limit work in process, Improve flow.

**eXtreme Team**: TTD, Collective ownership, coding standards, Pair programming, automated testing, simple design, refactoring, user stories, continuous integration.

**Agile release train**: Plan together, integrate and demo together, learn together (Synchronize)

: Culture of shared responsibility

: Recovery enables low risk releases

: Automation of continuous delivery pipeline

: Measurement of everything

: Lean flow

Power of Team: cross functional and self organized, intentions, vision, interest and mission

: Leader provides autonomy, variety, trust and commitment.

Define, build, and test and deploy increment of value and deliver value every two weeks

Collocated team enhance productivity: critical for the agile team to be effective & efficient develop flow

Team can be organized around

**Features :** Fastest velocity, to minimize dependencies and to develop t-shaped skills

**Components:** High reuse, high Technical specialization, critical NFT, Potentially replaceable part of the system with well defined interfaces.

Role on the Agile Team:

**Dev Team**: Create and refine user stories and acceptance criteria

Define/ build /test/ deliver stories

Develop and commit to team PI objectives and iteration plans

3-9 or 5-11 members.

**Product Owner**: Defines and accepts stories, Acts as customer for developer questions, works with product management to plan program increments. Establishes the sequence of backlog item based on program priorities evens and dependencies with other teams.

Uses PI objectives and Iteration goals to communicate with management. Works with other product owners and the product management team throughout each iteration and PI.

Coordinates with other product owners the system team and shared services in the PI planning meetings.

**Scrum Master**: Coach the agile team and facilitate team meetings, remove impediments, protects the team from outside influence, attend scrum of scrum meeting. Foster adoption of agile technical practices and normalized estimating within the team.

**TRE**: Acts as the chief scrum master for the train.

**Business Owners**: are the key stakeholders on the agile releasee train.

**Features**: are identified periodized estimated and maintained in the program backlog. Acceptance criteria is typically defined during program backlog refinement and fits in one PI. Acceptance criteria are created by the Agile Team.

**Team Backlog**: Created by product owner and the team, Prioritized by the product owner, contains user and enabler stories

User stories provides customers the value

Enabler stories build the infrastructure and architecture that makes user stories possible.

Stories for the next iteration are more detailed than stories for the later iterations.

NFR are the constraint on the backlog

**INVEST** in a good user story

Independent, Negotiable, Valuable, Estimable, Small, Testable

**The 3C stories**: Card, Conversation, Confirmation

TDD and BDD from ambiguity to precision.

Initial sequencing happens during PI Planning and adjustments happen at iteration boundaries, The Product owner and the team sequence work base on

Story priorities inherited from program backlog priorities

Events, Milestones, releases and other commitments made during PI Planning

Dependencies with other teams.

Local Priorities

Capacity allocations for defects, maintenance and refactors.

**Plan and Commit**: Purpose, Process, Result and reciprocal commitment.

Iteration Planning flow ( **4 hours**) SME may attend as required.

Establishing capacity, story analysis and estimating, detailing stories, developing iteration goals and committing to iteration goals

Planned your iteration using story estimation.

Estimation duration : size / Velocity = Duration

Iteration Goals: provide clarity, commitment and management information

Align team members to a common purpose

Align program teams to common PI Objectives and manage dependencies

Provide continuous management information

Commitment and adaptability

Iteration planning for Kanban teams

More responsive nature to their work such as maintenance team , system teams devops

These team find less value in trying to plan the iteration in details.

Kanban teams still publish iteration goals which consist of the know parts of their work.

They commit to the goals as well as to a cycle time SLA for incoming work based on their know historical data.

Setting WIP limits improve the flow of work

Burn Up and cumulative flow diagrams (story points vs days) very important 4 questions in exam

Build quality In with technical agility

Ensure that every increment of the solution reflects quality standards. Sustainable development velocity.

Software quality practices includes continuous integration, test-First, refactoring, pair work, collective ownership.

Hardware quality is supported by exploratory early iterations frequent system level integration, design verification, MBSE and set based design.

**Emergent design** : teams grow the system design as user stories requires

**Intentional architecture** : Fosters team alignment and defines the architectural runway.

A balanced between emergent design and intentional architecture is required for speed of development and maintainability.

Architecture runway is existing code, hardware, enabler build up the runway and features consume it.

Traditional testing V model delays feedback and shift testing left for fast and continuous feedback

Test Pyramid advocates a balanced portfolio of tests with many small, low level, automate tests and fewer large, manual tests.

An inverted test pyramid is a test strategy anti pattern, slows development, delays feedback, encourages large batches.

**Backlog refinement session**

The team can improve stories, add acceptance criteria and point out missing information to the PO. Provides enough time to identify and resolve dependencies and issues that could impact the next iteration.

**The Iteration review ( 1to 2 hours)**

Provides the true measure of progress by showing working software functionality h, hardware components

Preparation for the review starts with planning

Team demonstrate every story, spike, refactor and NFR.

Attendees are the team and its stakeholders, if stakeholder cannot attend the PO should follow up individually.

How we did on the iteration and how we are doing on the PI.

Definition of DONE

Stories satisfy acceptance criteria, Acceptance tests passed, unit and component tests coded, passed and included.

Cumulative unite tests passed, asset are under version control, engineering standards followed, NFR met, stories accepted by PO.

**Iteration Retrospective ( 30 to 60 Min)**

Pick 1 or 2 items that can be done better for next iteration and enter improvement items into the team backlog

PI Planning: Cadence based PI planning meetings are the heartbeat of the agile enterprise.

* Two days every 8-12 weeks ( 10 weeks is typical)
* Everyone attends in person if at all possible
* Product management own feature priorities
* Development teams own story planning and high level estimates.
* Architect/Engineering and UX work as intermediaries for governance, Interfaces and dependencies.

Maintain Predictability with stretch objective, they are planned and aren’t extra thing teams do just in case you have time, they are not included in commitment there by making the commitment more reliable.

If a team has low confidence in meeting a PI objective encourage them to move it to stretch.

If an item has many unknown, consider moving it to stretch and put in early spikes .

Stretch objective do counted in velocity/ capacity

**Spike**: Conduct hijack testing of the vehicle sensors

**Enabler**: Improve LMS integration with salesforce.

SMART team PI objective

Specific, Measurable, Achievable, Realistic and Time bound.

SoS( Scrum of scrums) Sync

Scrum master provides the teams current status and addresses the questions from the RTE, RTE holds a meet after the sync

PI Planning meeting

Day1: Management present the business objective and make adjustments to scope and objectives based on the day’s planning.

Based on the previous days management review and problem solving meeting adjustments are discussed possible changes,

business priorities,

adjustment to vision,

changes to scope

Movement to people

Team finalize the program increment plan, teams also consolidate program risk, impediments and dependencies.

Stretch objective provide the capacity and guard band needed to increase cadence based delivery reliability.

Final plans are reviewed by all teams, business owners are asked whether they accept the plan and team plan and program risk sheet are brought to the table.

**A commitment with two parts**:

Team agree to do everything I their power to meet the agreed to objectives

In the event that fact patterns dictate that it is simply not achievable team agree to escalate immediately so that corrective action can be taken.

ART sync is used to coordinate progress weekly ( 30-60 Min) timeboxed and followed by ‘Meet After’

Innovation and planning iteration and estimating guard band for cadence based delivery

AT the end of the PI, teams demonstrate the current state of the solution to the appropriate stakeholders, lead by product Management, PO and system team.

Attended by BO, Program stakeholders, Product manager , RTE, SM and team.

PI predictability measure shows whether achievements fall into an acceptable process control band

PI vs Program objective achieved

Inspect and adapt ( 3-4 hur per PI)

The PI system demo

Quantitative measurement

Problem solving workshop

**A modified Fibonacci sequence – inherent uncertainty in estimating, especially large numbers** (e.g., 1, 2, 3, 5, 8, 13, 20, 40, 100).

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

Quantitative review

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

It reflects the uncertainty in estimating larger items

**Which parts does Inspect and Adapt consist of?**

The Inspect and Adapt event consists of three parts: PI System Demo Quantitative measurement Retrospective and problem-solving workshop

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

Team, Program, Large Solution, Portfolio

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

Kanban teams publish Iteration Goals.

**Which curve does the CFD focus on?**

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

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

Card, conversation, confirmation

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

Team event

**What are the SAFe Core Values?**

Alignment, built-in quality, transparency, and program execution

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

Review

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

Autonomy

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

Reduces the focus

Having too much WIP confuses priorities, causes frequent context switching, and increases overhead. It overloads workers, scatters focus on immediate tasks, reduces productivity and throughput, and increases wait times for new functionality. Burn out is a common result.

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

shared responsibility

**What replaces detailed requirements documents?**

Stories

**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

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

PI Planning event à Facilitated by the Release Train Engineer (RTE), this event includes all members of the ART, whenever possible. It takes place over two days and occurs within the Innovation and Planning (IP) Iteration. Holding the event during the IP iteration avoids affecting the scheduling, or capacity of other iterations in the PI.

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

2 days

**System Demo timing?**

The system demo takes place as close to the end of the iteration as possible—ideally, the next day

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

Reduce the batch sizes of work to facilitate fast and reliable flow through the system.

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

Value

**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

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

1. Normalize story point estimation:
   1. Find a small story that would take about a half-day to develop and a half-day to test and validate, and call it a “one”
   2. Estimate every other story relative to that “one”
2. Establish velocity before historical data exists:
   1. For every full-time developer and tester on the team, give the team 8 points (adjust for part-timers)
   2. Subtract one point for every team member vacation day and holiday in the iteration

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

It allows businesses to deliver value to the market more quickly

It increases productivity and employee engagement

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

What he did yesterday, what he will do today, and do he have any impediment.

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

<https://www.scaledagileframework.com/scrum-master/>

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

Scrum Master – The Scrum Master is the servant leader for the team, facilitating meetings, fostering Agile behavior, removing impediments, and maintaining the team’s focus

Product Owner – The Product Owner owns the team backlog, acts as the Customer for developer questions, prioritizes the work, and collaborates with Product Management to plan and deliver solutions

Development Team – The Development Team has three to nine dedicated individual contributors, covering all the roles necessary to build a quality increment of value for an iteration

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

<https://www.scaledagileframework.com/built-in-quality>

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

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

Encourages learning and growth through continuous reflection and process enhancements. A constant sense of competitive danger drives the company to pursue improvement opportunities aggressively. Leaders and teams do the following:

Optimize the whole, not the parts, of both the organization and the development process

Consider facts carefully, then act quickly

Apply Lean tools and techniques to determine the root cause of inefficiencies and apply effective countermeasures rapidly.

Reflect at key milestones to openly identify and address the shortcomings of the process at all levels

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

Manage and optimize the flow of value through the ART and Solution Train using various tools, such as the Program and Solution Kanbans and other information radiators

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

**5 to 11** people who have the responsibility to define, build, test, and where applicable deploy, some element of Solution value—all in a short Iteration timebox

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

A component team is a Define-Build-Test Team whose primary area of concern is restricted to a specific component, or set of components, of the system. Accordingly, the team backlog typically consists of Technical Stories (as opposed to User Stories), as well as Refactors and Spikes.

It can make sense to create a component team when a component:

* Can be used by other entities, business units, or subsystems
* Would otherwise appear in many places in the codebase, complicating maintenance and testability
* Can be uniquely responsible for functionality related to compliance, safety, security, or regulation
* Contains unique or legacy technology
* Provides algorithms or logic that require specific, deep technical and/or theoretical expertise Operates on large data sets, performs highly intensive computations, and/or has to satisfy some critical non-functional requirements, such as availability or throughput

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

2-weeks

**What is Inspect and Adapt in SAFe?**

The Inspect and Adapt (I&A) is a significant event, held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop. One statement from the Agile Manifesto summarizes how important the philosophy of continuous improvement is to the SAFe Lean-Agile approach: “At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”

**What is Program Level in SAFe?**

The Program Level contains the roles and activities needed to continuously deliver solutions via an Agile Release Train (ART). The program level is where development teams, stakeholders, and other resources are devoted to some important, ongoing solution development mission. The ART metaphor describes the program level teams, roles, and activities that incrementally deliver a continuous flow of value. ARTs are virtual organizations formed to span functional boundaries, eliminate unnecessary handoffs and steps, and accelerate value delivery by implementing SAFe Lean-Agile principles and practices.

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

To optimize vertical communication

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

Program backlog

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

What will I do today to advance the Iteration goals?

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

What did I do yesterday to advance the Iteration goals?

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

Stories are accepted by the Product Owner

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

Use a cadence-based PI Planning process

**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

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

Culture of shared responsibility

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

Innovation and Planning

**Jane is a Product Owner. It is day seven of the Iteration and her team tells her that they may miss their Iteration commitment. What should Jane do?**

Remove the not start story from the sprint

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

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

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

Confirmation

Conversation

Card

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

Establish a work environment of shared responsibility

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

The Business Owners

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

5 – 11 people

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

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

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

Autonomy

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

To serve as the Scrum Master for the Agile Release Train

**What replaces detailed requirements documents?**

Stories

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

It allows the release of different Solution elements at different times

**A Cumulative Flow Diagram focuses on which curves?**

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

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

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

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

To own and manage the team Backlog

To be a single voice for the customer and stakeholders

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

Show the acceptance tests written for the exploration

**What are the SAFe Core Values?**

Built-in Quality, Program Execution, Alignment, Transparency

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

Kanban teams publish Iteration Goals

**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

**Which practice promotes built-in quality?**

Test-Driven Development

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

The PI System Demo

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

Lower WIP limits improve flow

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

To guide the teams and support the Architectural Runway

To define the design for the system

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

It reflects the uncertainty in estimating larger items

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

Changing team size, team makeup, and technical context

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

It allows businesses to deliver value to the market more quickly

It increases productivity and employee engagement

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

Visibility into progress and impediments

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

Value

**Which concepts are part of Kanban for teams?**

Visualize work flow, limit WIP, improve flow

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

Reflect, problem solve, and identify improvement actions

**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

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

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

**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

**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

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

It uses informed decision-making through fast feedback

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

Team event

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

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

Leading Safe 5.0

ROAM = Resolved, Owned, Accepted, Mitigated

ROAMing risks:  
Resolved - Has been addressed. No longer a concern.  
Owned - Someone has taken responsibility.  
Accepted - Nothing more can be done. If risk occurs, release may be compromised.  
Mitigated - Team has plan to adjust as necessary.

Here's the explanatory article about what "Enablers" are: <https://www.scaledagileframework.com/enablers/>

There are "business" and "enabler" versions of each level of requirement. So, you'll often see us use the following lingo:

* Epics are either Business Epics or Enabler Epics
* Features are either Business Features or Enabler Features
* Stories are either **User** Stories or Enabler Stories
* Customer Centricity Activity -
* Why is it important to maintain focus on the Customer?
* What are some of the characteristics of a customer-centric Enterprise?

Customer Centricity Activity -

Why is it important to maintain focus on the Customer?

What are some of the characteristics of a customer-centric Enterprise?

Here's a link to all the neat "Agile at Scale & Leadership" videos we've shared so far in this training, along with some other ones that we likely won't have time to get to: <https://www.youtube.com/playlist?list=PLti2qauIyzzRN5lypRbWLd1rco6OYCKYr>

Cotiviti's Recommended IP Sprint Calendar: <https://cotiviti.sharepoint.com/:i:/s/Lean-AgileCenterofExcellenceLACE/EbscC7ecOIdJnbG2VrzJcPABpfhz-BNj-Lj4O3A4_VFlHA?e=5Nlz68>

A good video on "What is strategy?" [What is Strategy?](https://www.youtube.com/watch?v=TD7WSLeQtVw) Length: 8 minutes 46

Article on Value Stream - <https://www.scaledagileframework.com/value-streams/>

Link to SAFe Community Platform - <https://community.scaledagile.com/s/login/?ec=302&startURL=%2Fs%2F>

Link for the Scaled Agile Framework - <https://www.scaledagileframework.com/>

SAFe Business Agility Self-Assessment: https://www.scaledagileframework.com/?ddownload=45830

Link for the Scaled Agile Framework - <https://www.scaledagileframework.com/>

Exam Content Percentage The table below outlines the approximate percentage of questions from each section that will appear on the exam. Exam Sections Percent of Items on Exam

SECTION 1: Thriving in the Digital Age with Business Agility 13%

SECTION 2: Becoming a Lean-Agile Leader 29%

SECTION 3: Establishing Team and Technical Agility 9%

SECTION 4: Building Solutions with Agile Product Delivery 33%

SECTION 5: Exploring Lean Portfolio Management 11%

SECTION 6: Leading the Change 4%

|  |  |
| --- | --- |
| Question | |
| What must management do for a successful Agile transformation? | Commit to quality and be the change agent in the system |
| Question | |
| How does SAFe provide a second operating system that enables Business Agility? | By focusing on customers, products, innovation, and growth |
| Question | |
| What is Business Agility? | The ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business Solutions |
| Question | |
| What are the last three steps of the SAFe Implementation Roadmap? | Launch more Agile Release Trains and Value Streams, extend to the portfolio, accelerate |
| Question | |
| What can be used as a template for putting SAFe into practice within an organization? | SAFe Implementation Roadmap |
| Question | |
| Which of the core competencies of the Lean Enterprise helps align strategy and execution? | Lean Portfolio Management |
| Question | |
| What is the foundation of the SAFe House of Lean? | Leadership |
| Question | |
| The House of Lean is a classic metaphor describing the mindset essential for Lean thinking. Which one of the four pillars advocates a 'Go See' mindset? | Innovation |
| Question | |
| Which statement fits with the SAFe Core Value of Built-in Quality? | You cannot scale crappy code |
| Question | |
| Which statement is a value from the Agile Manifesto? | Respond to change |
| Question | |
| Which statement is a principle of the Agile Manifesto? | Simplicity–the art of maximizing the amount of work not done–is essential |
| Question | |
| When basing decisions on economics, how are lead time, product cost, value, and development expense used? | To identify different parameters of the economic framework |
| Question | |
| Which is an aspect of systems thinking? | Optimizing a component does not optimize the system |
| Question | |
| What are the three primary keys to implementing flow? (Choose three.) | Visualize and limit work in process (WIP);Reduce the batch sizes of work;Manage queue lengths; |
| Question | |
| What is an example of applying cadence-based synchronization in SAFe? | Teams align their Iterations to the same schedule to support communication, coordination, and system integration |
| Question | |
| What is one benefit of unlocking the intrinsic motivation of knowledge workers? | To provide autonomy with purpose, mission, and minimum constraints |
| Question | |
| What is the biggest benefit of decentralized decision-making? | Delivering value in the shortest sustainable lead time |
| Question | |
| What is the basic building block when organizing around value? | Agile Teams |
| Question | |
| What is one issue when organizing around hierarchical functions? | It is not how value flows |
| Question | |
| The Agile Release Train uses which type of teams to get work done? | Cross-functional teams |
| Question | |
| Product Management has content authority over the Program Backlog. What do Product Owners have content authority over? | Team Backlog |
| Question | |
| What is part of the role of Product Management? | To prioritize the Program Backlog |
| Question | |
| Who is responsible for the Solution Backlog? | Solution Management |
| Question | |
| Design Thinking identifies at least four new ways to measure success. What are two of those ways? (Choose two.) | Sustainability;Desirability; |
| Question | |
| What is considered an anti-pattern when assigning business values to team PI Objectives? | All PI Objectives are given a value of 10 |
| Question | |
| What is the impact of Customer Centricity? | To understand the Customer's needs |
| Question | |
| Which statement describes aspects of the team's commitment during PI Planning? | A team does not commit to uncommitted objectives |
| Question | |
| When is a pre-PI Planning event needed? | When multiple Agile Release Trains working on the same Solution need to align and coordinate |
| Question | |
| 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 |
| Question | |
| What is found on a program board? | Features |
| Question | |
| Who has content authority to make decisions at the User Story level during Program Increment (PI) Planning? | Product Owner |
| Question | |
| In the Program Kanban some steps have work in process (WIP) limits. Why is this necessary? | To ensure large queues are not being built |
| Question | |
| What is one of the Agile Release Train sync meetings? | Scrum of scrums |
| Question | |
| Which statement is true about the Innovation and Planning (IP) Iteration? | Without the IP Iteration, there is a risk that the 'tyranny of the urgent' outweighs all innovation activities |
| Question | |
| What is one component of the Continuous Delivery Pipeline? | Continuous Exploration |
| Question | |
| Which statement is true about DevOps? | DevOps is an approach to bridge the gap between development and operations |
| Question | |
| If a program repeatedly shows separate Feature branches rather than a true System Demo, which practice should be reviewed to address the issue? | Continuous Integration |
| Question | |
| What is the best measure of progress for complex system development? | System Demo |
| Question | |
| What can be used to map the current state of a portfolio? | Portfolio Canvas |
| Question | |
| Which statement accurately characterizes Strategic Themes? | They are business objectives that connect the SAFe portfolio to the Enterprise business strategy |
| Question | |
| What is a minimum viable product? | A minimal product that can validate a hypothesis |
| Question | |
| How is the flow of Portfolio Epics managed? | In the Portfolio Kanban |
| Question | |
| What is one Guardrail on Lean Budget spend? | Continuous Business Owner engagement |
| Question | |
| What is the last step in Kotter's approach to change management? | Anchor new approaches in the culture |
| Question | |
| What can be used to script the change to SAFe? | The Implementation Roadmap |