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Question 1

Question Type: MultipleChoice

Which statement is true about optimizing batch sizes for newly-formed SAFe teams in a program?

Options:

- A- Batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost
- B- Batch size is optimized immediately by looking at transaction and holding costs
- C- Batch size is already optimized if there is continuous flow
- D- Batch size is optimized when transaction and holding costs seldom change

Answer:

A

Explanation:

According to the Visualize and Limit WIP, Reduce Batch Sizes, and Manage Queue Lengths article on the Scaled Agile Framework website, batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost. The article states that "To improve the economics of handling smaller batches---and thus increase throughput---teams must focus on

reducing the transaction costs of any batch. This is a continuous improvement activity that happens over time as teams figure out the balance between holding cost and transaction cost." Therefore, the correct answer is A, batch size optimization happens over time as teams figure out the balance between holding cost and transaction cost. The other options are not accurate, as they are not the statements that are true about optimizing batch sizes for newly-formed SAFe teams in a program. Batch size is not optimized immediately by looking at transaction and holding costs (B), as it takes time for teams to understand the nature of the work, identify bottlenecks, and find the optimal batch size that minimizes both costs. Batch size is not already optimized if there is continuous flow, as optimization involves finding the right balance between batch size and costs, even within a continuous flow environment. Batch size is not optimized when transaction and holding costs seldom change (D), as holding costs and transaction costs can change over time due to various factors such as team size, workload, and external dependencies.

Question 2

Question Type: MultipleChoice

What events in SAFe provide objective evidence of built-in quality and compliance?

Options:

A- PI Planning

- B- Backlog refinement
- C- System Demos
- D- ART syncs

Answer:

C

Explanation:

According to the System Demo article on the Scaled Agile Framework website, system demos provide objective evidence of built-in quality and compliance. The article states that "The System Demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI). The system demo is part of the inspect and adapt cycle and provides ARTs with the opportunity to assess their current state, adjust, and improve. The system demo also provides feedback on functional and nonfunctional requirements, such as compliance, performance, security, and usability." Therefore, the correct answer is C, system demos. The other options are not accurate, as they are not the events that provide objective evidence of built-in quality and compliance. PI planning (A) is a face-to-face event that serves as the heartbeat of the ART, aligning all the teams on the ART to a shared mission and vision. Backlog refinement (B) is the process of breaking down, estimating, and prioritizing the backlog items. ART syncs (D) are meetings that facilitate cross-team collaboration and alignment.

Question 3

Question Type: MultipleChoice

An agency is ready to undertake a large modernization effort. Though the agency ensures the correct implementation of all stage gates in their SDLC, projects seem to always be over budget. They are exploring the use of SAFe due to the success stories from other agencies. What is the appropriate first step?

Options:

- A- Map all stage gates to Agile events
- B- Train Product Owners in the principles, practices, and benefits of adopting SAFe
- C- Start an Agile project with an internal Agile Scrum Master
- D- Identify and train change agents that will lead the effort

Answer:

D

Explanation:

According to the Implementation Roadmap article on the Scaled Agile Framework website, the appropriate first step for an agency that is ready to undertake a large modernization effort using SAFe is to identify and train change agents that will lead the effort. The article

states that "The first step in the roadmap is to identify the change agents who will lead the transformation. These are the people who have the vision, influence, and drive to make the change happen. They include executives, managers, coaches, and other leaders who can champion the new way of working and inspire others to follow. Change agents need to be trained in the principles and practices of SAFe, as well as the skills and mindset of Lean-Agile leadership." Therefore, the correct answer is D, identify and train change agents that will lead the effort. The other options are not accurate, as they are not the first steps in the roadmap. Mapping all stage gates to Agile events (A) is a possible activity in the fourth step, which is to create the implementation plan. Training Product Owners in the principles, practices, and benefits of adopting SAFe (B) is a possible activity in the fifth step, which is to prepare for ART launch. Starting an Agile project with an internal Agile Scrum Master is not a recommended step in the roadmap, as it does not involve the whole ART or the Lean Portfolio Management.

Question 4

Question Type: MultipleChoice

What describes converting unpredictable events into predictable ones?

Options:

A- Innovation and Planning (IP) Iteration

B- Program Increment (PI) Planning

C- Cadence

D- Backlog refinement

Answer:

C

Explanation:

According to the [Apply Cadence, Synchronize with Cross-Domain Planning](#) article on the Scaled Agile Framework website, cadence is the term that describes converting unpredictable events into predictable ones. The article states that "Cadence is the rhythm, or heartbeat, of the Agile Release Train (ART). It provides a steady and predictable pattern for planning, developing, and delivering value. Cadence helps teams manage the variability inherent in product development. By converting unpredictable events into predictable ones, cadence enables fast and reliable decision-making." Therefore, the correct answer is C, cadence. The other options are not accurate, as they are not the terms that describe converting unpredictable events into predictable ones. Innovation and Planning (IP) Iteration (A) is a special iteration that occurs at the end of every Program Increment (PI) and provides an opportunity for innovation, planning, and system-level integration and testing. Program Increment (PI) Planning (B) is a face-to-face event that serves as the heartbeat of the ART, aligning all the teams on the ART to a shared mission and vision. Backlog refinement (D) is the process of breaking down, estimating, and prioritizing the backlog items.

Question 5

Question Type: MultipleChoice

Which role in SAFe has content authority over the Agile Team's backlog?

Options:

- A- Release Train Engineer
- B- Product Owner
- C- Product Management
- D- Agile Team

Answer:

B

Explanation:

According to the Essential SAFe article on the Scaled Agile Framework website, the Product Owner (PO) is the role in SAFe that has content authority over the Agile Team's backlog. The article states that "The Product Owner (PO) is the content authority for the team backlog. The PO is responsible for defining stories and prioritizing the backlog." Therefore, the correct answer is B, Product Owner. The other options are not accurate, as they are not the roles that have content authority over the Agile Team's backlog. The Release Train

Engineer (A) is the servant leader and chief Scrum Master for the Agile Release Train (ART). The Product Management is the content authority for the program backlog. The Agile Team (D) is the cross-functional group of developers, testers, and other specialists that deliver value in an iteration.

Question 6

Question Type: MultipleChoice

What two visual reporting tools can be used to help maintain fiduciary tracking of government technology programs? (Choose two.)

Options:

- A- Detailed spreadsheets
- B- Pro formas
- C- Feature progress charts
- D- Burn-up charts
- E- Integrated master schedules

Answer:

C, D

Explanation:

According to the Government Article on the Scaled Agile Framework website, feature progress charts and burn-up charts are two visual reporting tools that can be used to help maintain fiduciary tracking of government technology programs. The article states that "SAFe provides a wide array of metrics and management tools to monitor program performance. Other metrics---such as feature progress charts, ART Kanban boards, burn-up charts, and continuous flow diagrams (Figure 3)---make program performance highly visible and transparent, enabling better fiduciary control." Therefore, the correct answers are C, feature progress charts, and D, burn-up charts. The other options are not accurate, as they are not the visual reporting tools that can be used to help maintain fiduciary tracking of government technology programs. Detailed spreadsheets (A) are not visual tools, but rather data sources that can be used to create visual reports. Pro formas (B) are financial statements that project future outcomes, not track current performance. Integrated master schedules (E) are traditional project management tools that show the dependencies and milestones of various tasks, not the value delivery and progress of features.

Question 7

Question Type: MultipleChoice

At what levels are confidence votes taken once dependencies and program risks are addressed?

Options:

- A-** Program and Portfolio
- B-** Program and Branch
- C-** Program and Train
- D-** Program and Team

Answer:

D

Explanation:

According to the PI Planning article on the Scaled Agile Framework website, confidence votes are taken at the program and team levels once dependencies and program risks are addressed. The article states that "After discussing plans and dependencies, each team member casts a vote, usually on a scale of 1 to 5. This collective feedback helps identify potential risks, enabling teams to address concerns and enhance their overall chances of success." The article also states that "The RTE then facilitates a program-level confidence vote, where the Business Owners and other stakeholders assess the feasibility and economic outcomes of the plan." Therefore, the correct answer is D, program and team. The other options are not accurate, as they are not the levels at which confidence votes are taken. Portfolio, branch, and train are not relevant terms in the context of PI planning.

Question 8

Question Type: MultipleChoice

What occurs when leaders create an environment for risk-taking that supports change without fear of negative consequences to self-image, status, or career?

Options:

- A- Decentralized decision-making
- B- Psychological safety
- C- Emotional intelligence
- D- Alignment

Answer:

B

Explanation:

According to the Lean-Agile Leadership article on the Scaled Agile Framework website, psychological safety occurs when leaders create an environment for risk-taking that supports change without fear of negative consequences to self-image, status, or career. The article

states that "Psychological safety is a shared belief that the team is safe for interpersonal risk-taking. It can be defined as 'being able to show and employ one's self without fear of negative consequences of self-image, status, or career.' In psychologically safe teams, team members feel accepted and respected. They are confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea." Therefore, the correct answer is B, psychological safety. The other options are not accurate, as they are not the terms that describe the outcome of creating an environment for risk-taking that supports change without fear of negative consequences. Decentralized decision-making (A) is a principle, not an outcome, of Lean-Agile leadership. Emotional intelligence is a skill, not an outcome, of Lean-Agile leadership. Alignment (D) is a value, not an outcome, of Lean-Agile leadership.

Question 9

Question Type: MultipleChoice

What type of decision may significantly affect lead time for systems development?

Options:

- A- Using firm fixed price contracts
- B- Using relative size estimating
- C- Approved budget, required development tools, and dedicated team members

D- Prioritizing the product backlog using WSJF

Answer:

A

Explanation:

According to the Government Article on the Scaled Agile Framework website, using firm fixed price contracts may significantly affect lead time for systems development. The article states that "Firm fixed price (FFP) contracts are often used in government programs, but they are not well suited for Agile development. FFP contracts typically require detailed specifications and fixed scope, which are incompatible with the iterative and adaptive nature of Agile. FFP contracts also create a misalignment of incentives between the contractor and the government, as they reward the contractor for delivering the minimum acceptable solution, rather than the best possible value. FFP contracts also discourage collaboration and feedback, as any change in scope or requirements may trigger lengthy negotiations and contract modifications." Therefore, the correct answer is A, using firm fixed price contracts. The other options are not accurate, as they are not the types of decisions that may significantly affect lead time for systems development. Using relative size estimating (B) is a common Agile practice that helps teams plan and track their work. Approved budget, required development tools, and dedicated team members are enablers, not impediments, of systems development. Prioritizing the product backlog using WSJF (D) is a method of applying an economic view to optimize value delivery.

Question 10

Question Type: MultipleChoice

Which option is a Safe Core Value?

Options:

- A- Intrinsic motivation of knowledge workers
- B- Individuals and interactions
- C- Relentless improvement
- D- Built-in Quality

Answer:

C

Explanation:

According to the Core Values article on the Scaled Agile Framework website, relentless improvement is one of the four core values of SAFe, along with alignment, transparency, and respect for people. The article states that "Relentless improvement is a constant sense of danger combined with a paranoid desire to find a better way. It's a culture of organizational self-assessment, problem-solving, and action. It's a willingness to change before the crisis forces us to do so. It's a commitment to relentless reflection and a continuous learning journey." Therefore, the correct answer is C, relentless improvement. The other options are not accurate, as they are not the core values of SAFe. Intrinsic motivation of knowledge workers is a principle, not a value, of SAFe. Individuals and interactions is a value

of the Agile Manifesto, not of SAFe. Built-in quality is an aspect of SAFe, not a value.

Question 11

Question Type: MultipleChoice

What are three reasons the Innovation and Planning (IP) Iteration is critical to success in SAFe? (Choose three.)

Options:

- A- It creates a guard band that ensures program predictability on cadence
- B- It creates a predictable window to allow for personal time off
- C- It ensures time for creative problem-solving needed by knowledge workers
- D- It is the only way a government ART can afford to do hackathons
- E- It provides a consistent time for PI Planning
- F- It provides the only time the Product Management can conduct backlog refinement

Answer:

A, C, E

Explanation:

The Innovation and Planning (IP) Iteration is critical to success in SAFe because it provides the following benefits¹²:

It creates a guard band that ensures program predictability on cadence. The IP iteration acts as an estimating buffer that helps the ART meet their PI objectives and avoid carrying unfinished work into the next PI.

It ensures time for creative problem-solving needed by knowledge workers. The IP iteration allows the ART to explore innovative ideas, conduct research and design activities, and learn new skills and technologies.

It provides a consistent time for PI Planning. The IP iteration includes time for the PI planning event, which aligns the ART with the vision, roadmap, and strategic themes, and establishes the PI objectives and dependencies.

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