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# Question 1

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**Question Type:** MultipleChoice

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Which two statements accurately describe the SAFe Implementation Roadmap? (Choose two.)

## Options:

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- A- It ensures standardization with software life cycle best practices
- B- It reflects success patterns from previous implementations of SAFe
- C- The steps in the roadmap must be followed in order
- D- It provides recommended sequencing of role-based training
- E- All steps must be complete with the first ART before launching additional trains

## Answer:

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B, D

## Explanation:

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Two statements that accurately describe the SAFe Implementation Roadmap are:

It reflects success patterns from previous implementations of SAFe. The SAFe Implementation Roadmap is based on the experiences and learnings of hundreds of enterprises that have successfully adopted SAFe<sup>1</sup>. It captures the common critical moves and best practices that have proven to be effective in implementing SAFe in a reliable and predictable way<sup>2</sup>.

It provides recommended sequencing of role-based training. The SAFe Implementation Roadmap includes a step for training Lean-Agile change agents, who are the key enablers and coaches of the transformation<sup>3</sup>. It also suggests the appropriate role-based training for executives, managers, leaders, and teams, as well as the timing and sequence of the training in relation to the launch of the ARTs. The training helps to build the knowledge and skills needed to apply SAFe principles and practices at various levels of the enterprise.

## Question 2

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**Question Type:** MultipleChoice

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What result comes from traditional 'at the end' quality and compliance?

### Options:

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- A- Faster receipt of authority to operate in traditional projects
- B- Missed opportunities for iterative compliance assessment

**C-** Nominal quality differences when compared with waterfall approaches

**D-** Shorter testing timelines

### **Answer:**

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B

### **Explanation:**

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The result of traditional 'at the end' quality and compliance is that it leads to missed opportunities for iterative compliance assessment<sup>1</sup>. This means that the quality and compliance activities are deferred until the end of the development cycle, when the solution is already built and ready for testing. This approach increases the risk of finding defects and non-compliances late in the process, which can cause delays, rework, and waste<sup>2</sup>. It also prevents the teams from getting early feedback and validation from the compliance authorities, which can help them adjust and improve their work incrementally<sup>3</sup>. By applying the SAFe principle of building incrementally with fast, integrated learning cycles, the teams can integrate quality and compliance into their regular flow of work and deliver solutions that meet the regulatory and industry standards more efficiently and effectively<sup>4</sup>.

1: Government - Building in Quality and Compliance - Scaled Agile Framework  
2: Quality vs. Compliance: What is the difference and what are the common pitfalls? - Honeywell  
3: Achieving Regulatory and Industry Standards Compliance with the Scaled Agile Framework (SAFe)  
4: Principle #6 -- Visualize and limit WIP, reduce batch sizes, and manage queue lengths - Scaled Agile Framework

## **Question 3**

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**Question Type: MultipleChoice**

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What are two reasons the Agile Manifesto for Software Development is still relevant to Lean-Agile Enterprises? (Choose two.)

**Options:**

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- A-** It provides the foundation for empowered, self-organizing Agile teams
- B-** Applying the Agile Manifesto is important for teams but less important for programs and portfolios
- C-** The foundations of the value system support organizational hierarchies for large Solutions
- D-** It enables governance and controls over plans at scale
- E-** SAFe extends the value system and principles of the Agile Manifesto to teams of Agile teams

**Answer:**

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A, E

**Explanation:**

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Two reasons the Agile Manifesto for Software Development is still relevant to Lean-Agile Enterprises are:

It provides the foundation for empowered, self-organizing Agile teams. The Agile Manifesto values individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and

responding to change over following a plan<sup>1</sup>. These values support the creation of cross-functional, autonomous, and collaborative teams that can deliver value to customers and stakeholders in an agile way<sup>2</sup>.

SAFe extends the value system and principles of the Agile Manifesto to teams of Agile teams. SAFe is based on the Agile Manifesto, but also incorporates additional values and principles that address the challenges of scaling agile to the enterprise level<sup>3</sup>. SAFe values alignment, built-in quality, transparency, and program execution, as well as the four original values of the Agile Manifesto<sup>4</sup>. SAFe also applies nine additional principles that guide the behavior of teams of Agile teams, or Agile Release Trains (ARTs), in a Lean-Agile context<sup>5</sup>.

1: Agile Manifesto for Software Development | Agile Alliance  
2: The Agile Manifesto at 20: What's still relevant---and what's not | TechBeacon  
3: SAFe Lean-Agile Principles - Scaled Agile Framework  
4: Core Values - Scaled Agile Framework  
5: SAFe Lean-Agile Principles - Scaled Agile Framework

## Question 4

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**Question Type:** MultipleChoice

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How can Lean-Agile leaders exemplify the SAFe Core Value of alignment?

**Options:**

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- A- Government and vendor managers prepare joint status reports
- B- Invite vendor program managers to government management meetings
- C- Demonstrate quality by refusing to accept or ship low quality work
- D- Participate in backlog visibility, review, and preparation

**Answer:**

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D

**Explanation:**

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One way that Lean-Agile leaders can exemplify the SAFe Core Value of alignment is by participating in backlog visibility, review, and preparation<sup>1</sup>. This means that leaders are actively involved in understanding and prioritizing the work items that deliver value to the customers and stakeholders. They also provide feedback and guidance to the teams and trains that execute the work. By participating in backlog management, leaders can ensure that the work is aligned with the vision, mission, and strategy of the enterprise or government agency<sup>2</sup>.

1: The Evolving Role of Managers in Lean-Agile Development - Scaled Agile Framework  
2: Core Values - Scaled Agile Framework

## Question 5

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**Question Type:** MultipleChoice

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In reference to large programs, what are Strategic Themes?

**Options:**

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- A- A collection of ideas used at the program level to create Epics
- B- Itemized mission objectives connecting a portfolio to the strategy
- C- Persuasive concepts used to aid in the 'tipping' process of decision-makers in an agency or program
- D- Vehicles used to decentralize decision-making

**Answer:**

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B

**Explanation:**

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Strategic themes are specific, defined business objectives that connect a portfolio to the enterprise's strategy<sup>1</sup>. They provide business context for portfolio decision-making and influence the investments in value streams and solutions<sup>2</sup>. They also serve as inputs to the vision, budget, and backlogs of the portfolio, large solution, and program levels<sup>3</sup>. Strategic themes help align the portfolio with the mission and goals of the enterprise or government agency.

1: Strategic Themes - Scaled Agile Framework<sup>2</sup>: Strategic Themes - Scaled Agile Framework<sup>3</sup>: The Influence of Strategic Themes across a Portfolio - Scaled Agile Framework



## Question 6

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**Question Type:** MultipleChoice

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Which SAFe principle ensures the maximum benefit is generated by understanding trade-offs between risks, cost of delay, operational costs, and development costs for each program and Value Stream?

### Options:

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- A- Take an economic view
- B- Assume variability, preserve options
- C- Apply systems thinking
- D- Build incrementally with fast, integrated learning cycles

### Answer:

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A

### Explanation:

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Taking an economic view is the SAFe principle that ensures the maximum benefit is generated by understanding trade-offs between risks, cost of delay, operational costs, and development costs for each program and value stream<sup>1</sup>. This principle requires a fundamental understanding of the economics of building systems and making decisions in a proper economic context. This includes the strategy for incremental value delivery and the broader economic framework for each value stream<sup>2</sup>. Taking an economic view helps to optimize the flow of value, reduce waste, and deliver solutions that meet customer and stakeholder needs<sup>3</sup>.

1:SAFe Lean-Agile Principles - Scaled Agile Framework2:Principle #1 -- Take an economic view - Scaled Agile Framework3:Adopting Lean Budgeting Aligned to Development Value Streams

## Question 7

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**Question Type:** MultipleChoice

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What is governance in a SAFe context?

### Options:

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- A- Oversight that is provided by the PMO
- B- A framework for decision-making to ensure programs achieve desired mission outcomes

**C-** Agency level regulations that ensure compliance with federal laws

**D-** Participatory budgeting events conducted twice annually by LPM

**Answer:**

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B

**Explanation:**

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According to the Government Article on the Scaled Agile Framework website, governance in a SAFe context is a framework for decision-making to ensure programs achieve desired mission outcomes. The article states that "Governance is not the natural enemy of the lean flow of value in technology development. In fact, governance plays a vital role in many high-assurance systems where the economic and human cost of failure is unacceptable. It is merely a framework for decision-making and oversight to ensure that programs achieve the desired mission outcomes." Therefore, the correct answer is B, a framework for decision-making to ensure programs achieve desired mission outcomes. The other options are not accurate, as they are not the definitions of governance in a SAFe context. Oversight that is provided by the PMO (A) is not governance, but a function that supports governance by providing guidance and coordination. Agency level regulations that ensure compliance with federal laws are not governance, but a set of rules that programs must follow. Participatory budgeting events conducted twice annually by LPM (D) are not governance, but a mechanism for allocating funds based on value and strategic alignment.

## Question 8

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**Question Type: MultipleChoice**

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Which represents a good example of an agency Strategic Theme?

**Options:**

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- A- Comply with agency development lifecycle regulations
- B- Reduce agency IT spend
- C- Improve cost and schedule performance of IT projects
- D- Create a 'one-stop shop' for all citizen-facing services provided by the agency

**Answer:**

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D

**Explanation:**

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According to the Strategic Themes article on the Scaled Agile Framework website, strategic themes are portfolio-level business objectives that provide competitive differentiation and strategic advantage. They provide business context for portfolio strategy and decision-making, representing aspects of the enterprise's strategic intent. Strategic themes are best stated in Objective and Key Result (OKR) format. Written in plain business language, these OKRs say what the portfolio will pursue, thus providing decision-makers and contributors at all levels the clarity needed for decentralized decision-making. Therefore, the correct answer is D, create a 'one-stop shop' for all citizen-facing services provided by the agency. This is a good example of an agency strategic theme, as it expresses a clear

and measurable goal that aligns with the agency's vision and mission. The other options are not accurate, as they are not good examples of agency strategic themes. Comply with agency development lifecycle regulations (A) is not a strategic theme, but a compliance requirement that applies to all solutions. Reduce agency IT spend (B) is not a strategic theme, but a cost-cutting measure that does not reflect the value proposition of the agency. Improve cost and schedule performance of IT projects is not a strategic theme, but a project management metric that does not capture the business outcomes of the solutions.

## Question 9

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**Question Type: MultipleChoice**

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Which statement is true for estimating and forecasting in SAFe?

### Options:

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- A- Feature estimation is independent of team-level input
- B- Epics should be estimated by the Epic Owner
- C- ART velocities are used to conduct 'what if' analysis
- D- Work breakdown structure to the task level helps increase estimation accuracy

## Answer:

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C

## Explanation:

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According to the Applying Lean Estimating and Forecasting in Cadence article on the Scaled Agile Framework website, ART velocities are used to conduct 'what if' analysis for estimating and forecasting in SAFe. The article states that "The ART velocity is used to conduct 'what if' analysis, which helps determine the feasibility of the plan and the number of features that can be delivered in a PI. The ART velocity is also used to forecast the delivery of features and capabilities beyond the current PI." Therefore, the correct answer is C, ART velocities are used to conduct 'what if' analysis. The other options are not accurate, as they are not the statements that are true for estimating and forecasting in SAFe. Feature estimation is not independent of team-level input (A), as teams are involved in estimating the size and complexity of features using story points or normalized story points. Epics are not estimated by the Epic Owner (B), as they are estimated collaboratively by the Epic Owner, Enterprise Architect, and Lean Portfolio Management. Work breakdown structure to the task level does not help increase estimation accuracy (D), as it introduces unnecessary overhead and delays feedback.

## Question 10

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**Question Type:** MultipleChoice

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Which reduces the cone of uncertainty?

## Options:

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- A- Convergence of requirements with designs
- B- Convergence of alternatives with flexible specifications
- C- Convergence of architectures with design sets
- D- Convergence of flexible specifications with design sets

## Answer:

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A

## Explanation:

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According to the [Build Incrementally with Fast, Integrated Learning Cycles](#) article on the Scaled Agile Framework website, convergence of requirements with designs reduces the cone of uncertainty. The article states that "The cone of uncertainty describes the uncertainty and risk in estimates at different phases of development. The cone narrows as the project progresses, reflecting the fact that there is less uncertainty and risk as more is learned about the requirements and design of the system. The goal is to reduce the cone of uncertainty as quickly as possible by converging on the requirements and design through fast feedback and learning cycles." Therefore, the correct answer is A, convergence of requirements with designs. The other options are not accurate, as they are not the terms that describe reducing the cone of uncertainty. Convergence of alternatives with flexible specifications (B), convergence of architectures with design sets, and convergence of flexible specifications with design sets (D) are not concepts that are used in the Scaled Agile Framework.

# Question 11

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**Question Type:** MultipleChoice

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What are two recommendations for tracking expenditures using the Program Backlog? (Choose two.)

## Options:

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- A- Tagging backlog items with funding metadata for future reporting
- B- Organizing ARTs by funding classification
- C- Including a fiduciary expert in backlog refinement
- D- Using charge codes assigned by each program
- E- Calculating a fixed cost labor cost per ART based on actual salaries

## Answer:

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A, E

## Explanation:

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According to the Government Article on the Scaled Agile Framework website, tagging backlog items with funding metadata for future reporting and calculating a fixed cost labor cost per ART based on actual salaries are two recommendations for tracking expenditures



using the Program Backlog. The article states that "To track expenditures, the Program Backlog can be tagged with funding metadata for future reporting. Additionally, a fixed cost labor cost per ART can be calculated based on actual salaries. This simplifies the tracking of labor costs and allows for more accurate forecasting." Therefore, the correct answers are A, tagging backlog items with funding metadata for future reporting, and E, calculating a fixed cost labor cost per ART based on actual salaries. The other options are not accurate, as they are not the recommendations for tracking expenditures using the Program Backlog. Organizing ARTs by funding classification (B) is not a recommended practice, as it may create silos and reduce collaboration across ARTs. Including a fiduciary expert in backlog refinement is not a necessary step, as the backlog items should be prioritized based on value and not on cost. Using charge codes assigned by each program (D) is not a simple or effective way to track expenditures, as it may introduce overhead and complexity.

## Question 12

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**Question Type:** MultipleChoice

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Which three are configurations of SAFe 5.0? (Choose three.)

**Options:**

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**A-** Essential SAFe

- B-** Portfolio SAFe
- C-** Team SAFe
- D-** Multi-train SAFe
- E-** Full SAFe
- F-** Lean Enterprise SAFe

### **Answer:**

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A, B, E

### **Explanation:**

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According to the SAFe 5 for Lean Enterprises article on the Scaled Agile Framework website, the three configurations of SAFe 5.0 are Essential SAFe, Portfolio SAFe, and Full SAFe. The article states that "SAFe 5 for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for Lean, Agile, and DevOps. It's configurable and scalable for a single team, a large program, a portfolio, or an entire enterprise. SAFe 5 for Lean Enterprises is available in three configurations: Essential SAFe, Portfolio SAFe, and Full SAFe." Therefore, the correct answers are A, Essential SAFe, B, Portfolio SAFe, and E, Full SAFe. The other options are not accurate, as they are not the configurations of SAFe 5.0. Team SAFe is not a configuration, but a level within the Essential SAFe configuration. Multi-train SAFe (D) is not a configuration, but a term that refers to multiple Agile Release Trains (ARTs) working together. Lean Enterprise SAFe (F) is not a configuration, but a goal that SAFe 5.0 aims to help organizations achieve.

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