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Scrum SAFe-Agilist

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QUESTION NO: 1

What are two practices that support a culture of relentless improvement? (Choose two.)

A. Problem-solving workshops

B. Regular retrospectives

C. Deferring improvement work until an annual review

D. Measuring individuals against one another

E. Increasing work in process to maximize utilization

ANSWER: A B

Explanation:

Problem-solving workshops and **regular retrospectives** support relentless improvement. Problem-solving workshops use structured methods to identify root causes, develop improvements, and implement actions that address systemic issues. In SAFe, the Inspect and Adapt event includes a problem-solving workshop to help the ART improve its performance.

Regular retrospectives provide Agile Teams with a recurring opportunity to inspect their practices, identify impediments, and agree on practical improvement actions. Both practices encourage teams and leaders to learn from actual outcomes rather than accepting existing processes as fixed. See Relentless Improvement and Iteration Retrospective.

QUESTION NO: 2

The analyzing step of the Portfolio Kanban system has a new Epic with a completed Lean business case. What best describes the next step for the Epic?

A. It will be implemented once the Epic Owner approves the Lean business case

B. It will be implemented if it has the highest weighted shortest job first (WSJF) ranking

C. It will be moved to the ready state in the Portfolio Kanban if it receives a 'go' decision from Lean Portfolio Management

D. It will remain in the analyzing step until one or more Agile Release Trains have the capacity to implement it

ANSWER: C

Explanation:

An Epic with a completed Lean business case moves to the Ready state in the Portfolio Kanban when Lean Portfolio Management makes a “go” decision. During the analyzing stage, the Epic Owner develops and refines the epic hypothesis statement and Lean business case. This work establishes the epic’s expected value, cost, key assumptions, risks, and the measures that will be used to validate its hypothesis. Lean Portfolio Management then uses this information, together with portfolio strategy, guardrails, and available funding, to decide whether the epic should proceed. A “go” decision authorizes the epic to enter the portfolio backlog’s Ready state, where it can be prioritized and await implementation capacity. The decision is not simply an Epic Owner approval; it is a portfolio-level investment and governance decision. Once ready, implementation is pulled when the relevant Agile Release Train or teams have capacity, with sequencing commonly informed by economic prioritization such as WSJF. SAFe describes the Portfolio Kanban as the system used to visualize, manage, and govern the flow of epics from idea through analysis, approval, implementation, and completion. See SAFe Portfolio Kanban and SAFe Lean Business Cases.

QUESTION NO: 3

According to SAFe Principle #10, what should the Enterprise do when markets and customers demand change?

A. Create an Agile Release Train to focus on value

B. Reorganize the network around the new value flow

C. Apply development cadence and synchronization to operate effectively and manage uncertainty

D. Create a reliable decision-making framework to empower employees and ensure a fast flow of value

ANSWER: B

Explanation:

SAFe Principle #10 is “Organize around value.” It recognizes that traditional functional hierarchies and siloed departments can slow an enterprise’s ability to deliver solutions, especially as customer needs and market conditions evolve. When markets and customers demand change, the enterprise should reorganize its network of people, teams, and suppliers around the relevant new or changed value flow. This aligns the people doing the work with the end-to-end sequence of activities required to deliver value to a customer. In practice, this often means establishing or evolving Agile Release Trains and Solution Trains so that they can independently develop, deliver, and support the solutions associated with that value flow. Organizing around value improves collaboration across specialties, reduces handoffs and delays, and creates clearer accountability for customer outcomes. It also helps the enterprise adapt more quickly because the organizational structure reflects how value is actually delivered rather than being constrained by legacy reporting boundaries. SAFe emphasizes that value streams are not static: as the market changes, enterprises must be prepared to adjust their operating model and network structure accordingly. See the official SAFe guidance on Organize Around Value and the SAFe Lean-Agile Principles.

QUESTION NO: 4

Which two Lean Budget Guardrails help govern portfolio investments? (Choose two.)

A. Guiding investments by horizon

B. Approving significant initiatives

C. Funding every project through annual estimates

D. Assigning individual budgets to Agile Team members

E. Requiring centralized approval for all team decisions

ANSWER: A B

Explanation:

Guiding investments by horizon and **approving significant initiatives** are Lean Budget Guardrails. Guiding investments by horizon helps the portfolio balance investments across near-term delivery, emerging opportunities, and longer-term innovation. This prevents all investment from being consumed by immediate needs alone.

Approving significant initiatives ensures that larger investments receive appropriate Lean governance before substantial implementation work begins. The approval is based on evidence such as the Lean business case, strategic alignment, and expected outcomes, while still avoiding detailed project-by-project control of normal value-stream work. See Lean Budget Guardrails and Lean Portfolio Management.

QUESTION NO: 5

What are two activities that commonly occur during the Innovation and Planning iteration? (Choose two.)

A. PI Planning

B. Innovation activities

C. Final acceptance of every completed Feature

D. Annual portfolio budgeting

E. Replacing all Iteration Reviews

ANSWER: A B

Explanation:

PI Planning occurs during the Innovation and Planning iteration because it provides the cadence-based event in which the ART aligns on objectives, plans work, identifies dependencies, and addresses risks for the upcoming Planning Interval. The iteration also provides dedicated capacity for **innovation activities**, allowing teams to explore new ideas, conduct experiments, improve skills, and address technical opportunities.

The Innovation and Planning iteration supports continuous learning and provides time for activities that are difficult to schedule during regular development iterations. It may also support Inspect and Adapt, education, and planning activities. See Innovation and Planning Iteration and PI Planning.

QUESTION NO: 6

Which statement is true about a Value Stream that successfully uses DevOps?

A. It has a technology stack without legacy code

B. It has a closed loop process of learning

C. It has objective measurements with automation

D. It has a lower threshold of defects approved to production

ANSWER: B

Explanation:

A Value Stream that successfully uses DevOps has a closed loop process of learning. DevOps is not merely a collection of deployment tools or a technical implementation practice; it creates a continuous feedback system across development, operations, security, and the business. Teams use feedback from production behavior, customer outcomes, quality signals, and operational performance to identify opportunities, adapt their ways of working, and improve the flow of value.

In SAFe, this learning loop is reflected in the DevOps mindset and in the Continuous Delivery Pipeline. The pipeline connects continuous exploration, integration, deployment, and release on demand, while feedback from each stage informs future decisions. This makes learning an ongoing capability rather than an activity that occurs only after a release or incident. The result is a Value Stream that can reliably improve products, services, quality, and delivery performance over time. SAFe describes DevOps as aligning people, process, and technology to enable a continuous flow of value, supported by fast feedback and continuous learning. See SAFe DevOps and SAFe Continuous Delivery Pipeline.

QUESTION NO: 7

What are two activities performed during Continuous Exploration? (Choose two.)

A. Hypothesizing what customers need

B. Validating assumptions through feedback

C. Deploying changes to production environments

D. Assigning business value to PI Objectives

E. Managing portfolio budgets

ANSWER: A B

Explanation:

Hypothesizing what customers need and **validating assumptions through feedback** are activities performed during Continuous Exploration. This part of the Continuous Delivery Pipeline continuously explores market and customer needs, defines a vision, and identifies the solution capabilities most likely to create value.

Continuous Exploration uses customer research, Design Thinking, analysis, and fast feedback to reduce uncertainty before and during development. It does not mean finalizing every requirement before implementation begins; learning continues as teams validate ideas and adapt based on evidence. See SAFe Continuous Exploration.

QUESTION NO: 8

What are two dimensions of Built-In Quality? (Choose two.)

A. Code quality

B. System quality

C. Portfolio quality

D. Funding quality

E. Organizational quality

ANSWER: A B

Explanation:

Code quality and **system quality** are dimensions of Built-In Quality in SAFe. Code quality includes practices that make code understandable, maintainable, testable, and secure. Teams use practices such as coding standards, peer review, refactoring, and automated tests to build quality into the code as it is created.

System quality addresses the behavior of the integrated solution, including fitness for purpose, reliability, performance, security, usability, and maintainability. Quality must be built into every element of the solution rather than inspected in after development is complete. See Built-In Quality.

QUESTION NO: 9

What is one way to describe a cross-functional Agile Team?

A. They release customer products to production continuously

B. They are made up of individuals, each of whom can define, develop, test, and deploy the system

C. They deliver value every 6 weeks

D. They are optimized for communication and delivery of value

ANSWER: D

Explanation:

They are optimized for communication and delivery of value. In SAFe, an Agile Team is a cross-functional group of typically 5–11 people who have the skills needed to define, build, test, and, where applicable, deploy a solution increment. Cross-functionality does not mean that every individual performs every type of work. Instead, the team collectively possesses the necessary capabilities and works closely together to achieve a shared objective. Organizing the work around a stable, collaborative team minimizes handoffs, speeds feedback, and helps the team make decisions quickly within the iteration. This structure supports a consistent flow of value because team members align on common goals, coordinate their work directly, inspect results frequently, and adapt as needed. SAFe specifically describes Agile Teams as being optimized for communication and delivery of value, which captures both the team's collaborative operating model and its purpose in the larger value stream. This is also consistent with Scrum's emphasis on small, cross-functional, self-managing teams that create a usable Increment each Sprint. See the SAFe Agile Teams guidance and the Scrum Guide.

QUESTION NO: 10

What are Sense Opportunity, Fund MVP, Pivot or Persevere, and Deliver Value Continuously?

A. SAFe Core Values

B. Steps in the Business Agility Value Stream

C. Flow Accelerators

D. SAFe Lean-Agile Principles

ANSWER: B

Explanation:

“Steps in the Business Agility Value Stream” is correct because these phrases name activities within SAFe’s Business Agility Value Stream (BAVS). The BAVS describes how an organization recognizes an opportunity, evaluates and funds a minimum viable product (MVP), learns from market and customer evidence, decides whether to pivot or persevere, and continuously delivers value. It provides an end-to-end model for converting customer and market opportunities into measurable outcomes rather than treating delivery as an isolated technical activity.

In this flow, sensing an opportunity starts the discovery of a customer need or market possibility. Funding an MVP enables an appropriately sized investment to test the underlying hypothesis. The pivot-or-persevere decision uses learning and evidence to determine the next direction, while continuous value delivery supports frequent, reliable releases and ongoing customer benefit. These activities connect strategy, investment, development, and customer outcomes in support of enterprise business agility.

SAFe documents the Business Agility Value Stream and its steps in its official guidance: Business Agility Value Stream. The broader business-agility context is also described by Scaled Agile Framework: Business Agility.

QUESTION NO: 11

Which statement is a value from the Agile Manifesto?

A. Customer collaboration over a constant indefinite pace

B. Customer collaboration over individuals and interactions

C. Customer collaboration over contract negotiation

D. Customer collaboration over ongoing internal conversation

ANSWER: C

Explanation:

Customer collaboration over contract negotiation is one of the four values stated in the Agile Manifesto. This value emphasizes that product development is most effective when customers and development teams work together throughout the effort, using frequent feedback and shared understanding to guide decisions. Contracts can establish important commercial, legal, and delivery expectations, but Agile values an active partnership with the customer over relying solely on predefined contractual terms to determine what is built. In a SAFe environment, this collaboration is reflected through ongoing engagement with customers and stakeholders, frequent validation of value, and feedback loops that help teams and Agile Release Trains adapt to emerging needs. The wording is an exact Agile Manifesto value and is therefore the correct choice. The original Manifesto presents the value in the context of valuing the items on the left more, while still recognizing that the items on the right have value. See the Manifesto for Agile Software Development and SAFe’s overview of the Agile Manifesto.

QUESTION NO: 12

What are two ways to describe a cross-functional Agile Team? (Choose two.)

A. They can define, build, and test an increment of value

B. They are optimized for communication and delivery of value

C. They are made up of members, each of whom can define, develop, test, and deploy the system

D. They deliver value every six weeks

E. They release customer products to production continuously

ANSWER: A B

Explanation:

“They can define, build, and test an increment of value” correctly describes a cross-functional Agile Team because the team collectively has the capabilities needed to turn a customer need into a working, integrated increment. Cross-functionality is a team-level characteristic: the necessary skills for defining, building, validating, and integrating the work are available within the team, minimizing reliance on handoffs to separate functional groups. This enables the team to deliver meaningful value within its iteration or other short feedback cycle.

“They are optimized for communication and delivery of value” is also correct. SAFe describes Agile Teams as small, cross-functional groups organized to communicate effectively, collaborate closely, and deliver value rapidly. Their structure supports fast feedback, shared understanding, and coordinated completion of work rather than maximizing the utilization of isolated specialties. This aligns with Scrum’s expectation that Developers possess all skills necessary to create a usable Increment, while collaborating as one cohesive team. See the SAFe Agile Teams guidance and the Scrum Guide.