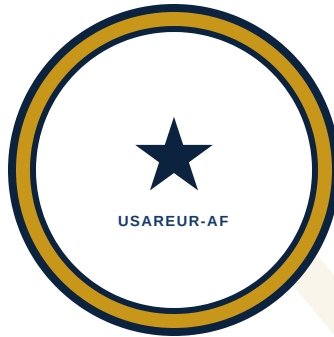


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PUBLICATION

EXAM-TM40J-POST



POST-TEST — SL 4J: PROGRAM MANAGER (TECHNICAL)

Maven Smart System (MSS) — USAREUR-AF

HEADQUARTERS
UNITED STATES ARMY EUROPE AND AFRICA
(USAREUR-AF)
Wiesbaden, Germany

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26 MARCH 2026

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POST-TEST — SL 4J: PROGRAM MANAGER (TECHNICAL)

MAVEN SMART SYSTEM (MSS) — USAREUR-AF

Field	Detail
Course	SL 4J: Program Manager (Technical)
Form	Post-Test
Level	SL 4J (Specialist)
Audience	Technical PMs, product owners, team leads; prerequisite: SL 1 + SL 2 + SL 3 (REQUIRED)
Time Allowed	45 minutes
Passing Score	70% (46/66)

INSTRUCTIONS

This assessment evaluates mastery of SL 4J course learning objectives. A passing score of 70% is required to receive credit. Complete independently without reference to training materials.

SECTION 1 — MULTIPLE CHOICE

Circle the letter of the best answer. (2 points each)

1. Per SL 4J, the Technical PM's primary role is to:

A. Write code and build the technical components of MSS capabilities
 B. Conduct personnel evaluations and manage workload for all SL 4 specialist tracks
 C. Manage scope, timeline, risk, and stakeholder communication — ensuring the technical team delivers the right thing to the right standard at the right time
 D. Serve as the technical lead for AI and ML model development on the team

2. Per SL 4J, a user story that is ready to be assigned to a developer must meet which standard?

A. It is written in the standard "As a [role], I want [capability] so that [benefit]" format with acceptance criteria a developer can confirm complete without follow-up questions B. It has been approved by the G6 data steward and added to the Ontology backlog C. It has been sized in story points and assigned to a sprint before the product owner reviews it D. It has been reviewed by the relevant WFF-track analyst to confirm operational need

3. The six phases of the SL 4J ML/AI project lifecycle, in correct order, are:

A. Requirements → Design → Build → Test → Deploy → Monitor B. Problem Definition → Data Audit → Prototype → Evaluation → Production → Sustainment C. Discovery → Scoping → Prototyping → Validation → Staging → Release D. Concept → Architecture → Development → Integration → Acceptance → Operations

4. Per SL 4J, the gate between the Prototype phase and the Evaluation phase requires:

A. Commander approval and a signed EXORD authorizing model use in operational reporting B. The data steward has certified the training data as authoritative C. The product owner has demonstrated the prototype to the operational stakeholder D. The model has been evaluated against a held-out dataset not used in training, and performance meets the defined threshold

5. In SL 4J's Scrum framework for data projects, "sprint planning" requires the PM to:

A. Assign developers to individual tasks based on their SL 4 qualification level B. Update the risk register with any new risks identified since the previous sprint C. Set the sprint goal, select backlog items the team commits to completing, and confirm dependencies are cleared before the sprint starts D. Brief the WFF-track stakeholders on what will be delivered in the upcoming sprint

6. Per TM-40J Chapter 4, the "translation problem" in requirements management refers to:

A. The challenge of converting operational data from legacy formats into MSS-compatible schemas B. The gap between what a commander or staff officer asks for and what they actually need — the PM must elicit the real requirement, not just record the stated one C. The difficulty of explaining technical constraints to non-technical stakeholders D. The challenge of aligning USAREUR-AF MSS with coalition partner data standards

7. A PM builds a Sprint Board on MSS Workshop with the following Object Types: Project, Sprint, and Story. The Sprint Board correctly surfaces all stories assigned to the current sprint. Which TM-40J Chapter covers the build procedure for this tracking system?

A. Chapter 2 — Agile Project Management B. Chapter 5 — Building Project Tracking Systems on MSS C. Chapter 4 — Stakeholder Management and Requirements Translation D. Chapter 7 — Delivery Planning and Production Readiness

8. Per SL 4J, "protecting the team from scope sprawl" means:

A. Encrypting project data so that unauthorized stakeholders cannot access sprint plans B. Ensuring that SL 4 developer qualifications are current before assigning complex build tasks C. Conducting a security review before any new data source is connected to the project pipeline D. Managing the backlog so that

new requirements from stakeholders are properly evaluated, sized, and triaged before they are added to an active sprint

9. The SL 4J risk register entry for a data availability risk MUST include:

A. The name of the system owner who last certified the data source B. Risk description, likelihood (H/M/L), impact (H/M/L), mitigation action, owner, and due date C. The sprint number in which the risk was first identified and a link to the relevant story D. A reference to the ADP or FM that governs the affected data domain

10. Per SL 4J, the Definition of Done for a data product requires which of the following before production release?

A. All story points in the sprint are marked complete, the pipeline has run at least once, and the product owner has signed off B. The Commander has reviewed the product in a formal IPR and authorized production deployment C. The WFF-track stakeholder has verified that the product matches their original requirement statement D. Quality checks pass, documentation is complete, governance requirements are met, the operational user has accepted the product, and the production readiness review is complete against Appendix B criteria

11. A SL 4J PM is managing a team that includes a SL 4H (AI Engineer) and a SL 4L (Software Engineer). The AI Engineer's work depends on an API integration the Software Engineer is building. The CORRECT action for the PM at sprint planning is:

A. Document the dependency in the risk register with the SWE story as a gate; assign the AI Engineer story with a clear blocker tag referencing the SWE story; flag for daily standup monitoring B. Move the AI Engineer's story to the following sprint until the API integration story is confirmed done C. Assign both stories to the same sprint and accept the dependency as a known risk D. Escalate the dependency to the G6 data steward for resolution before sprint planning proceeds

12. Per TM-40J Chapter 8, the MOST common reason operational users resist a new MSS capability is:

A. Lack of trust, unfamiliarity with the new tool, or concern that the product will create accountability they didn't have before B. Senior leadership did not formally direct adoption through an EXORD or policy letter C. Technical defects in the data product that surfaced during the rollout D. The product was not demonstrated during a formal IPR before deployment

13. A commander-facing Project Status Dashboard on MSS Workshop, per TM-40J Chapter 5, must display:

A. The complete sprint backlog, velocity trend chart, and developer utilization by SL 4 track B. The full risk register, all closed stories, and the project charter with acceptance criteria C. Overall project health, current sprint status, top blocking risks, milestone timeline, and a data-as-of timestamp D. A comparison of planned vs. actual story points for all sprints completed to date

14. Per SL 4J, automated status alerts on the MSS Sprint Board should be configured to fire when:

A. A story has been in "In Progress" status for more than one sprint cycle, or a sprint-level milestone is overdue
B. Any team member updates a story's status to "In Progress"
C. A new requirement is added to the project backlog by a stakeholder
D. The pipeline powering the Commander Dashboard has run successfully

15. Per SL 4J, a Technical PM should pursue SL 5J (Advanced Program Manager) if they meet which criteria?

A. They have completed SL 4J and passed the post-test with a score of 85% or higher
B. They have been assigned to a SL 5 development program by their unit G6 or data office
C. They have a SL 4J Go evaluation on file and 18+ months leading technical data, AI, or software delivery programs
D. They have completed at least one full ML project lifecycle from Problem Definition through Sustainment

SECTION 2 — SHORT ANSWER

Answer in 2–5 sentences. (6 points each)

SA-1. Per TM-40J Chapter 2, describe three specific differences between how Scrum and Kanban are used on an MSS technical team. For which type of work is each framework best suited?

SA-2. Per TM-40J Chapter 3, describe the gate criteria between the Data Audit phase and the Prototype phase. What must be true before the PM authorizes the team to begin prototyping?

SA-3. Per TM-40J Chapter 4, describe the structured requirements elicitation process. A G2 says "I want AI to help with targeting." Walk through the steps to produce a structured requirements document from that statement.

SA-4. Per TM-40J Chapter 5, describe the three MSS Workshop products a PM builds for project tracking. For each, list what it displays and who it is primarily for.

SA-5. Per TM-40J Chapter 6, describe the PM's process for managing a dependency that could delay delivery. Use a concrete example involving two SL 4 specialist tracks.

SA-6. Per TM-40J Chapter 8, describe the key elements of a change management plan for deploying a new MSS capability to a WFF-track user community. Identify the two highest-risk failure points in a rollout and how the PM mitigates them.

SCORING SUMMARY

Section	Questions	Points Each	Total Points
Multiple Choice	15	2	30
Short Answer	6	6	36
Total	—	—	66

Passing: 46/66 (70%) — Post-test only. Pre-test is diagnostic.

ANSWER KEY — INSTRUCTOR USE ONLY

Do not distribute to students.

Multiple Choice: 1. C — PM manages scope, timeline, risk, and stakeholder communication; does not write code. 2. A — Ready story has user-perspective format with acceptance criteria testable without follow-up. 3. B — Problem Definition → Data Audit → Prototype → Evaluation → Production → Sustainment. 4. D — Gate requires evaluation against held-out dataset and performance meeting defined threshold. 5. C — Sprint planning: set goal, select committed items, confirm dependencies are cleared. 6. B — Translation problem: gap between what stakeholders ask for and what they actually need. 7. B — Sprint Board build procedure is Chapter 5 (Building Project Tracking Systems on MSS). 8. D — Scope protection = evaluating new requirements before they enter an active sprint. 9. B — Risk register entry requires description, likelihood, impact, mitigation, owner, and due date. 10. D — DoD requires quality, documentation, governance, user acceptance, and production readiness review. 11. A — Document dependency, block the downstream story, flag for standup monitoring. 12. A — Resistance most often stems from distrust, unfamiliarity, or accountability concerns. 13. C — Commander Dashboard: overall health, sprint status, blocking risks, milestone timeline, data-as-of. 14. A — Alerts fire when a story exceeds one sprint in progress, or a sprint milestone is overdue. 15. C — SL 5J requires SL 4J Go evaluation + 18+ months leading technical data/AI/software programs.

Short Answer Guidance:

SA-1. Full credit: Scrum uses fixed-length sprints (time-boxed), a sprint backlog, sprint ceremonies (planning, review, retro), and velocity tracking; best for development work with discrete deliverables and a defined product owner. Kanban uses continuous flow, a visual board with work-in-progress limits, no fixed sprint boundaries, and cycle time as the primary metric; best for ongoing operational support work where tasks arrive continuously and cannot be batched into sprints. Three distinctions required for full credit: sprint vs. continuous flow; velocity vs. cycle time; ceremony structure vs. none. Partial credit (3 pts) for two correct distinctions.

SA-2. Full credit: Data Audit gate criteria (must all be true before Prototype): (1) the data needed for the model has been identified and its location confirmed; (2) access to the data has been provisioned to the team; (3) a data quality assessment has been completed — data is sufficiently complete, consistent, and timely for model training; (4) data volume is sufficient for the proposed modeling approach; (5) any data governance or classification issues have been resolved with the data steward. PM must verify all five before authorizing Prototype. Partial credit (3 pts) for three correct gate criteria.

SA-3. Full credit: PM does not accept "I want AI to help with targeting" as a requirement. Steps: (1) interview the G2 — what specific decision does the AI need to support, at what echelon, in what time window, with what data sources; (2) identify the success criteria — what does a correct AI output look like and how will the G2 know if it is wrong; (3) identify constraints — classification level, latency, data access, approval authority for AI outputs in targeting process; (4) document a structured requirements statement:

problem, success criteria, constraints, data sources, stakeholders, DoD criteria; (5) have the G2 sign off before the team touches a keyboard. Partial credit (3 pts) for the interview/clarification steps without the formal documentation and sign-off.

SA-4. Full credit: (1) Sprint Board — displays all stories for the current sprint organized by status lane (To Do, In Progress, Blocked, Done); for developers and PM to manage daily work; (2) Commander-Facing Project Status Dashboard — displays overall project health (RAG), current sprint completion, top blocking risks, milestone timeline with planned/actual dates; for product owner, stakeholders, and leadership visibility; (3) Automated Status Alerts — fires when stories are overdue or sprint milestones are missed; for PM to receive timely notification without manual monitoring. All three products with correct audience and content for full credit.

SA-5. Full credit: Process — (1) identify the dependency at sprint planning: story B cannot start until story A is done; (2) add story A as a blocking condition on story B in the Sprint Board; (3) assign an owner and due date to story A; (4) add the dependency to the risk register if story A is at risk of slipping; (5) monitor at daily standup — if story A slips, PM decides: hold story B or descope to remove the dependency. Concrete example: SL 4K (KM) must finalize the Ontology Object Type before SL 4H (AI Engineer) can wire the AI agent to the correct object properties. If SL 4K is blocked waiting for data steward approval, PM escalates to the data steward and flags the downstream AI story as at risk. Partial credit (3 pts) for the process without a concrete cross-track example.

SA-6. Full credit: change management plan elements — (1) stakeholder map: identify all user groups receiving the capability, their current workflow, and their likely concerns; (2) user guide production: written guide aligned to the user's workflow (not a technical manual); (3) rollout sequence: pilot with an early adopter before full rollout; use the pilot's feedback to fix gaps before broader release; (4) training event: schedule a 30-min walkthrough with each user group before go-live; (5) feedback loop: designate a POC for user issues post-launch; respond to issues within 48 hours in the first two weeks. Two highest-risk failure points: (A) deploying without involving the user in requirements — mitigate by requiring at least one user interview during requirements elicitation; (B) deploying without a user guide — mitigate by making user guide production a Definition of Done checklist item. Partial credit (3 pts) for plan elements without the two risk mitigation answers.

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