PUBLICATION

EXAM-TM50J-POST

POST-TEST — SL 5J: ADVANCED PROGRAM MANAGER

Maven Smart System (MSS) — USAREUR-AF

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

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POST-TEST — SL 5J: ADVANCED PROGRAM MANAGER

MAVEN SMART SYSTEM (MSS) — USAREUR-AF

Field	Detail
Course	SL 5J: Advanced Program Manager
Form	Post-Test
Level	SL 5J (Advanced Specialist)
Audience	Senior program managers; prerequisite: SL 4J + full-lifecycle MSS project delivery
Time Allowed	45 minutes
Passing Score	70% (42/60)

INSTRUCTIONS

This assessment evaluates mastery of 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. A PI Planning event for a USAREUR-AF MSS program with three concurrent teams (ORSA, SWE, KM) should produce which artifact that makes cross-team dependencies visible?

A. A consolidated Gantt chart showing all three teams' tasks B. A program board showing team iteration plans with cross-team dependency links and risk flags C. A financial plan showing how each team's budget maps to the PI objectives D. A risk register updated by each team lead independently

2. When managing a portfolio of 10 MSS programs with multiple concurrent development teams, the PM's primary dependency management responsibility is:

A. Approving all cross-team work items before they appear in team backlogs B. Ensuring cross-team dependencies are identified, tracked, and resolved before they create blocked work — using dependency boards, weekly sync meetings, and escalation when dependencies are at risk C. Assigning all cross-team work to a single integration team D. Requiring all teams to share a single backlog to eliminate dependency conflicts

3. A data product in the portfolio has been in maintenance-only mode for 18 months and its original operational use case has shifted. The PM's recommended action per SL 5J is:

A. Continue maintenance — operational data products should never be decommissioned without direct commander direction B. Archive the project and remove it from the portfolio dashboard C. Initiate a formal retirement review: assess current usage, identify remaining dependencies, develop a migration plan for dependent teams, create a decommission timeline, and obtain stakeholder approval D. Transfer ownership to the data steward to reduce PM workload

4. A SL 5J portfolio health dashboard must display program health at which granularity?

A. Overall health only — individual program details clutter the portfolio view B. Financial health only — non-financial metrics are assessed in separate program reviews C. Overall composite health plus individual dimension ratings (schedule, cost, technical performance, risk, team health) per program, with trend direction D. RED programs only — GREEN programs do not require active monitoring

5. Per SL 5J, a Palantir task order deliverable that passes contractor-run acceptance tests but fails an independent technical review must be:

A. Accepted — the contractor has met their contractual obligations B. Rejected or held pending contractor remediation — independent technical review is the binding quality gate, not contractor self-certification C. Escalated to the contracting officer for a legal determination D. Accepted with a formal risk log entry documenting the technical reviewer's findings

6. "Technical debt as operational risk" means that unaddressed technical debt in an operational MSS system:

A. Increases the risk of system failure, pipeline breakage, or inability to respond to urgent operational requirements — debt is not just a developer concern; it is a mission readiness factor B. Increases the program's financial cost in future fiscal years C. Reduces the program's performance rating in the annual program review D. Creates a contractual liability under the task order

7. A theater-level MSS portfolio dashboard should be sorted to present programs in which order?

A. Alphabetically by program name B. By composite health status ascending — RED programs requiring most immediate attention first C. By program budget descending — largest investments first D. By program age descending — oldest programs first

8. Per SL 5J standards, what is the PM's obligation when presenting a program status brief to a GO and the data shows the program is behind schedule with no credible recovery plan?

A. Present the scheduled recovery plan even if the PM doubts its feasibility B. Coordinate with the G3 to ensure the brief language does not undermine command confidence C. Delay the brief until a recovery plan is developed D. Provide an honest assessment: state the schedule variance, the root cause, the realistic recovery options with their trade-offs, the resources required, and the decision required from the GO

9. Using individual engineer story-point completion as a performance metric causes which specific dysfunctional behavior?

A. Engineers inflate story-point estimates for all tasks to artificially increase apparent velocity B. Team velocity becomes unreliable as a planning tool C. Engineers focus exclusively on high-complexity tasks to maximize story-point output D. Both story-point inflation AND reduced collaboration (engineers avoid helping teammates because it doesn't show up in their individual metrics)

10. An ML/AI portfolio governance requirement for SL 5J means a PM must track:

A. Model versions in production, their acceptance threshold compliance, monitoring status, retraining schedules, and compliance with Army CIO and DoD RAIMTF requirements — not just delivery milestones B. The compute cost and licensing fees for all AI models in the portfolio C. The number of AI-generated products reviewed by humans per quarter D. Whether each AI system has been red-teamed within the last six months

11. The most significant risk of awarding a Palantir task order without requiring independent technical review of deliverables is:

A. The contracting officer cannot approve payment without independent review B. The task order may be subject to protest if review requirements are not documented in the PWS C. The Army loses the ability to enforce warranty terms if defects are discovered later D. Contractor self-assessment of quality is not sufficient — deliverables may be technically non-compliant or contain significant technical debt that the contracting officer lacks the expertise to detect

12. Velocity is most useful as a PM tool when it is used to:

A. Compare team productivity across different development teams B. Demonstrate program productivity to senior leaders and stakeholders C. Provide a stable baseline for iteration capacity planning within the same team over time — not as a cross-team or individual comparison metric D. Identify underperforming engineers who fall below the team's average velocity

13. A "data product retirement risk event" is triggered when:

A. A data product's pipeline fails and data has not refreshed in 48 hours B. A data product's data quality falls below the minimum threshold for use in operational briefings C. Organizational dependencies on a data product exceed the program's planned decommission date, or a product without a decommission plan has no owner to maintain it D. The program manager responsible for the data product PCSs without a replacement

14. "Program financial stewardship" at the SL 5J level requires the PM to:

A. Monitor obligation and expenditure rates against quarterly targets, identify risks of year-end fund expiration or under-execution, and brief senior leaders on financial health with sufficient lead time to take corrective action B. Approve all task order invoices before payment C. Prepare the program's PPBE submission to higher headquarters D. Maintain a separate tracking system for all credit card purchases within the program

15. A SAFe PI Planning session produces PI objectives that the teams have rated as "committed." This means:

A. The teams have high confidence in their ability to deliver these objectives within the PI, based on their capacity, dependencies, and technical understanding — but committed is not a guarantee B. The teams have a contractual obligation to deliver all committed objectives without modification C. The PM can report 100% delivery probability for committed objectives to higher headquarters D. Any failure to deliver a committed objective requires a formal After-Action Review

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SECTION 2 — SHORT ANSWER

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

SA-1. You are managing three concurrent MSS development teams (ORSA tool, Logistics dashboard, KM system) during PI Planning. Describe how you would structure the PI Planning event, what artifacts you require each team to produce, and how you would resolve a cross-team dependency conflict identified during planning.

SA-2. A GO asks you for an honest assessment of the theater-level MSS portfolio. You have 3 RED programs, 4 AMBER, and 5 GREEN. Two of the RED programs are behind schedule due to contractor underperformance. Describe the structure of your honest brief and what decision you would ask the GO to make.

SA-3. A data product in your portfolio (a readiness prediction dashboard) has not been formally refreshed or maintained in 14 months. The G3 still references it in weekly battle rhythms. Describe the retirement risk this creates and walk through the SL 5J retirement review process you would initiate.

SA-4. Describe how you would build and sustain an ML/AI portfolio governance framework for a theater-level MSS portfolio with six AI systems in production. Include the governance artifacts, review cycle, compliance tracking, and what happens when a system fails its governance review.

SA-5. Your theater-level MSS portfolio needs to choose between: (A) configuring Palantir Foundry's built-in Workshop and Pipeline Builder tools for a new theater sustainment dashboard, versus (B) building a custom TypeScript application using the OSDK. Walk through the build/buy/configure decision framework and provide a recommendation with rationale.

SCORING SUMMARY

Section	Questions	Points Each	Total Points
Multiple Choice	15	2	30
Short Answer	5	6	30
Total	—	—	**60**

Passing: 42/60 (70%) — Post-test only. Pre-test is diagnostic.

ANSWER KEY — INSTRUCTOR USE ONLY

Do not distribute to students.

Multiple Choice: 1. B — Program board with team plans, dependency links, and risk flags is the key PI Planning artifact. 2. B — Cross-team dependency identification, tracking, and resolution before blockage is the PM's dependency management responsibility. 3. C — Formal retirement review with usage assessment, dependency mapping, migration plan, timeline, and stakeholder approval. 4. C — Portfolio dashboard requires composite health plus individual dimension ratings with trend direction. 5. B — Independent technical review is the binding quality gate; contractor self-certification is insufficient. 6. A — Technical debt is an operational risk factor — it affects mission readiness, not just developer productivity. 7. B — Sort by composite health ascending — RED programs requiring most attention first. 8. D — Honest assessment: state variance, root cause, realistic recovery options, trade-offs, and decision required. 9. D — Story-point inflation AND reduced collaboration are both caused by individual velocity metrics. 10. A — ML/AI governance tracks model versions, acceptance compliance, monitoring, retraining schedules, and policy compliance. 11. D — Independent technical review is required because contractor self-certification is insufficient for technical quality. 12. C — Velocity is most useful for within-team capacity planning over time, not cross-team comparison. 13. C — Retirement risk event: dependencies exceed decommission date or product has no owner/decommission plan. 14. A — Financial stewardship: monitor obligation/expenditure rates, identify year-end risk, brief senior leaders with lead time. 15. A — Committed = high team confidence; not a guarantee or contractual obligation.

Short Answer Guidance:

SA-1. Full credit: structure — 2-day PI Planning event; Day 1: briefings on vision, architecture, roadmap; team breakouts to plan iterations; Day 2: team presentations, dependency mapping on program board, risk identification; required artifacts from each team: iteration plan (stories, capacity, velocity), feature commitments, list of cross-team dependencies (what they need, from whom, by when); dependency conflict resolution: raise to PM during Day 2 planning session — options: adjust timeline of the providing team, descope the dependent feature, or negotiate a partial delivery that unblocks the dependent team; document all unresolved dependencies as program-level risks. Must include event structure, team artifacts, and resolution process.

SA-2. Full credit: brief structure — BLUF: "Portfolio status: 3 RED, 4 AMBER, 5 GREEN. Two RED programs have contractor performance issues requiring your decision."; present each RED program: what is RED, root cause, what recovery requires, and the resource or decision needed from the GO; present AMBER programs with risk flags; do NOT say "on track to improve" without a credible recovery plan; decision required: (1) authorize additional resources for Program X recovery; (2) issue cure notice to underperforming contractor; (3) accept schedule slip and inform higher HQ. GO must leave with a clear understanding of true status and the decision they need to make.

SA-3. Full credit: retirement risk — the G3 is making operational decisions based on a 14-month stale product that may have incorrect data or broken pipelines; if the product breaks at a critical moment, there is no owner to fix it; the organization has created a dependency on a product with no maintenance plan; SL 5J retirement review process: (1) assess current usage (how often is it accessed, who uses it, for what decisions?); (2) audit technical health (are pipelines running? data current?); (3) identify dependencies (who would be affected if it went offline?); (4) develop migration/replacement plan for dependent users; (5) set decommission timeline with stakeholder approval; (6) communicate decommission date to G3 and offer alternatives.

SA-4. Full credit: governance artifacts — model registry (each system: version, acceptance status, monitoring status, compliance mapping); AI system inventory with ownership; model cards for each system; review cycle: quarterly spot-check (output quality metrics, PSI alerts, monitoring status); annual comprehensive review (acceptance thresholds, compliance mapping to Army CIO + RAIMTF, red-team results); compliance tracking: each system mapped to Army CIO Memo and DoD RAIMTF requirements with pass/fail status; governance review failure procedure: system placed on conditional status with 30-day remediation; if remediation fails, system suspended pending command AI governance board decision; no system deployed without a decommission plan.

SA-5. Full credit: decision framework applied — (1) mission fit: does the standard Workshop/Pipeline Builder capability meet all theater sustainment dashboard requirements? (2) time-to-capability: Workshop/Pipeline Builder can be delivered faster; (3) maintainability: Workshop/Pipeline Builder requires SL 2/30 skills to maintain (widely available); OSDK requires SL 4L SWE skills (scarce); (4) vendor lock-in: both approaches use Foundry — configure approach stays on standard platform; build approach creates custom code dependency; (5) organizational competency: is there a SL 4L qualified SWE available to maintain custom code through PCS cycles?; recommendation: configure (Workshop + Pipeline Builder) unless there are specific capability requirements that cannot be met by the standard platform — custom code should be reserved for cases where the standard platform is insufficient, because it creates a long-term maintenance burden with scarce skills.

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