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Question: 1

Which activity helps evaluate whether operational service commitments are being achieved?

A. Service review
B. Disaster recovery testing
C. Digital worker onboarding
D. Development methodology review

Answer: A

Explanation:
Operational commitments are only real if someone checks them on a regular cycle — availability, throughput, exception rates and response times set against what was agreed with the business, with corrective actions coming out of the meeting.

Question: 2

A global life sciences company has moved to quarterly automation releases involving several delivery teams. Reviews show that implementation risks were typically identified only during final deployment preparation, leaving too little time to plan mitigation.
The automation governance board wants delivery teams to identify and evaluate implementation risks much earlier, so corrective action can be planned before release activity begins.
Which practice should become part of the delivery lifecycle?

A. Risk assessment performed early in each delivery cycle
B. A contingency budget held centrally to fund late corrective work
C. An escalation path taking deployment issues to the governance board
D. A go or no-go decision meeting immediately before each release

Answer: A

Explanation:
Mitigation needs time, and time exists only early. Assessing risk while the shape of the work is still being decided lets a team design around a threat instead of absorbing it, which is what makes a delivery methodology controlled rather than hopeful.

Question: 3

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An organization has run its automation program from a single central team for two years. Three business units now have enough demand to justify their own delivery capacity, and each has asked to build one.
What should the Center of Excellence decide first?

A. Whether each unit can fund a delivery team, a manager and a training budget of its own for the next two financial years.
B. Which responsibilities stay central and which move out, before any unit starts recruiting.
C. How many Digital Workers each unit will be allocated once its team is delivering.
D. Which of the three units has the most automation experience, so it can lead the others.

Answer: B

Explanation:
A federated model works only where the split of duties is settled in advance: standards and assurance normally stay with the central functions while delivery moves out. Deciding it after the units have hired leaves three teams that have each invented their own answer, and the CoE then has to unpick rather than direct.

Question: 4

Which assessment primarily evaluates how difficult a business process will be to automate?

A. Complexity assessment
B. Benefit assessment
C. Volume analysis
D. Stakeholder mapping

Answer: A

Explanation:
Complexity is the dimension that estimates effort and delivery risk: how many applications and decision points are involved, how variable the inputs are, and how stable the underlying systems have proved in practice.

Question: 5

A global manufacturing organization has experienced rapid growth in its automation program over the past eighteen months. While project delivery continues to meet expectations, the CoE notices that many experienced developers rarely participate in supporting colleagues outside their immediate project teams.
Leadership wants to create an environment where employees actively contribute reusable knowledge, coach peers, and promote continuous professional growth without introducing additional management responsibilities.
Which initiative would best support this objective?

A. Peer coaching
B. Certification targets and delivery scorecards
C. Job rotation
D. Recruitment drive

Answer: A

Explanation:
Career development in an automation capability rests on practitioners passing on what they know, coaching colleagues and contributing reusable knowledge, which deepens the whole team without adding another management line.

Question: 6

What is a key recommendation for maintaining technical capability within the automation team?

A. Providing targeted training only for the most senior team members
B. Contracting external vendors to take on the technical development work
C. Rotating responsibilities on a fixed quarterly cycle, refreshing role descriptions, and reissuing the training plan
D. Sustained peer review, coaching, and upskilling within the team

Answer: D

Explanation:
Capability is maintained by practices that run continuously rather than events that happen once — reviewing each other's work, coaching less experienced members, and upskilling as the platform and the program move on. It also spreads knowledge rather than concentrating it.

Question: 7

Which activity is most critical when embedding continuous improvement into an automation programme?

A. Escalating recurring exceptions to the relevant process owner for manual resolution
B. Running an internal marketing campaign that publicises the programme's successes so far
C. Monitoring agreed performance measures regularly so improvement is evidence-based
D. Expanding the delivery team so more change requests can be absorbed

Answer: C

Explanation:
Improvement needs evidence before it needs effort. Watching agreed measures over time shows where an automation is drifting and which changes actually helped, turning improvement into a repeatable cycle rather than a series of opinions.

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Question: 8

Which method supports continuous optimization of the digital workforce?

A. Increasing the number of digital workers whenever throughput falls short
B. Analyzing performance trends and feeding improvements back into the estate
C. Reducing the digital workforce, and deferring improvement work, to lower operating cost
D. Freezing automations once they are stable so that behavior stays predictable

Answer: B

Explanation:
Optimization in Operations runs as a continuous loop: watch how the digital workforce actually performs, look for the pattern behind exceptions and idle time, and feed the finding back as an improvement.

Question: 9

A Center of Excellence has trained thirty people across five business units over the past year, and all thirty passed the program's competency assessment. Twelve months on, four of them have built anything at all, and the CoE is still delivering almost every automation itself.
What does this most likely indicate?

A. The training was pitched below the level the program's build standards actually demand, so the assessment passed people who cannot meet them.
B. The trained staff have no time allocated for automation work, so the capability exists on paper rather than in anyone's week.
C. The Center of Excellence has retained the substantial automations and left the trained staff with nothing worth building.
D. Five business units are too few to sustain a federated delivery model, so demand concentrates centrally on its own.

Answer: B

Explanation:
Thirty people passed and four of them build, which points at opportunity rather than ability. Capability that is not written into someone's objectives and protected in their week is displaced by the day job every time, and the CoE ends up absorbing the work it set out to devolve.

Question: 10

Which factor should be most critical when assessing automation opportunities within an organization?

A. Availability of internal IT support for the delivery team

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B. Process complexity and expected ROI
C. Whether the process owner has already asked for automation
D. How many people perform the process, and how long each case takes them

Answer: B

Explanation:
Assessment weighs what an opportunity returns against what it costs to build and sustain, and complexity drives that cost as well as the risk of overrun, so ranking candidates on those two terms is what keeps a pipeline defensible when several areas want their process taken first.

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