ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFIATION

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## Question: 1

Which tool is useful in facilitating scrum of scrums meetings?

A. Microsoft project schedule
B. Agile lifecycle management software
C. Program board
D. Team velocity comparison report

**Answer: C**

Explanation:

The Program Board is a crucial tool used in the SAFe framework to facilitate Scrum of Scrums meetings. It helps visualize the features planned for the current Program Increment (PI), along with the dependencies between different teams. This board is instrumental during the PI planning process, where Release Train Engineers (RTEs) and teams identify and highlight these dependencies to ensure alignment and coordination across the Agile Release Train (ART). The Program Board thus provides a clear and shared understanding of the ART's objectives and aids in the management of cross-team dependencies, which is essential during Scrum of Scrums meetings12.

## Question: 2

Which two behaviors are an important part of the Release Train Engineer role? (Choose two.)

A. Drive teams to specific outcomes
B. Provide answers about Features
C. Coach leaders to increase alignment
D. Encourage teams to self-organize
E. Manage dependencies for teams

**Answer: C, D**

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). According to the information provided by the Scaled Agile Framework, two of the key behaviors of an RTE include coaching leaders to increase alignment and encouraging teams to self- organize1.

Coaching Leaders to Increase Alignment: The RTE has a responsibility to coach leaders, teams, and Scrum Masters in Lean-Agile practices and mindsets. This coaching is aimed at increasing alignment at all levels of the organization, which is essential for the success of the ART.

Encouraging Teams to Self-Organize: While the RTE facilitates ART events and processes, they also support the teams in delivering value. A fundamental aspect of this support is encouraging teams to self-organize, which is aligned with the principles of Lean and Agile that emphasize team autonomy and empowerment1.

These behaviors are crucial as they help ensure that the ART operates effectively within the SAFe framework, delivering value continuously and efficiently.

## Question: 3

Which statement is true about teams?

A. Products are more robust when individuals on teams have specific skill sets
B. Agile Teams can manage daily interruptions
C. Teams are more productive than the same number of individuals
D. Changes in team composition do not impact productivity

**Answer: C**

Explanation:
The SAFe framework emphasizes the importance of teams over individuals in terms of productivity. According to SAFe, Agile teams are cross-functional groups that have all the skills necessary to define, build, test, and where applicable, deploy value in short, sustainable bursts of work. This crossfunctionality and collaboration enable teams to be more productive and deliver value more effectively than individuals working separately. The Release Train Engineer (RTE) role within SAFe is designed to support these teams by facilitating ART events and processes, helping manage risks, and driving relentless improvement, which further enhances team productivity1.

## Question: 4

Which one SAFe core value creates an environment where facts are always friendly?

A. Transparency
B. Respect for People and Culture
C. Flow
D. Innovation

**Answer: A**

Explanation:
The core value of Transparency in SAFe is key to creating an environment where "facts are always friendly." This is because transparency encourages an open culture where information is shared openly, and everyone has access to the facts, which allows for better decision-making and fosters trust within the organization. The SAFe Core Values page explains that transparency is one of the four core values that guide the behaviors and actions of everyone participating in a SAFe portfolio. It

emphasizes that work and decisions must be visible, debated, resolved, and transparent to ensure alignment and enable the building of trust through a culture where facts can be discussed openly1.

## Question: 5

The business must depend on the team for what in order to do any meaningful planning?

A. Team capabilities
B. Commitment to the plan
C. Measurements
D. A cross-functional skill set

**Answer: A**

Explanation:

The business must depend on the team's capabilities to do any meaningful planning. This is because the team's capabilities determine the amount and complexity of work they can handle during a Program Increment (PI). SAFe emphasizes the importance of understanding the team's capacity and skills to ensure that the planning is realistic and achievable1.

During PI planning, teams create PI objectives they intend to accomplish in the upcoming PI. These objectives are based on the team's understanding of their capacity and the features they need to deliver. The process requires estimating and planning, knowledge of the team's capacity, analysis of upcoming features, defining stories for the Team Backlog, and summarizing the information into simple business terms everyone can understand2.

Furthermore, the Release Train Engineer (RTE) plays a vital role in facilitating PI planning events, which align all the teams on the Agile Release Train (ART) to a shared mission and vision. The RTE helps ensure planning readiness, which includes leadership and team preparedness for the event (content readiness), part of which is understanding the team's capabilities1.

## Question: 6

How can a ReleaseTrain Engineer be aware of employee satisfaction?

A. Gather employee Metrics immediately after the Agile Release Train launches
B. Address and resolve any problems areas
C. Conduct an employee Net Promoter Score survey
D. Survey full-time employees

**Answer: C**

Explanation:

The Release Train Engineer (RTE) in SAFe® is responsible for facilitating ART events and processes, and part of this role involves understanding and improving team and employee satisfaction. One effective method for assessing employee satisfaction within an organization is through the use of an employee Net Promoter Score (eNPS) survey1. This survey measures the willingness of employees to recommend their workplace to friends and acquaintances. An eNPS survey is a tool that can provide

insights into employee loyalty and satisfaction, which aligns with the RTE's responsibility to create an environment that motivates employees and keeps them healthy2. By conducting such surveys, the RTE can gather valuable feedback, identify areas of improvement, and take action to enhance the overall work environment, thereby supporting the teams in delivering value1.

## Question: 7

What are two benefits of having a well-executed Innovation and Planning (IP) Iteration? (Choose two.)

A. Time for teams to plan, demo and improve together
B. Occasional buffer time to deliver more predictably
C. Higher flow of program-level business value
D. Improved dependency management between teams

E. Shorter lead times before Feature delivery

**Answer: A, E**

Explanation:

The well-executed Innovation and Planning (IP) Iteration provides time for teams to plan, demo, and improve together and serves as an occasional buffer time to deliver more predictably

## Question: 8

Which type of Enabler does a System Architect review during a System Demo?

A. Enabler Epics
B. Enabler Features
C. Enabler Capabilities
D. Enabler Stories

**Answer: A**

Explanation:

During a System Demo, a System Architect reviews Enabler Epics.

## Question: 9

What is a strategy a Product Owner can use during Program Increment Planning to mini-mize dependencies?

A. Change the definition of done
B. Move Stories on their team's backlog to another team
C. Reprioritize Epics

**Answer: B**

Explanation:

The SAFe framework suggests that one of the strategies a Product Owner can use during Program Increment (PI) Planning to minimize dependencies is to move stories from their team's backlog to another team's backlog. This can help in cases where one team has a dependency on another team for certain work items. By transferring the stories to the team that has the capability or capacity to take on the work, the dependency is effectively removed, allowing both teams to proceed with their respective tasks more independently. This approach promotes better flow and can lead to increased efficiency across the Agile Release Train (ART).

It's important to note that this strategy should be used judiciously and in collaboration with the teams involved. The goal is to optimize the ART's overall effectiveness and not to simply shift burdens from one team to another. Effective communication, transparency, and alignment with the ART's objectives are key when considering such a move. The Release Train Engineer (RTE) plays a crucial role in facilitating these discussions and ensuring that the strategy aligns with the broader goals of the PI and the ART.

For a more detailed understanding, you can refer to the SAFe guidance on PI Planning and the roles of Product Owners and RTEs in facilitating and optimizing the planning process. The SAFe website provides comprehensive resources and

documentation that can further elaborate on these strategies and their implementation within the framework.
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## Question: 10

What is an input to the Program Increment Planning process that highlights how Product Management plans to accomplish the Vision?

A. Top ten Features
B. Top 20 Features
C. Business context
D. Program board

**Answer: C**

Explanation:

The Program Increment (PI) Planning process is a critical event within the SAFe framework, where multiple teams align to a shared mission and Vision. One of the key inputs to this process is the business context, which provides an overview of the current market conditions, customer needs, and the strategic objectives that guide the ART (Agile Release Train). The business context is presented at the beginning of the PI Planning event to ensure all participants understand the backdrop against which they will be planning their work12. This helps in aligning the development to business goals and ensures that the teams are working towards implementing features that deliver the most value in line with the Product Management's vision for the product.

## Question: 11

Which two actions can be taken immediately during the management review and prob-lem-solving

meeting? (Choose two.)

A. Change the business priorities
B. Recognize the team with the highest velocity
C. Combine teams to increase velocity
D. Change the scope
E. Hire new people

**Answer: A, D**

Explanation:

Actions that can be taken immediately during the management review and problem-solving meeting include changing the business priorities and changing the scope. These are part of the adjustments that can be made based on the management review and problem-solving meeting's outcomes, as described in the Release Train Engineer Workbook (6.0).

## Question: 12

SAFe is based on four primary bodies of knowledge which include Agile development, systems thinking, DevOps, and what type of product development?

A. Incremental product development
B. Adaptive product development
C. Lean product development
D. Iterative product development

**Answer: C**

Explanation:
The Scaled Agile Framework (SAFe) incorporates principles from Lean product development as one of its primary bodies of knowledge. This approach emphasizes creating value through the efficient flow of products from concept to cash. Lean thinking encourages systems to optimize the whole, eliminate waste, and deliver quickly with the highest quality. In the context of SAFe, Lean product development supports the creation of a sustainable workflow that delivers continuous value to the customer, aligning with the other bodies of knowledge such as Agile development, systems thinking, and DevOps to form a comprehensive framework for enterprise-scale delivery of solutions.

## Question: 13

What does assigning business value to a team's Pl Objectives influence?

A. How teams plan the implementation
B. How the Kanban work in process limits are set
C. How to achieve objectives

**Answer: A**

Explanation:
Assigning business value to PI Objectives influences how teams plan the implementation of these objectives. During PI Planning, teams create PI objectives they intend to accomplish in the upcoming PI. These objectives provide a common language for communicating with business and technology stakeholders, create a near-term focus and vision, enable the ART to assess its performance and the business value achieved, and expose dependencies that require coordination. By assigning business value, teams can prioritize their work based on the relative importance of each objective, which directly affects how they plan their implementation efforts. This process helps to ensure alignment with business goals and facilitates a more effective and efficient approach to achieving the desired outcomes1.

## Question: 14

What can a Release Train Engineer use to support relentless improvement for the Pro-gram Increment?

A. Inspect and Adapt event
B. Iteration retrospective
C. Product Owner sync
D. Release management meeting

**Answer: A**

Explanation:

The Release Train Engineer (RTE) plays a crucial role in facilitating events and processes that support relentless improvement within the Program Increment (PI). According to the SAFe framework, one of the primary responsibilities of the RTE is to “facilitate ART practices and PI execution” and to "drive relentless improvement"1.

The Inspect and Adapt (I&A) event is specifically designed as a significant event held at the end of each PI, where the current state of the Solution is demonstrated and evaluated. Teams then reflect and identify improvement backlog items via a structured problem-solving workshop2. This aligns with the SAFe principle of relentless improvement, which is a core value and a dimension of the Continuous Learning Culture competency within SAFe2.

During the I&A event, all ART stakeholders participate along with the Agile Teams. The result is a set of improvement backlog items that go into the ART Backlog for the next PI Planning event, ensuring that every ART improves every PI2. This structured approach to reflection and problem-solving is what makes the Inspect and Adapt event a key mechanism for the RTE to support relentless improvement for the Program Increment.

## Question: 15

What are two anti-patterns for the IP Iteration? (Choose two.)

A. To minimize lost capacity when people are on vacation or holidays
B. To plan work for the IP Iteration during P Planning
C. To allow for sufficient capacity in the Program Roadmap
D. To wait for the IP Iteration to fix defects
E. To ensure all Stories and teams' Pl plans are completed prior to the IP Iteration

**Answer: B, D**

Explanation:

The IP Iteration in SAFe is designed to provide an estimating buffer for meeting PI Objectives and dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events1. It is not intended for planning work or fixing defects that should have been addressed during the regular iterations.

Option B is an anti-pattern because planning work for the IP Iteration during PI Planning can lead to overloading the IP Iteration with planned work, which contradicts its purpose as a buffer and time for innovation1.

Option D is an anti-pattern because waiting for the IP Iteration to fix defects can result in a bottleneck and delay in addressing issues that should be resolved promptly within the regular iteration cycles1.

The IP Iteration should not be seen as a catch-all for unfinished work or deferred problem-solving but rather as an opportunity to innovate, learn, and prepare for the next PI1.

## Question: 16

At which Tuckman stage would an ART be if it is improving engineering practices and fostering more effective communication?

A. Storming
B. Performing
C. Forming

D. Norming

**Answer: D**

Explanation:
At the Norming stage of the Tuckman model, an ART would be improving engineering practices and fostering more effective communication. This is part of establishing the ART as a community and enhancing collaboration and performance within the team of teams.

## Question: 17

Program Increment (PI) Objectives should be written in the SMART format. What does the "R" in SMART stand for?

A. Realistic
B. Required
C. Random
D. Rationalized

**Answer: A**

Explanation:
The “R” in the SMART criteria for writing Program Increment (PI) Objectives stands for “Realistic.” This means that the objectives should be set in a way that can be realistically achieved within the given time and resources. It’s important that the objectives are challenging yet attainable, as setting unrealistic goals can lead to disappointment and a lack of motivation among team members. The SMART criteria help ensure that the objectives are specific, measurable, achievable, realistic, and time-bound, which is essential for the successful execution of PI objectives within the SAFe framework.

## Question: 18

Which event facilitated by the Release Train Engineer is designed to keep the Agile Re-lease Train on the tracks?

A. Daily stand-up
B. Iteration review
C. Solution Demo
D. Scrum of scrums

**Answer: D**

Explanation:
This event allows multiple teams to coordinate and work together to deliver complex solutions1. It’s a scaled agile method that helps ensure alignment and collaboration among the teams1.

## Question: 19

What is one way to develop sufficient Architectural Runway for the Agile Release Train?

A. Ask the teams to commit only to Enablers as their Program Increment (PI) Objec-tives during the PI Planning event and address Features as uncommitted objec-tives for the first PI

B. Create alignment with the System Architect and Product Management that the first Program Increment (PI) is all about Enablers in order to plan for creating business value in the second PI

C. Ask the Business Owner which Enablers have high business value

D. Work with Product Management and System Architects to identify future Features and determine the Enablers to achieve them

**Answer: D**

Explanation:

To develop sufficient Architectural Runway for the Agile Release Train (ART), it is essential to balance emergent design with intentional architecture. This involves working with Product Management and System Architects to identify future Features and determine the Enablers needed to achieve them. The process includes:

Understanding the Vision and Roadmap: Product Management provides the vision and roadmap that

guide the features to be developed.

Identifying Future Features: Collaboratively work with Product Management to understand the upcoming features that will deliver business value.

Determining Enablers: System Architects and Product Management identify the necessary Enablers that will support the implementation of these features.

Creating the Architectural Runway: The identified Enablers are then implemented to extend the Architectural Runway, providing the infrastructure and code needed for future features with minimal delay and redesign.

Continuous Exploration: This process is part of the Continuous Exploration, which drives the synthesis of a Vision, a Roadmap, and Backlogs, ensuring that the ART has the technical capability to support upcoming features.

This approach ensures that the ART can deliver value continuously and efficiently, with a sustainable and cohesive solution architecture that evolves with the business needs1.

## Question: 20

What is one way Kanbans are used in SAFe?

A. To manage queue length

B. To manage runway cadence

C. To manage Program Increment (PI) Objectives

**Answer: A**

Explanation:

Kanban is a visual management tool used in SAFe to help Agile teams visualize their workflow and manage the status of work items at various stages of development. One of the primary ways Kanban is utilized within SAFe is to manage Work-In-Progress (WIP) limits. By doing so, teams can effectively control the queue length, ensuring that work items are processed in a timely manner and that the flow of work is optimized for efficiency2. This method aligns with the Lean-Agile principles of SAFe, which emphasize the importance of visualizing work, limiting WIP, and achieving a sustainable pace for the team's work3.

## Question: 21

Which SAFe Core Competency incorporates guidance on coordinating trains and suppliers?

A. Enterprise Solution Delivery
B. Business Agility
C. Measure and Grow
D. Lean Portfolio Management

**Answer: A**

Explanation:
The Enterprise Solution Delivery competency of SAFe is specifically designed to provide guidance on how to build and evolve large, complex solutions. It includes principles and practices for coordinating and aligning multiple Agile Release Trains (ARTs) and suppliers within a value stream. This competency ensures that all parties are working towards a shared business and technology mission, using coordinated Vision, Backlogs, and Roadmaps with shared Program Increments (PIs) and synchronization points12. It is one of the seven core competencies that are essential for achieving Business Agility within the SAFe framework1.

## Question: 22

How are the 5 Whys used?

A. To coach a team through powerful questions
B. To brainstorm ideas
C. To define acceptance criteria for a Story
D. To identify a root cause(s) of a problem

**Answer: D**

Explanation:
The "5 Whys" is a problem-solving technique used to explore the cause-and-effect relationships underlying a particular problem. Its primary goal is to determine the root cause of a defect or problem by repeating the question "Why?" five times. Each answer forms the basis of the next question. In the context of SAFe 6 Release Train Engineer, the 5 Whys are utilized within the Lean- Agile principles to drive relentless improvement by identifying the root causes of impediments and issues that may be affecting the Agile Release Train's (ART) performance. This method helps in creating a culture of transparency and continuous improvement, which is essential for the successful execution of SAFe1.

## Question: 23

Program Increment (PI) Planning is a major event that requires preparation, coordina-tion, and communication. What are two key areas a Release Train Engineer should focus on to support a successful PI Planning event? (Choose two.)

A. Organizational readiness - Strategic alignment; roles, teams, and train setup
B. Architectural readiness - Defining the Architectural Runway
C. Operational readiness - Facilitating PI events such as scrum of scrums, Iteration Planning, and System emo
D. Facilities readiness - Space and logistics for the event

E. Process readiness - The operational rhythm that enables SAFe governance

**Answer: A, D**

Explanation:
The Release Train Engineer (RTE) is responsible for ensuring that the Agile Release Train (ART) is prepared for the Program Increment (PI) Planning event. This involves a focus on several key areas to support a successful event:
Organizational Readiness: The RTE must ensure that the organization is strategically aligned with the

goals of the PI Planning. This includes confirming that the roles are clearly defined, teams are properly formed, and the train setup is conducive to collaboration and communication1. Organizational readiness ensures that everyone involved understands the context and objectives of the PI Planning, facilitating a more efficient and effective event.
Facilities Readiness: The logistics of the PI Planning event are critical. The RTE should ensure that the space and logistics are well-managed to support the event1. This includes arranging the physical or virtual space where the PI Planning will take place, ensuring that it is equipped with the necessary tools and technology, and that it can accommodate all participants comfortably. Proper facilities readiness helps in creating an environment that is conducive to collaboration and minimizes disruptions during the event.
These two areas are essential for the RTE to focus on as they directly impact the ability of the ART to effectively plan and execute the PI. Organizational readiness aligns the teams and stakeholders, while facilities readiness ensures that the event can proceed without logistical issues. Together, they create the foundation for a successful PI Planning event.

## Question: 24

During which part of an Inspect and Adapt event would differences between planned business value and actual business value be presented?

A. Retrospective
B. Problem-solving workshop
C. Quantitative and qualitative measurement
D. PI system demo

**Answer: C**

Explanation:
Within the Inspect and Adapt (I&A) event, the presentation of differences between planned and actual business value occurs during the quantitative and qualitative measurement portion. Here's why:
Quantitative Measurement: Business Owners work with Agile teams to score the actual business value achieved against their planned Team PI Objectives. This scoring creates a clear metric for comparison between planned and achieved value.
Qualitative Measurement: Teams discuss trends in data and other qualitative insights. This discussion often highlights reasons for discrepancies between what was planned and what was delivered. Reference:
Scaled Agile Framework (SAFe) Inspect and Adapt article: Directly describes the quantitative measurement activity and its purpose. https://v5.scaledagileframework.com/inspect-and-adapt/

## Question: 25

Becoming a coach requires a shift from old behaviors to new ones. What are three ex-amples of new coaching behaviors? (Choose three.)

A. Facilitate team problem-solving
B. Focus on business value delivery
C. Drive toward specific outcomes
D. Fix problems for the team
E. Ask the team for the answer
F. Focus on deadlines

**Answer: A, B, E**

Explanation:
According to the SAFe 6 Release Train Engineer documentation, a Release Train Engineer (RTE) is expected to embody the role of a servant leader and coach1. This includes facilitating team problemsolving, which empowers teams to identify and address their own issues, thereby fostering a culture of continuous improvement1. Focusing on business value delivery is another key behavior, as it aligns the team's efforts with the organization's strategic objectives1. Lastly, asking the team for the answer rather than providing solutions directly encourages self-organization and harnesses the collective intelligence of the team1. These behaviors represent a shift from directive leadership to a more collaborative and empowering coaching style, which is central to the RTE role in SAFe1.

## Question: 26

Product Management wants to prioritize a list of Features likely to be planned in the up-coming Program Increment (PI) meeting. What should Product Management use as the denominator of the weighted shortest job first calculation?

A. The T-shirt sizes for each of the Features
B. The actual business value of each Feature
C. Feature size expressed in story points
D. Job size based on relative estimation

**Answer: D**

Explanation:

When Product Management wants to prioritize a list of Features likely to be planned in the upcoming Program Increment (PI) meeting, they should use the job size based on relative estimation as the denominator of the Weighted Shortest Job First (WSJF) calculation. This approach helps in effectively ranking the features based on their size and estimated effort.

## Question: 27

Which statement is true about the SAFe backlog model?

A. Capabilities are in the Program Backlog

B. Features are in the Program Backlog
C. Stories are in the Solution Backlog

**Answer: B**

Explanation:

The SAFe backlog model is structured to organize work at different levels of the framework. The Program Backlog is specifically designed to hold upcoming Features that are intended to address user needs and deliver business benefits for a single Agile Release Train (ART). It also contains Enabler features necessary to build the Architectural Runway1. On the other hand, Capabilities are typically found in the Solution Backlog, which is intended to advance the Solution and may span multiple ARTs2. Stories, which are detailed implementations of work, are part of the Team Backlog3.

## Question: 28

What promotes alignment between the business owners and product management?

A. Quantification of transaction and holding costs
B. Epics supported by Lean Business Cases
C. Prioritized Program Backlog
D. Applying cadence and synchronization

**Answer: C**

Explanation:

Alignment between business owners and product management is promoted through a Prioritized Program Backlog. This ensures that both business owners and product management are aligned on the priorities and focus areas for the ART, fostering a collaborative environment focused on delivering value.

## Question: 29

Which statement describes the three elements that the Innovation and Planning Iteration provides?

A. Releasing, Continuous Integration, and planning
B. Innovation, planning, and an estimating guard band
C. Iteration Planning, User Story refinement and estimating
D. Estimating techniques, training, and innovation

**Answer: B**

Explanation:

The Innovation and Planning (IP) Iteration in SAFe is a special iteration that occurs at the end of every Program Increment (PI). It serves several key purposes:

Innovation: It provides dedicated time for teams to innovate, which can include activities like hackathons, where teams can work on any project that aligns with the company's mission.

Planning: The IP Iteration allows time for PI Planning and Inspect and Adapt (I&A) events, ensuring that teams are prepared for the upcoming PI.

Estimating Guard Band: It acts as an estimating buffer for meeting PI Objectives, enhancing the predictability of PI performance.
This structure ensures that teams have the time to focus on innovation without compromising the

delivery of value, and it supports the continuous learning culture that is a core principle of SAFe1.

## Question: 30

What is a primary responsibility of Business Owners in Program Increment (PI) Planning?

A. To establish the PI budget
B. To set the business context
C. To ensure that team members plan all of their priorities

**Answer: B**

Explanation:
Business Owners in SAFe have a critical role in Program Increment (PI) Planning. They are responsible for setting the business context for the Agile Release Train (ART). This involves presenting the business vision, key objectives, and market needs to the teams to ensure alignment with the business strategy1. They also actively participate in the PI Planning events, providing the teams with the necessary guidance and support to achieve the business goals2. Their involvement is crucial for the ART to understand the broader business objectives and to ensure that the solutions developed meet the customer and stakeholder needs1.

## Question: 31

What does transparency mean in a scrum environment?

A. Development and Operations teams work together
B. The process is visible to all stakeholders
C. The team is constantly improving its process
D. Team members must immediately share any and all feedback with each other

**Answer: B**

Explanation:
In a scrum environment, transparency is crucial as it allows all stakeholders to have visibility into the project's progress and challenges. This visibility is essential for trust, timely feedback, and alignment of expectations. It ensures that everyone has a clear understanding of the work being done, which is fundamental in Agile practices. Transparency in SAFe is achieved through various means, such as making the Program Board visible during PI Planning, conducting System Demos, and summarizing Team PI Objectives into Program PI Objectives for visibility12. This approach helps in creating a shared understanding and enables informed decision-making throughout the course of the project.\

## Question: 32

What is ultimately intended to be supported by the use of a Program board?

A. Problem solving

B. Program predictability

C. Feature delivery

D. Dependency review

**Answer: D**

Explanation:

The ultimate intent of using a Program board is to facilitate a Dependency review. The Program board helps visualize and manage dependencies across teams and features, thereby enabling better coordination and planning.

## Question: 33

Which statement is true about using a Program Kanban system

A. All work is visualized, progress is continually tracked

B. WIP limits are used to provide any needed buffers

C. Work is pushed through the Kanban to ensure train capacity is utilized

D. The board tracks features, dependencies and milestones

**Answer: A**

Explanation:

The core principle of a Program Kanban system is the visualization and tracking of work:

All Work Visualized: All work items in progress are represented on the Kanban board, regardless of their nature. This provides complete transparency into what the ART is working on.

Continuous Tracking: Teams update the Kanban board consistently, reflecting the real-time progress of work. This allows anyone to see the current status at a glance.

## Question: 34

What is the best way for the Release Train Engineer to show progress of work in the cur-rent Program Increment (PI) to management?

A. Conduct a System Demo

B. Generate a velocity trend report

C. Conduct a retrospective

D. Arrange for a separate meeting with Business Owners

**Answer: A**

Explanation:

The best way for a Release Train Engineer (RTE) to show progress of work in the current Program Increment (PI) to management is to conduct a System Demo. This is supported by the SAFe documentation which states that the System Demo is an integral part of the PI, providing an opportunity to inspect and adapt the solutions being developed1. It serves as a platform to showcase the achievements of the Agile Release Train (ART) and allows stakeholders to provide feedback1. This event aligns with the principle of transparency and provides a clear, objective measure of progress1.

## Question: 35

Which of the following is true of Iteration Goals in SAFe?

A. They provide KPIs for tracking progress and value realization
B. They enable teams to keep aligned with PI objectives
C. They describe the value of planned Features and Enablers
D. They provide quantifiable metrics to be used in retrospectives

**Answer: B**

Explanation:
Iteration Goals in SAFe are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are essential for coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams. The primary benefits of Iteration Goals include aligning team members to a common purpose and aligning teams to common PI Objectives while managing dependencies. They provide Agile Teams, ART stakeholders, and management with a shared language for maintaining alignment, managing dependencies, and making necessary adjustments during the execution of the Planning Interval1. These goals apply to teams whether they use SAFe Scrum, SAFe Team Kanban, or a hybrid of both. By setting Iteration Goals, teams can ensure that they are working towards the same objectives and can adjust their efforts as needed to stay on track with the overall goals of the ART1.

## Question: 36

Iteration Goals serve what purpose?

A. To align team members to a common purpose
B. To define the what, the how, and the how much
C. To set preliminary PI Objectives

**Answer: A**

Explanation:
Iteration Goals in SAFe serve as a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are essential for several reasons:

They align team members to a common purpose, ensuring everyone is working towards the same objectives.
They support the alignment of teams to common Program Increment (PI) Objectives and manage dependencies.
They provide transparency and management information, allowing all stakeholders to have a shared language for maintaining alignment, managing dependencies, and making necessary adjustments during the execution of the Planning Interval1.
Iteration goals help create coherence and focus within the team, encouraging collaboration and improving flow by limiting work in process (WIP). In the context of the Agile Release Train (ART), iteration goals help maintain a larger view of what the team intends to accomplish in each iteration and what to present in the upcoming System Demo1.

## Question: 37

Which statement is true about the definition of done (DoD)?

A. The DoD is not used by the teams because it is used as a method to manage tech-nical debt across the ART
B. At the higher levels there is only one DoD for everything that passes through the Agile Release Train to a Solution increment or a release
C. The teams share one common DoD
D. The DoD should evolve as system capabilities evolve

**Answer: D**

Explanation:
The Definition of Done (DoD) is a critical concept within the SAFe framework that ensures quality and completeness in deliverables. Here's a step-by-step explanation of why the DoD should evolve as system capabilities evolve:
Initial Establishment: Teams within an Agile Release Train (ART) initially establish a DoD to ensure that all deliverables meet a certain quality standard and are truly "done".
Continuous Improvement: As the system capabilities grow and the product evolves, the DoD must also evolve to incorporate new criteria that align with the current state of the system.
Alignment with System Growth: The evolution of the DoD is necessary to accommodate the increased complexity and new technological advancements that come with system growth. Ensuring Quality: An evolving DoD ensures that the quality of the product does not degrade as new features and capabilities are added.
Reflecting Current Standards: The DoD should reflect the most current development, testing, and compliance standards to ensure that the product remains competitive and secure.
Adaptation to Feedback: Feedback from stakeholders, customers, and users may lead to changes in the system that should be reflected in the DoD.
Scaling: As more teams and ARTs are involved, the DoD must scale to ensure uniformity and consistency across the entire solution.
In conclusion, the DoD is not static; it must adapt to the changing landscape of the system's capabilities to ensure that the ART continues to deliver high-quality, valuable increments to the end- users1.

## Question: 38

In systems thinking, value of a system passes through its what?

A. Integrations
B. Interactions
C. Interdependencies
D. Interconnections

**Answer: D**

Explanation:
In systems thinking, a key principle is that the value of a system passes through its interconnections. This concept emphasizes the importance of the interfaces and dependencies that exist within a system. These interconnections are crucial for delivering ultimate value, and continuous attention to these interfaces and interactions is vital for the system's evolution. It is understood that a system can evolve no faster than its slowest integration point, which highlights the significance of these interconnections in the overall system performance1.

## Question: 39

Becoming a coach requires a shift from old behaviors to new ones. What are three ex-amples of old behaviors?

(Choose three.)

A. Focusing on deadlines
B. Fixing problems for the team
C. Driving toward specific outcomes
D. Asking the team for the answers
E. Facilitating team problem solving
F. Focusing on business value delivery

**Answer: A, B, C**

Explanation:
In the context of SAFe, becoming a coach involves a shift from traditional management behaviors to those that support and enable Agile and Lean practices. The old behaviors that a coach needs to move away from include:
Focusing on deadlines (A): Traditional management often emphasizes strict adherence to deadlines, which can lead to a focus on output rather than outcome and value.
Fixing problems for the team (B): This behavior undermines the team's ability to self-organize and solve problems on their own, which is a key aspect of Agile teams.
Driving toward specific outcomes ©: While having goals is important, a coach should encourage teams to explore various paths to achieve outcomes, fostering innovation and adaptability rather than prescribing specific solutions.
These behaviors contrast with new behaviors expected of a SAFe coach, such as facilitating team problem-solving (E) and focusing on business value delivery (F), which align with Agile principles of empowerment and customer-centricity1.

## Question: 40

During Pl Planning, who owns Feature priorities?

A. Release Train Engineer
B. Solution Architect/Engineer
C. Product Management
D. Business Owner

**Answer: C**

Explanation:
During Program Increment (PI) Planning in SAFe, it is the responsibility of Product Management to own the feature priorities. Product Management is tasked with defining the features, prioritizing them, and accepting the final implementation. They play a crucial role in aligning the features with the business strategy and ensuring that the development work maximizes value delivery to stakeholders. This is in line with the SAFe principle of decentralizing decision-making and empowering those closest to the value stream to make decisions regarding the prioritization of work12.

## Question: 41

What are two common PI Planning anti-patterns? (Choose two.)

A. Stories are created for the Iterations
B. The team decides which changes need to happen and when
C. Too much time is spent analyzing each Story
D. Scrum Masters who work with multiple teams do not have time for their teams
E. Too much time is spent prioritizing Features

**Answer: C**

Explanation:
This is an anti-pattern because it can lead to analysis paralysis, where teams spend excessive time discussing the details of each story rather than focusing on the broader objectives and deliverables for the Program Increment (PI). This can result in a lack of progress and delays in decision-making.
D . Scrum Masters who work with multiple teams do not have time for their teams: This anti-pattern occurs when Scrum Masters are spread too thin across multiple teams, which can lead to insufficient support for the teams they are supposed to be helping. It can cause a lack of focus and attention on the teams' needs, hindering the teams' ability to effectively plan and execute their tasks during the PI Planning event.

## Question: 42

A group of developers, Scrums Masters, and Product Owners are interested in sharing knowledge and learning more about DevOps concepts. How can the Release Train Engi-neer help them collaborate to gain knowledge about DevOps?

A. Align them with the System Team
B. Help them launch a DevOps community of practice
C. Schedule a DevOps bi-weekly synchronization
D. Provide Devops training

**Answer: B**

Explanation:

The Release Train Engineer (RTE) can play a pivotal role in fostering a culture of continuous learning and improvement, particularly in the area of DevOps. According to the SAFe framework, one effective way the RTE can support this is by helping to launch a DevOps Community of Practice (CoP)1.
A Community of Practice is an organized group of people who share a common interest in a specific technical or business domain. They collaborate regularly to share information, improve their skills, and actively work on advancing their knowledge of the domain1. In the context of DevOps, a CoP can provide a platform for developers, Scrum Masters, and Product Owners to share experiences, learn from each other, and explore new ideas and techniques that can be applied to their work.
The RTE can facilitate the creation of a DevOps CoP by:
Identifying and Engaging Interested Individuals: The RTE can identify individuals who are passionate about DevOps and willing to share their knowledge. These individuals can form the core group that initiates and leads the CoP.
Providing Resources and Support: The RTE can help by providing resources such as meeting spaces (physical or virtual), communication tools, and access to educational materials that can support the CoP's activities.
Promoting the CoP: The RTE can promote the CoP within the organization to attract more members and ensure that it receives the necessary attention and support from leadership.
Facilitating Knowledge Sharing: The RTE can organize regular meetings, workshops, and talks that focus on DevOps topics,

encouraging members to present case studies, best practices, and lessons learned.
By taking these steps, the RTE helps create a dynamic and collaborative environment where members can deepen their understanding of DevOps, leading to improved practices and outcomes across the Agile Release Train.

## Question: 43

Which tool is typically not used during the problem solving workshop?

A. Modified Fibonacci
B. Fishbone diagram
C. Dot voting
D. Pareto analysis

**Answer: A**

Explanation:

The problem-solving workshop during the Inspect and Adapt (I&A) event in SAFe is a structured session where teams reflect and identify improvement backlog items. The tools typically used in this workshop are designed to facilitate root cause analysis and collaborative decision-making1.
Modified Fibonacci sequence is generally used for estimating effort or complexity in Agile practices like planning poker, but it is not a common tool for problem-solving workshops where the focus is on identifying root causes and solutions1.
Fishbone diagram is a visual tool used to systematically identify potential causes of a problem, making it suitable for use in problem-solving workshops1.
Dot voting is a simple and quick way to prioritize issues or solutions, often used in problem-solving workshops to converge on the most critical items1.
Pareto analysis is a statistical technique used to decide on the most important changes to make, applying the principle that 80% of problems are produced by 20% of causes, and is thus relevant to problem-solving workshops1.
Therefore, the Modified Fibonacci sequence (Option A) is typically not used during the problemsolving workshop as it is more aligned with estimation rather than problem-solving1.

## Question: 44

An effective Scrum Master is a team-based servant leader who helps the team do what?

A. Embrace relentless improvement through Iteration retrospectives
B. Understand and operate within Lean Budgets
C. Develop better and more specialized skill sets
D. Manage the team's own backlog

**Answer: A**

Explanation:

An effective Scrum Master, as a team-based servant leader, helps the team embrace relentless improvement through Iteration retrospectives. This is in line with the SAFe Scrum Master's role to facilitate team events and processes, support teams in delivering value, and educate the team in Scrum, Built-in-Quality, Kanban, and SAFe1. Iteration

retrospectives are a key part of this, as they are the events where the team reflects on their process and identifies ways to improve in the next iteration1. This continuous improvement cycle is a fundamental aspect of Agile and SAFe practices, ensuring that the team is always advancing in efficiency and effectiveness1.

## Question: 45

How does SAFe handle the 'fear of conflict' team dysfunction?

A. Reviews results at the end of every iteration
B. Avoids discussion of disagreements
C. Has teams engage in retrospectives
D. Uses scrum to create a safe environment for conflict

**Answer: D**

Explanation:

SAFe addresses the 'fear of conflict' team dysfunction by using scrum to create a safe environment for conflict. This approach encourages open communication and healthy disagreements within teams, fostering a collaborative and innovative culture where all members feel valued and heard.

## Question: 46

Why is a confidence vote held at the end of program increment (PI) planning?

A. To build shared commitment to the plan
B. To remove the risks for the PI
C. To ensure the business owners accept the plan
D. To hold the teams accountable if the Agile release train (ART) does not deliver on its commitment

**Answer: A**

Explanation:

The confidence vote held at the end of Program Increment (PI) planning within the Scaled Agile Framework (SAFe) serves several purposes:

It ensures that all team members are aligned with the PI objectives and understand their roles and responsibilities in achieving them.

It provides a quantitative and qualitative assessment of the confidence level that Agile Release Train (ART) members have in the feasibility and successful execution of the PI objectives.

It fosters a collaborative environment where team members can work together to address concerns, mitigate risks, and refine the PI plan.

It empowers ART members to take ownership of the proposed PI objectives and hold each other accountable for their successful execution.

The confidence vote is expressed on a scale of 1 to 5, with 1 representing low confidence and 5 representing high confidence. If the average is three fingers or above, then management should accept the commitment. This process promotes transparency and collaboration by encouraging open dialogue and feedback among team members12.

## Question: 47

What are two outputs of Iteration Planning? (Choose two.)

A. PI Objectives
B. Iteration goals
C. Team Backlog
D. Iteration backlog
E. Program Backlog

**Answer: B, D**

Explanation:

The outputs of Iteration Planning within the SAFe framework are crucial for guiding the work of Agile teams during an iteration. Two primary outputs of this process are:

Iteration Goals: These are the objectives that the team commits to achieving during the iteration.

They provide a clear direction and purpose for the iteration, aligning the team's efforts with the larger goals of the Agile Release Train (ART).

Iteration Backlog: This is the set of stories, including enablers, that the team plans to deliver by the end of the iteration. Each item in the iteration backlog has defined acceptance criteria and an estimate, which are recorded in the team backlog.

Together, these outputs ensure that the team has a clear understanding of what needs to be accomplished and the work items that they have committed to delivering. This alignment is essential for maintaining the flow of value through the ART and achieving the broader objectives of the program increment (PI)1.

## Question: 48

Which two actions can the Release Train Engineer take to facilitate team growth? (Choose two.)

A. Provide a team vision
B. Encourage continuous learning
C. Encourage skill specialization
D. Ensure time is allocated for innovation and planning
E. Facilitate conflict

**Answer: B, D**

Explanation:

The Release Train Engineer (RTE) plays a crucial role in facilitating team growth within the SAFe framework. Two actions that an RTE can take to support this are:

Encourage continuous learning: RTEs foster an environment of continuous learning and improvement, which is a core principle of the Lean-Agile mindset. They encourage teams to constantly enhance their skills and knowledge, which contributes to the overall growth and adaptability of the team1.

Ensure time is allocated for innovation and planning: RTEs ensure that teams have dedicated time for innovation and planning during the Innovation and Planning (IP) Iteration. This time allows teams to explore new ideas, work on innovation, and prepare for future iterations, which is essential for the team's long-term growth and the delivery of value1.

## Question: 49

What is one way to secure stakeholder commitment to the Agile Release Train?

A. Provide them a planning schedule outlining a five-year plan for development
B. Have them estimate User Stories for the teams
C. Send them the Program Increment (PI) Objectives after each PI Planning event
D. Have them attend the Program Increment (PI) Planning event

**Answer: D**

Explanation:
One effective way to secure stakeholder commitment to the Agile Release Train (ART) is to involve them directly in the process. Having stakeholders attend the Program Increment (PI) Planning event is a key practice in SAFe. It allows stakeholders to understand the ART's objectives, contribute to the planning, and align with the team's mission and vision. This direct involvement fosters a sense of ownership and collaboration, ensuring that stakeholders are more committed and supportive of the ART's efforts and outcomes12.

## Question: 50

What is the main reason why some teams never reach Stage 4 (Performing) in the stag-es of high performing teams?

A. Because leadership is spontaneous
B. Because the team is not structured correctly
C. Because there are conflicts
D. Because no one guides them

**Answer: D**

Explanation:

Some teams never reach Stage 4 (Performing) due to the absence of guidance or leadership to navigate through the earlier stages of team development and address the challenges that arise. Without someone to guide them, teams may struggle to resolve conflicts, align on goals, and develop effective collaboration practices, hindering their ability to perform at their highest potential.

## Question: 51

Release Train Engineers have the opportunity to regularly practice and improve which two skills? (Choose two.)

A. Servant leadership
B. Facilitation
C. Test-driven development
D. Return on investment projections
E. Continuous Integration

**Answer: A, B**

Explanation:
Release Train Engineers (RTEs) practice servant leadership as they serve their Agile Release Trains (ARTs) by facilitating events, supporting teams, and coaching them to deliver value. They focus on the growth and well-being of the teams and individuals within the ART1.
B . Facilitation: RTEs regularly improve their facilitation skills as they are responsible for conducting ART events and processes. This includes facilitating Program Increment (PI) planning, where they help prepare the ART and manage the logistics of the event. Effective facilitation is crucial for the success of these events and for ensuring that teams can deliver value efficiently1.

## Question: 52

Which of the Core Competencies of Business Agility includes aligning strategy with execution?

A. Organizational Agility
B. Lean Portfolio Management
C. Agile Product Delivery
D. Lean-Agile Leadership

**Answer: B**

Explanation:
The Core Competency of Business Agility that includes aligning strategy with execution is Lean Portfolio Management. This is verified by the information provided on the SAFe website, which states that Lean Portfolio Management aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance 1. This competency enables organizations to align their strategy to execution, ensuring that they create and maintain a portfolio of investments that align with the enterprise's strategic objectives and meet the customer's needs. It involves collaboration between the portfolio stakeholders and Agile Release Trains (ARTs) to develop and implement the strategic themes and Lean budgets that guide the portfolio.

## Question: 53

What foundational issue most often leads to team dysfunction?

A. Absence of trust
B. Weak Lean-Agile leadership
C. Fear of conflict
D. Lack of commitment

**Answer: A**

Explanation:
The foundational issue that most often leads to team dysfunction is the absence of trust. In the context of SAFe, trust is a critical component of an effective Agile Release Train (ART). Without trust, teams may not effectively collaborate, which can lead to various dysfunctions such as fear of conflict, lack of commitment, avoidance of accountability, and inattention to results.
Trust and the SAFe Framework: SAFe emphasizes the importance of trust among team members and between teams and management. Trust is essential for creating an environment where team members feel safe to take risks,

communicate openly, and work towards common goals.
Impact on PI Planning: During Program Increment (PI) planning, trust enables teams to be open about challenges and dependencies, ensuring that issues are addressed and that the plan is realistic and achievable.
Role of the RTE: The Release Train Engineer (RTE) plays a pivotal role in fostering trust within the ART. By acting as a servant leader and coach, the RTE helps resolve conflicts, facilitates collaboration, and supports teams in delivering value.
Continuous Improvement: Trust is also vital for the relentless improvement process within SAFe. Teams that trust each other are more likely to engage in constructive dialogue and problem-solving, leading to continuous growth and improvement.
Building Trust: Trust is built through actions such as making and meeting commitments, being transparent, and creating a blame-free environment where learning from mistakes is encouraged. In conclusion, the absence of trust is the most significant issue leading to team dysfunction, and it is addressed throughout the SAFe framework by encouraging transparency, servant leadership, and a culture of continuous learning and improvement.

## Question: 54

Why is it important for the RTE to understand Tuckman's group dynamic stages?

A. The Tuckman four stages should be reflected in the design of the Program Kan-ban
B. Tuckman helps to better understand Team and ART topologies
C. The Tuckman dynamic nature of the stages requires that we assume variability and preserve options
D. An ART is a team of teams and will likely also progress through the Tuckman stages

**Answer: D**

Explanation:
Understanding Tuckman's group dynamic stages is crucial for a Release Train Engineer (RTE) because an Agile Release Train (ART) is essentially a team of teams. As such, it is expected to progress through the stages of forming, storming, norming, and performing, just like any other team. These stages describe the path that most teams follow on their way to high performance. Initially, teams form and members cautiously explore the boundaries of acceptable group behavior. This is followed by a storming phase where members start to push against those boundaries. During the norming phase, agreement and consensus largely form, and the team learns to engage and support each other. Finally, in the performing phase, the team has settled its relationships and expectations and can begin to perform, making progress towards the team's goal.
In the context of SAFe, the RTE needs to be aware of these stages to effectively facilitate the ART's journey through them. This includes coaching the teams through conflicts during the storming stage, helping them establish strong processes during the norming stage, and enabling them to achieve peak productivity during the performing stage. By understanding these dynamics, the RTE can better support the ART in delivering value more consistently and with higher quality.

## Question: 55

A Release Train Engineer should build a relationship with which SAFe role in order to ef-fectively assign business value to a team Program Increment (PI) Objective?

A. Business Owners
B. Lean-Agile Leaders
C. Objective Owners

D. Solution Managers

**Answer: A**

Explanation:

The Release Train Engineer (RTE) is responsible for facilitating ART events and processes, and one of their key roles during the Program Increment (PI) planning is to assist with the assignment of business value to team PI Objectives. This is a critical activity that requires collaboration with Business Owners. According to the SAFe framework, Business Owners are a small group of

stakeholders who have the primary responsibility for governance, compliance, and return on investment (ROI) for a solution developed by an Agile Release Train (ART). They are key stakeholders on the ART, who have the ultimate responsibility for the business outcomes of the train.

During PI planning, Business Owners collaborate with teams to define PI Objectives and assign business value during the PI planning process. This helps ensure that the team's objectives align with the strategic goals of the organization and that there is a shared understanding of what creates value for the business. The RTE facilitates this process and ensures that the assignment of business value is effectively communicated and understood by all parties involved1.

For a detailed understanding, the SAFe documentation on PI Objectives elaborates on the importance of setting and communicating these objectives, as they provide a common language for communicating with business and technology stakeholders and enable the ART to assess its performance and the business value achieved1. The collaboration between the RTE and Business Owners is essential for the alignment and trust between development and business stakeholders, which is communicated via PI objectives1.

## Question: 56

Which primary role should emphasize lifelong learning?

A. Lean-Agile Leaders
B. Scrum Masters
C. Product Management
D. Business Owners

**Answer: A**

Explanation:

The Scaled Agile Framework (SAFe) emphasizes that Lean-Agile Leaders are the key enablers of a Lean-Agile transformation. They are the ones who must lead by example, embodying the principles and values of SAFe and promoting a culture of lifelong learning. This is crucial because these leaders are responsible for driving the adoption of SAFe practices across the organization. They are expected to be continuous learners, always seeking to improve their understanding of Lean-Agile practices and principles, and to foster an environment where everyone is encouraged to learn and grow. The Release Train Engineer (RTE) role, while also being a servant leader and coach, primarily facilitates ART events and processes, and supports teams in delivering value. However, the emphasis on lifelong learning as a primary responsibility is specifically associated with Lean-Agile Leaders within the SAFe framework1.

## Question: 57

What is a common reason why a team is unable to estimate a story?

A. The team does not understand the tasks related to the story
B. The story lacks acceptance criteria
C. The team has no experience in estimating
D. The story does not include a role

**Answer: B**

Explanation:
In the context of SAFe, a user story is a short description of a small piece of desired functionality written from the user's perspective. For a team to estimate a story effectively, it needs to have clear acceptance criteria that define the boundaries and requirements of the story. Acceptance criteria are essential for understanding what is expected to be delivered and for determining the effort required to complete the story. Without acceptance criteria, the team may struggle to understand the full scope of the story, leading to challenges in estimation. This is supported by the information found in the SAFe documentation, which emphasizes the importance of acceptance criteria in defining and understanding user stories within the framework1.

## Question: 58

Why is the innovation pillar of the House of Lean important to SAFe?

A. It avoids the start-stop-start of project delays
B. It is the foundation of the House of Lean
C. It provides the shortest sustainable lead time
D. It ensures delivery of valuable products

**Answer: D**

Explanation:
The innovation pillar of the House of Lean is crucial because it emphasizes the importance of maintaining a steady flow of innovative ideas and solutions, which are vital for the delivery of valuable products. In the context of SAFe, innovation is not just about new products but also about improving processes, tools, and ways of working that lead to better outcomes. The House of Lean's focus on innovation aligns with the SAFe principle of delivering value continuously. By fostering an innovative culture, SAFe ensures that the solutions developed are not only viable but also sustainable and valuable to customers and stakeholders123.

## Question: 59

What is one example of a servant leader behavior pattern?

A. Thinks about the day-to-day activities
B. Uses authority rather than persuasion when necessary
C. Understands and empathizes with others
D. Focuses on individual task Metrics

**Answer: C**

Explanation:

According to the SAFe 6 Release Train Engineer documentation, the Release Train Engineer (RTE) is a servant leader who facilitates Agile Release Train (ART) events and processes, and supports teams in delivering value. One of the key aspects of being a servant leader is the ability to understand and

empathize with others1. This behavior is essential for RTEs as they communicate with stakeholders, escalate impediments, help manage risk, and drive relentless improvement. The documentation emphasizes that RTEs operate most effectively as servant leaders, which includes having a solid grasp of how to scale Lean and Agile practices and understanding the unique opportunities and challenges associated with facilitating and continuously aligning a large development program1. Empathy is a core component of servant leadership, which enables RTEs to support their teams effectively.

## Question: 60

What are two responsibilities of the Release Train Engineer as chief Scrum Master for the Agile Release Train (ART)? (Choose two.)

A. Break down Features into Stories
B. Escalate ART impediments
C. Provide the go/no-go decision for large initiatives
D. Analyze Epics in the Portfolio Kanban
E. Facilitate Program Increment (PI) Planning

**Answer: B, E**

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). Among their responsibilities, two are particularly relevant to the **question:** Escalate ART impediments: RTEs are responsible for communicating with stakeholders, escalating impediments, helping manage risk, and driving relentless improvement1. This involves identifying and addressing issues that may hinder the progress of the ART, ensuring that any obstacles are dealt with promptly. Facilitate Program Increment (PI) Planning: RTEs play a vital role in facilitating PI Planning, which is a cadence-based, face-to-face event that serves as the heartbeat of the ART1. They help prepare the ART for PI planning by fostering a Continuous Exploration process that drives the synthesis of a vision, a roadmap, and backlogs. During the PI planning event, RTEs facilitate the proceedings, ensuring that all teams on the ART are aligned to a shared mission and vision.

The other options, such as breaking down Features into Stories (A), providing the go/no-go decision for large initiatives ©, and analyzing Epics in the Portfolio Kanban (D), are not primary responsibilities of the RTE as per the SAFe 6 documentation.

Question: 61

Why is it helpful to communicate newly refined Features and Enablers to the teams dur-ing the current Program Increment (PI)?

A. Teams can prepare backlogs, give feedback to the Product Owner/Product Man-agement/System Architect, and begin looking at dependencies, impediments, and knowledge building

B. Teams can review the Features and Enablers so they have an understanding of the Roadmap for the next PI

C. Teams can establish face-to-face communication across all team members and stakeholders D. Teams can help support overall product integrity and facilitate working agree-merits during PI Planning

**Answer: A**

Explanation:

Communicating newly refined Features and Enablers to the teams during the current Program Increment (PI) is beneficial because it allows teams to:

Prepare their backlogs by incorporating these new items, which ensures that they are considering the most current priorities and requirements.

Provide feedback to the Product Owner, Product Management, or System Architect, which can help refine the Features and Enablers further and ensure they are well-understood and feasible.

Identify dependencies and impediments early on, which can be addressed proactively rather than causing delays during the execution of the PI.

Engage in knowledge building activities to understand the new Features and Enablers better, which contributes to more effective planning and implementation.

This approach aligns with the principles of Agile and SAFe, where ongoing collaboration and communication are key to adapting to changes and delivering value efficiently. It ensures that all team members are aligned and have a clear understanding of what needs to be accomplished, leading to a more cohesive and effective PI execution1.

## Question: 62

Why is the problem-solving workshop more effective than traditional lessons learned documents?

A. Collaboration over documentation is a key recommendation of the Agile Manifes-to

B. Workshops are more engaging than document writing

C. It makes improvements actionable through backlog items for the next Program Increment

**Answer: C**

Explanation:

The problem-solving workshop is more effective than traditional lessons learned documents because it directly translates improvements into actionable backlog items for the next Program Increment (PI). This approach aligns with the SAFe principle of relentless improvement and the Agile Manifesto's emphasis on collaboration and working solutions.

Actionable Outcomes: The workshop format ensures that the improvements identified are not just discussed but are also captured as backlog items, making them actionable. This contrasts with lessons learned documents, which may not always lead to immediate action or change.

Engagement and Collaboration: Workshops encourage active participation and collaboration among all ART stakeholders, which is more engaging than the passive process of writing and reading documents. This engagement leads to a deeper understanding and commitment to the improvements.

Inspect and Adapt: SAFe's Inspect and Adapt (I&A) event includes a problem-solving workshop where the current state

ofthe Solution is demonstrated and evaluated1. This structured approach

helps identify improvement backlog items in a collaborative environment.
Continuous Learning Culture: SAFe fosters a continuous learning culture where regular reflection and adaptation are key. The problem-solving workshop is a practical application of this principle, ensuring that lessons learned are immediately incorporated into the ART's way of working1.
Lean-Agile Principles: The workshop embodies Lean-Agile principles by promoting face-to-face communication and immediate feedback, which are more effective for problem-solving than asynchronous document reviews.
In summary, the problem-solving workshop's effectiveness lies in its ability to foster collaboration, engage stakeholders, and produce tangible, actionable items that drive continuous improvement within the ART.

## Question: 63

Which two activities take place during Team Breakout #1 on the first day of Program In-crement (PI) Planning? (Choose two.)

A. Risks on the teams' planning boards are resolved by the Release Train Engineer
B. Teams use color-coding for their backlog items as a reminder that they are re-quired to have all backlog item types on their planning boards
C. Draft objectives and uncommitted objectives are written
D. All teams' planning boards are visible and use the same color-coding
E. Draft objectives are written but do not include exploration Enablers

**Answer: C, D**

Explanation:
During Team Breakout #1 on the first day of Program Increment (PI) Planning, teams engage in several activities to align their work with the ART's objectives. Two key activities include: Writing Draft and Uncommitted Objectives: Teams begin by creating draft objectives which are preliminary goals they aim to achieve in the upcoming PI. These objectives are not set in stone and can be adjusted as planning progresses. Teams also write uncommitted objectives, which are goals they hope to achieve but are not yet certain they can commit to due to potential risks or dependencies.
Visibility and Color-Coding of Planning Boards: It is essential for all teams' planning boards to be visible to ensure transparency and facilitate collaboration. The use of the same color-coding across teams helps in quickly identifying similar items, such as features, stories, and enablers, and aids in the coordination of work during the PI Planning process.
These activities are foundational to establishing a clear direction and facilitating effective communication among all members of the ART. By writing draft and uncommitted objectives, teams can navigate the complexity of planning and adapt to changes. The visibility and standardized colorcoding of planning boards promote a shared understanding of the work ahead and support the identification of dependencies and risks early in the planning process.

## Question: 64

What does an effective Scrum Master help the team with?
A. Risk mitigation
B. Team metrics
C. Relentless improvement
E. Deploying work

**Answer: C**

Explanation:

An effective Scrum Master helps the team with relentless improvement. According to the SAFe framework, the Scrum Master is a servant leader and coach for an Agile team who facilitates team events and processes, and supports teams and Agile Release Trains (ARTs) in delivering value. They help educate the team in Scrum, Built-in-Quality, Kanban, and SAFe, ensuring that the agreed Agile processes are followed. Moreover, they assist in removing impediments and fostering an environment for high-performing team dynamics, continuous flow, and relentless improvement1. The Scrum Master's role includes coaching teams in self-organization and self-management, helping them coordinate and participate in ART events, and increasing the effectiveness of SAFe across the organization. They are integral members of an Agile Team and share responsibilities with the team for their overall performance. The Scrum Master has specialty skills that support adopting SAFe Scrum practices, ensuring no substantial gaps, and that the team knows how to plan, execute, review, and retrospect. They can also actively coach SAFe Team Kanban teams and help each Agile Team achieve Team Flow1.

In summary, the Scrum Master's responsibilities are centered around guiding the team towards continuous improvement and helping them overcome challenges that may impede their progress. This relentless pursuit of improvement is fundamental to the Scrum Master's role within the SAFe framework1.

## Question: 65

What are two purposes of a community of practice? (Choose two.)

A. To approve standards
B. To align tasks across teams
C. To refine definitions of done
D. To share knowledge and skills
E. To network

**Answer: D, E**

Explanation:

Communities of Practice (CoPs) within the SAFe framework are designed to be organized groups with a common interest in a specific technical or business domain. They collaborate regularly to share information, improve their skills, and actively work on advancing their knowledge of the domain. The purposes of CoPs include fostering a culture built on professional networking, personal relationships, shared knowledge, and common skills. This aligns with the options D and E, as CoPs enable SAFe participants to exchange knowledge and skills with people across the entire organization and provide opportunities for networking1. CoPs are not primarily for approving standards or aligning tasks across teams, nor are they for refining definitions of done, which excludes options A, B, and C from being correct answers.

## Question: 66

What is included in the Inspect and Adapt agenda?

A. Program backlog refinement
B. System Demo

C. Quantitative and qualitative measurement

**Answer: C**

Explanation:

The Inspect and Adapt (I&A) event in SAFe is a significant event held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated. The I&A event consists of three parts1:
PI System Demo: This is the first part of the I&A and is different from the regular system demos after every iteration. It shows all the Features the Agile Release Train (ART) has developed during the PI. Quantitative and qualitative measurement: This involves the evaluation of the current state of the Solution with both quantitative metrics and qualitative assessments.
Retrospective and problem-solving workshop: This is where teams reflect on their performance and identify improvement backlog items via a structured problem-solving workshop.
Program backlog refinement is not explicitly mentioned as part of the I&A event agenda. However, the result of the I&A is a set of improvement backlog items that go into the ART Backlog for the next PI Planning event1.

## Question: 67

What is the Scrum Master's role in team breakout #1?

A. Create mitigation plans for each risk
B. Resolve dependencies with other teams
C. Raise team level risks
D. Facilitate the coordination with other teams for dependencies

**Answer: D**

Explanation:
During team breakout #1, the Scrum Master's role is to facilitate the coordination with other teams for dependencies. This involves ensuring that the team's plans are aligned with those of other teams and that any dependencies are identified and managed appropriately. The Scrum Master works to prevent impediments that could arise from these dependencies and helps to foster a collaborative environment where teams can work together effectively1.

## Question: 68

What is a characteristic of an effective Scrum Master?

A. Gives open, honest opinions
B. Removes all conflict
C. As a technical expert
D. Understands customer needs

**Answer: D**

Explanation:
An effective Scrum Master understands customer needs, which is crucial for guiding the team towards delivering value that meets or exceeds customer expectations. This focus on the customer ensures that the team's efforts are aligned

with the end goal of satisfying customer requirements and achieving business objectives.

## Question: 69

When estimating stories, what is the Scrum Master's key responsibility?

A. Ensure the team gives accurate estimates
B. Ensure everyone on the team participates
C. Provide information about customer needs
D. Limit discussion to manage timeboxes

**Answer: B**

Explanation:
The Scrum Master's key responsibility when estimating stories is to ensure that everyone on the team participates in the process. This is aligned with the Scrum Master's role as a facilitator and servant leader, who must encourage full team engagement to leverage the collective expertise and perspectives of all team members. This helps in creating more accurate and reliable estimates and promotes team ownership of the tasks.
Here's a detailed breakdown of the Scrum Master's role during story estimation:
Facilitation: The Scrum Master facilitates the estimation process, ensuring that it is collaborative and that every team member has the opportunity to contribute1.
Encouraging Participation: It is crucial that all team members participate in the estimation to provide diverse insights and reach a consensus on the effort required for each story1.
Coaching: The Scrum Master also coaches the team in estimation techniques and helps them understand the value of collective estimation as part of the Agile process2.
Maintaining Agile Principles: They guide the team in adhering to Agile principles during the estimation process, ensuring that the team remains focused on delivering value efficiently2. The other options (A, C, D) are not the primary responsibilities of the Scrum Master during story estimation. While the Scrum Master may support the team in achieving accurate estimates and managing time effectively, their key responsibility is to ensure active participation from all team members, which is fundamental to the Agile methodology and the Scrum framework3.

## Question: 70

The Release Train Engineer (RTE) learns the teams feel the business value does not re-flect the effort and progress. What are two ways the RTE can provide a better under-standing of what the teams have created? (Choose two.)

A. Educate teams that business value provides the Enterprise with a Metric of how fast the team executed work during the PI
B. Coach the Business Owner's review of objectives to see that scoring is against the specific details negotiated with the team during PI Planning
C. Illustrate the linkage between business values and the market communica-tions/release objectives tied to the three to six month Enterprise strategy
D. Work with the team to ensure they are actively involved when the Business Own-ers score the business value achieved
Publish the team business values and coach teams that these values are for track-ing each Agile Release Train deliverable

**Answer: B, D**

Explanation:

The Release Train Engineer (RTE) plays a crucial role in ensuring that the teams within the Agile Release Train (ART) understand the business value of their work. When teams feel that the business value does not reflect their effort and progress, the RTE can intervene in two key ways: Coach the Business Owners' review of objectives (Option B): The RTE can facilitate a better understanding between the teams and the Business Owners by ensuring that the scoring of objectives during the PI Planning reflects the specific details negotiated with the teams1. This involves coaching the Business Owners to appreciate the nuances of the teams' efforts and the complexities involved in their work, leading to a more accurate reflection of the business value achieved.

Involve the team in the scoring process (Option D): The RTE can work closely with the teams to ensure they are actively involved when the Business Owners score the business value achieved1. This active involvement allows the teams to provide their perspective on the effort and progress, ensuring that the scoring process is transparent and that the business value assigned is a true representation of the work done.

These actions help in aligning the understanding of business value with the actual work performed by the teams, fostering a sense of fairness and recognition for the teams' contributions to the ART's objectives.

## Question: 71

What does assigning business value to a team's PI Objectives influence?

A. How the Kanban work in process limits are set
B. How to achieve objectives
C. How teams plan the implementation

**Answer: C**

Explanation:

Assigning business value to PI Objectives influences how teams plan the implementation of these objectives. During PI Planning, teams create PI objectives they intend to accomplish in the upcoming Program Increment (PI). These objectives provide a common language for communicating with business and technology stakeholders and create a near-term focus and vision. They enable the Agile Release Train (ART) to assess its performance and the business value achieved via the ART Predictability Measure. Moreover, setting realistic objectives helps avoid too much work-in-process (WIP) in the system, which is essential for effective implementation planning1.

The process of assigning business value is facilitated by Business Owners during PI Planning. This is a critical activity because it helps teams prioritize their work based on the value it delivers to the business. The business value assigned to each PI Objective is a reflection of its importance to the stakeholders and the organization's goals. It guides the teams in decision-making and determining the necessary steps and resources required for the implementation of their objectives2.

In summary, assigning business value to PI Objectives is a key practice in SAFe that directly impacts the way teams plan their work. It ensures that teams focus on delivering the highest value features and capabilities, which aligns with the overall strategy and objectives of the organization.

## Question: 72

What is an anti-pattern for a Release Train Engineer facilitating a scrum of scrums meet-ing?

A. Run the meeting in front of the program board
B. Facilitate the meeting using a focused and visible agenda and timebox
C. Address the most important questions for Program Increment (PI) execution

D. Review individual team performance

**Answer: D**

Explanation:
An anti-pattern for a Release Train Engineer (RTE) facilitating a scrum of scrums meeting is focusing on individual team performance. The purpose of the scrum of scrums is to enhance collaboration and alignment across teams, not to assess or review the performance of individual teams.
Purpose of Scrum of Scrums: The scrum of scrums is a coordination meeting that helps teams discuss interdependencies and progress towards achieving the Program Increment (PI) objectives. It is not a status meeting or a performance review session1.
Role of the RTE: As a servant leader, the RTE's role is to facilitate these meetings to ensure that teams are on track to meet the PI objectives, not to evaluate team performance. The RTE should focus on removing impediments and fostering an environment where teams can collaborate effectively1.
Focus on Collaboration: The RTE should encourage teams to share information about their progress, impediments, and dependencies, rather than focusing on individual team metrics or performance. This approach promotes a collaborative and problem-solving culture1.
Anti-Patterns to Avoid: Reviewing individual team performance can lead to a lack of trust and openness, as teams may feel they are being judged or compared. This can hinder the collaborative spirit necessary for the success of the ART1.
Encouraging System Thinking: The RTE should promote system thinking, where the focus is on the overall success of the ART rather than the performance of individual teams. This helps in identifying systemic issues and working towards collective improvement1.
In conclusion, the RTE should avoid the anti-pattern of reviewing individual team performance during the scrum of scrums meeting. Instead, the RTE should facilitate a collaborative environment that focuses on the progress and impediments related to PI execution.

## Question: 73

What are two responsibilities of the Release Train Engineer during Program Increment (PI) execution? (Choose two.)

A. To facilitate the System Demo
B. To escalate and track impediments
C. To formulate and direct decisions on risks
D. To make decisions on resource issues for critical bottlenecks
E. To direct the management of the communities of practice

**Answer: A**

Explanation:
During Program Increment (PI) execution, the Release Train Engineer (RTE) has several responsibilities that are crucial to the smooth operation and success of the Agile Release Train (ART). Two of these responsibilities are:
Facilitating the System Demo: The RTE is responsible for facilitating the System Demo, which is an event where the integrated solutions from all teams on the ART are demonstrated to stakeholders. This event provides an objective measure of progress and allows for feedback that can be incorporated into future iterations.
Escalating and Tracking Impediments: The RTE plays a key role in ensuring that impediments affecting the ART's progress are addressed promptly. They are responsible for escalating these impediments to the necessary parties and

tracking them until they are resolved, ensuring that the ART can continue to deliver value without unnecessary delays.

These responsibilities are aligned with the RTE's role as a servant leader and coach within the SAFe framework, where they support the ART in delivering value and driving continuous improvement. By facilitating the System Demo, the RTE helps maintain transparency and alignment with stakeholders. Meanwhile, by managing impediments, they ensure that the teams can focus on their work with minimal blockers.

## Question: 74

What are two purposes of the System Demo? (Choose two.)

A. To demonstrate the full solution in a production-like context
B. To exercise the performance of the staging area
C. To get feedback from the primary stakeholders
D. To demonstrate a team's build
E. To conduct the Inspect and Adapt workshop

**Answer: A**

Explanation:

The System Demo in SAFe serves two main purposes:

To demonstrate the full solution in a production-like context: The System Demo is an event that provides stakeholders with an integrated view of new features delivered by all the teams on the Agile Release Train (ART) for the most recent iteration. It tests and evaluates the complete solution in a production-like environment, often a staging area, which is critical for assessing the solution's current state1.

To get feedback from the primary stakeholders: The System Demo is a platform for receiving immediate feedback from Business Owners, executive sponsors, other Agile Teams, development management, and customers. This feedback is essential as it guides the ART to stay on course or make necessary adjustments. It is the one objective measure of value, velocity, and progress of the fully integrated work across all the teams1.

The System Demo occurs at the end of every Iteration and provides a fact-based measure of current, system-level progress within the Program Increment (PI). It is a significant event that supports Continuous Integration across the ART and is part of the Inspect and Adapt (I&A) event at the end of each PI, feeding into the retrospective and various PI progress metrics1.

## Question: 75

What is the primary purpose of PO sync?

A. To build objectives for the Program Increment
B. To assess progress of the Program Increment and adjust scope and priority as needed
C. To align with the scrum of scrums participants on the status of the Program Increment

**Answer: B**

Explanation:

The PO Sync is a regularly scheduled event for Product Owners (POs) and product management (PMs) with several important purposes. One of the primary purposes is to provide visibility into how well the Agile Release Train (ART) is progressing towards its Program Increment (PI) objectives. This involves assessing any scope changes to work and adjusting scope and priority as needed. The PO Sync enables the RTE, PMs, and POs to inspect and adapt the plan for the

current PI, ensuring that the ART is on track to achieve its objectives and making necessary adjustments to the Program Backlog1.

## Question: 76

Who provides Agile Release Train context and Vision during Pl Planning?

A. Product Owner
B. Product Management
C. Release Train Engineer
D. Business Owner

**Answer: B**

Explanation:

During PI Planning in SAFe, it is the responsibility of Product Management to provide the Agile Release Train (ART) context and Vision. The PI Planning event includes a presentation of business context and vision, which is typically delivered by Product Management. This aligns all teams on the ART to a shared mission and vision, which is essential for the planning process. The Release Train Engineer (RTE) facilitates the event, but it is Product Management that presents the vision and context for the upcoming Program Increment (PI)12.

## Question: 77

What is the purpose of Iteration Goals?

A. To align the team members and the Product Owner to the mission
B. To hold the team accountable to their Pl Objectives
C. To summarize the business outcomes an Agile Team intends to achieve during the Program Increment (PI)

**Answer: C**

Explanation:

Iteration Goals are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are essential for coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams. The purpose of Iteration Goals includes aligning team members to a common purpose and aligning teams to common Program Increment (PI) Objectives. They also manage dependencies and provide transparency and management information. Iteration Goals support the SAFe Core Values of alignment, program execution, and transparency. They help in understanding and maintaining a larger view of what the team intends to accomplish in each iteration and what to present in the upcoming System Demo12.

## Question: 78

At which two stages will the Agile Release Train (ART) act as a one-team culture? (Choose two.)

A. Performing - Creating a flow of knowledge across the teams and the ART

B. Norming - Teams begin to form communities
C. Storming - Fostering continuous improvement
D. Collaborating - Pairing and sharing across the ART
E. Forming - The leaders will start to emerge

**Answer: A, D**

Explanation:

The Agile Release Train (ART) acts as a one-team culture during the Performing and Collaborating stages.
In the Performing stage, the ART has reached a level of high performance where there is a smooth flow of knowledge across the teams and the ART. This stage is characterized by the teams' ability to deliver value predictably, and they have established strong communication channels that facilitate the sharing of knowledge and best practices1.
The Collaborating stage is marked by the teams' ability to work together effectively across the ART. In this stage, pairing and sharing practices are common, and there is a strong sense of community and collective ownership of the outcomes. The teams within the ART are not only focused on their individual goals but also on the success of the entire ART1.
These stages reflect the maturity of the ART in terms of teamwork, communication, and shared objectives, which are essential for the one-team culture that SAFe promotes. The one-team culture is crucial for the ART to function effectively as it ensures alignment, fosters collaboration, and drives the continuous flow of value to the customer1.

## Question: 79

What is the name of the event where all team members determine how much of the team's backlog they can commit to delivering during an upcoming Iteration?

A. Backlog refinement
B. Solution planning
C. Iteration planning
D. Solution Demo

**Answer: C**

Explanation:
The event where all team members determine how much of the team's backlog they can commit to delivering during an upcoming Iteration is known as Iteration Planning. This is a core event in the Scaled Agile Framework (SAFe) where teams select stories from the Team Backlog and commit to executing a set of them in the upcoming Iteration. The purpose of Iteration Planning is to organize the work and define a realistic scope for the Iteration, ensuring that the team's capacity and the complexity, size, and dependencies of each story are considered1.
During Iteration Planning, the following activities take place:
The Product Owner (PO) typically starts the event by presenting high-priority stories from the Team Backlog and any preliminary Iteration Goals.
The team then collaborates to define, organize, and commit to the work for the next Iteration, summarizing this work as a set of committed Iteration Goals.
The Iteration Planning meeting is timeboxed to ensure focus and efficiency, and it results in a clear commitment

from the team to the Iteration Goals1.

This event is distinct from Backlog Refinement, Solution Planning, and Solution Demo, which serve different purposes within the SAFe framework. Iteration Planning is specifically about the commitment to the Iteration's delivery and is the first event of the Iteration1.

## Question: 80

How often should a system demo occur?

A. After the end of each program increment (PI)
B. After every other iteration
C. After every release
D. After every iteration

**Answer: D**

Explanation:

According to the SAFe framework, a system demo is an integral event that occurs at the end of every Iteration1. It provides stakeholders with an integrated view of new features delivered by all the teams on the Agile Release Train (ART) for the most recent iteration. The system demo serves as an objective measure of progress and offers an opportunity for feedback. It's essential for assessing the Solution's current state and for the ART to receive immediate feedback from Business Owners, sponsors, stakeholders, and customers. While the end of each Program Increment (PI) also includes a system demo, this larger event is part of the Inspect and Adapt (I&A) event and has a broader scope and audience. Therefore, the correct frequency for a system demo is after every iteration, ensuring continuous integration and feedback throughout the development process.

## Question: 81

Which statement is true about scrum?

A. It is an ideal method for static design requirements
B. It is a team-based framework
C. It is a Lean system engineering technique
D. It is a set of technical software practices

**Answer: B**

Explanation:

Scrum is indeed a team-based framework used to implement Agile development. The key characteristics of Scrum include its use of cross-functional teams, iterative development cycles called sprints, and regular reflection and adaptation sessions. It is designed to accommodate changes in requirements and encourages close collaboration between the development team and stakeholders to deliver the highest value product increments1.

In the context of SAFe, Scrum is integrated into the framework as one of the primary methods for Agile teams to manage their work. SAFe expands upon the Scrum framework by providing additional roles, events, and artifacts to support the coordination and alignment of multiple teams within an Agile Release Train (ART). This ensures that teams work together effectively towards common objectives, facilitating the delivery of large-scale solutions in an enterprise environment1.

The Release Train Engineer (RTE) plays a crucial role in this process by facilitating ART events and processes, supporting teams in delivering value, and driving relentless improvement. The RTE helps to ensure that the Scrum framework is

applied consistently across teams and that the principles of Lean and Agile are upheld within the ART1.

## Question: 82

How can a Release Train Engineer support decentralized decision making?

A. Update team Program Increment (PI) Objectives when shipping a time critical re-lease
B. Empower knowledge workers to manage their dependencies with other teams
C. Evaluate the strategy for the Value Stream
D. Change the cadence of the Agile Release Train

**Answer: B**

Explanation:
A Release Train Engineer (RTE) can support decentralized decision-making by empowering knowledge workers to manage their dependencies with other teams. This approach aligns with SAFe's Principle #9, which advocates for pushing decision-making authority down to the level of those who have the most context and information about the work being done1.
Empowerment in SAFe: SAFe encourages RTEs to empower teams to make decisions that affect their work directly. This empowerment is crucial for maintaining a fast and responsive workflow, which is essential in a Lean-Agile environment1.
Decentralized Decision-Making: Decentralizing decision-making helps to avoid delays caused by having to escalate decisions up the chain of command. It also ensures that decisions are made by those with the most relevant knowledge and context, leading to better outcomes1.
Managing Dependencies: By enabling knowledge workers to manage their dependencies, RTEs facilitate a smoother flow of value through the Agile Release Train (ART). This helps to address issues more rapidly and with greater accuracy, as the teams involved have the best understanding of the technical and organizational context1.
Role of the RTE: While the RTE does not make these decisions, they play a critical role in creating an environment where decentralized decision-making can thrive. This includes providing clear boundaries within which teams can operate autonomously and ensuring that teams have the necessary information and tools to manage their dependencies effectively1.
Continuous Improvement: Empowering teams also contributes to a culture of continuous improvement, as teams are more likely to experiment and innovate when they have the authority to make decisions that impact their work1.
In summary, by empowering knowledge workers to manage their dependencies with other teams, an RTE supports decentralized decision-making, which is a key element of the SAFe framework for achieving agility and quick response to change.

## Question: 83

The team is struggling to agree on the Story point sizing of a new User Story. The Prod-uct Owner was previously a related domain expert and feels the team is wasting time. What should she do?

A. Instruct the Scrum Master to resize the Story
B. Continue to support the team's decision on sizing
C. Suggest the team stop the sizing of the User Story and add it to the next Iteration as-is

**Answer: B**

Explanation:
In SAFe, story point sizing is a collaborative process that involves the entire Agile Team. The Product Owner, even with domain expertise, should respect the team's process and support their decision on sizing. This is because the team's estimate reflects their understanding of the work and their capacity to complete it. The Product Owner's role is to provide clarity and answer questions about the user story, not to dictate the size of the story. This approach ensures that the team remains empowered and that estimates reflect the team's perspective, leading to more accurate planning and tracking. It's important to note that the Product Owner can contribute to the discussion by sharing their expertise, but the final decision on story points should be a team consensus1.

## Question: 84

Which two items should be kept under version control? (Choose two.)

A. Test data
B. Scrum of scrum results
C. Weighted shortest job first outcomes
D. Archived User Stories
E. Configuration Items

**Answer: A, E**

Explanation:
In the context of SAFe 6.0, version control is a critical practice that supports Continuous Deployment (CD) and, by extension, the entire Continuous Delivery Pipeline (CDP). The items that should be kept under version control include:
Test data: Keeping test data under version control is essential for maintaining consistency across different environments and ensuring that tests can be reliably repeated. This is important for validating the functionality and performance of the system as changes are made over time. Configuration Items: Configuration items include all the components of the infrastructure and code that are necessary to create a consistent and repeatable deployment process. By maintaining these items under version control, teams can quickly rollback changes if needed and have a clear history of changes to the system's configuration1.
Version control is not just about tracking changes to code; it also encompasses the environments and the various elements that contribute to the deployment pipeline. This ensures that every aspect of the software delivery process is reproducible, auditable, and reversible, which is a cornerstone of Agile and DevOps practices within SAFe1.

## Question: 85

Which core competency helps foster faster lead time, faster recovery, fewer defects, and more frequent deployments?

A. Lean-Agile Leadership
B. Enterprise Solution Delivery
C. Team and Technical Agility
D. Agile Product Delivery

**Answer: D**

Explanation:

The core competency of Agile Product Delivery is pivotal in fostering faster lead time, quicker recovery from setbacks, fewer defects, and more frequent deployments within the SAFe framework. This competency focuses on delivering value through the continuous flow of valuable products and services to customers. It encompasses the principles and practices that help teams and ARTs deliver quality solutions to the market faster and more predictably. This includes the implementation of DevOps and Release on Demand, which are essential for achieving the mentioned outcomes1.

## Question: 86

During the management review and problem-solving meeting, one team raises the risk of not finishing a Feature before the end of the Program Increment (PI). How can the man-agement team help ensure they complete the Feature within the PI?

A. Use buffer resources as a guard band
B. Redefine the definition of done for Features
C. ROAM the risk appropriately
D. Negotiate a reduction in scope of the Feature

**Answer: D**

Explanation:

During the management review and problem-solving meeting in SAFe, if a team raises the risk of not finishing a Feature before the end of the Program Increment (PI), the management team can help by negotiating a reduction in the scope of the Feature. This approach allows the team to focus on delivering the most critical aspects of the Feature within the PI, ensuring that they can meet their commitments without compromising quality or overwhelming the team with unrealistic expectations. This strategy is aligned with the principle of maintaining a sustainable pace and delivering value incrementally12.

## Question: 87

What best describes what stream-aligned teams do?

A. Analyze value streams and transform them using lean-agile principles
B. Build and deliver customer value with minimal dependencies on other teams
C. Promote better flow of communications between leadership, trains and teams
D. Use process-mapping to identify and eliminate process bottlenecks

**Answer: B**

Explanation:

Stream-aligned teams are designed to be aligned with a single, valuable stream of work. They are empowered to build and deliver customer or user value as quickly, safely, and independently as possible. This approach minimizes the need for handoffs to other teams to perform parts of the work, thereby reducing dependencies and enabling faster delivery of value1.

## Question: 88

When should a Product Owner (PO) develop preliminary Iteration Goals?

A. After PI Planning
B. During PI Planning
C. Prior to iteration planning
D. During backlog refinement

**Answer: C**

Explanation:

Product Owners should develop preliminary Iteration Goals before the iteration planning session.

Here's why:

Informed Planning: Preliminary Iteration Goals give teams context and direction for their iteration planning discussions, ensuring alignment with the Product Owner's vision.

Focused Collaboration: Pre-defined goals facilitate more effective discussions between the Product Owner and teams, helping determine what can be realistically achieved within the iteration.

Reference:

Scaled Agile Framework (SAFe) Iteration Planning Article: While not explicitly stating the timeframe for creating preliminary goals, the article outlines the importance of having them as an input for the iteration planning event. https://www.scaledagileframework.com/iteration-planning/

## Question: 89

What is the recommended duration of an Iteration in SAFe?

A. Three weeks
B. Two weeks
C. Four weeks
D. Six weeks

**Answer: B**

Explanation:

The recommended duration of an Iteration in SAFe is typically two weeks. This is based on the principle that shorter iterations enable faster feedback and learning cycles, which is a core aspect of Agile methodologies. The two-week iteration cycle is common because it provides a balance between being short enough to keep the team focused and long enough to deliver a meaningful increment of value1.

Here's a step-by-step explanation of the Iteration duration in SAFe:

Standard Timebox: Each iteration is a standard, fixed-length timebox where Agile Teams deliver incremental value in the form of working, tested software and systems1.

Common Duration: While iterations can be one or two weeks long, two weeks is the most common duration in SAFe. This cadence helps teams to maintain a sustainable pace and facilitates planning, execution, review, and adjustment within a reasonable timeframe1.

Plan-Do-Check-Adjust (PDCA): Iterations follow the PDCA cycle, which includes planning the iteration, executing the work, reviewing the increment, and making necessary adjustments before proceeding to the next iteration1.

Continuous Delivery: The two-week iterations are part of a larger Program Increment (PI), which includes four two-week development iterations followed by one Innovation and Planning (IP) iteration. This structure supports continuous exploration, integration, deployment, and release of value1.

The two-week iteration is a key element of the SAFe framework, enabling teams to align on goals, execute work, and deliver value in a consistent and predictable manner1.

## Question: 90

What are personas?

A. Descriptions of actual target customers or users
B. Key end-users the Product Owner leverages for managing the backlog
C. Fictional representations of target customers or users

**Answer: C**

Explanation:

Personas in the context of SAFe 6 Release Train Engineer are fictional representations of target customers or users. They are crafted based on user research to represent a set of users who exhibit similar behaviors, goals, and motivations in relation to a product or service. Personas help the Agile Release Train (ART) and Product Management to understand and empathize with the end-users, guiding the development of features that meet their needs and enhance their experience with the product1. By using personas, teams can prioritize work items in the backlog that will deliver the most value to these representative users, ensuring that the solutions developed are aligned with user expectations and market demands.

## Question: 91

The team's draft plan review consists of which three items at the end of the first day of the Program Increment (PI) Planning event? (Choose three.)

A. Capacity and load estimates (Correct)
B. Program delivery schedule
C. Draft PI Objectives
D. Risks and impediments
E. Iteration Goals
F. Refined team backlogs

**Answer: A, C, D**

Explanation:

At the end of the first day of the Program Increment (PI) Planning event, the team's draft plan review consists of three key items:

Capacity and Load Estimates: Teams present their capacity for the upcoming PI and how much of that capacity they plan to allocate to various PI Objectives. This helps in understanding the workload and ensuring that the objectives are realistic and achievable within the given capacity1.

Draft PI Objectives: These are the tentative goals that the teams aim to achieve during the PI. They are drafted based on the team's understanding of the work and are subject to review and adjustment. The draft PI Objectives provide a preliminary view of what the teams intend to deliver and serve as a basis for discussion and feedback1.

Risks and Impediments: Identifying potential risks and impediments early on is crucial for proactive mitigation planning. Teams discuss any foreseen challenges that might impact their ability to meet the PI Objectives. This allows for collective problem-solving and support from other teams and stakeholders1.

These components are essential for setting a realistic and achievable plan for the upcoming PI. They allow for transparency and alignment among all members of the Agile Release Train (ART), ensuring that everyone has a clear understanding of the team's direction and can provide constructive feedback to refine the plan1.

## Question: 92

Which statement is true about nonfunctional requirements?

A. They stay in the Portfolio Backlog until implementation capacity is available
B. They are split into Features and acceptance criteria is established
C. They operate as constraints on the design of the system

**Answer: C**

Explanation:

Nonfunctional Requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs1. Unlike functional requirements, which specify how a system responds to specific inputs, NFRs are used to specify system qualities and attributes such as performance, scalability, security, usability, and maintainability.

NFRs and System Design: NFRs are persistent qualities and constraints that are typically revisited as part of the definition of done (DoD) for each Iteration, Program Increment (PI), or release. They influence the design and development of the system by providing guidelines on how well the system should perform certain functions1.

Influence on Backlogs: NFRs affect the backlogs of Teams, Agile Release Trains (ARTs), Solution Trains, and the Portfolio. They are not backlog items themselves but are persistent constraints that any new backlog item must consider in its acceptance criteria1.

Example of NFR as a Constraint: For instance, if there is a requirement for all products in a suite to require SAML-based single sign-on, while single sign-on is a functional requirement, the choice of

SAML (Security Assertion Markup Language) is a nonfunctional constraint. Any new feature requiring sign-on functionality must include SAML in its acceptance criteria1.

NFRs in SAFe: In the SAFe framework, NFRs are significant attributes of the solution that the ART and Value Streams create, and thus, they have a substantial impact on the work items in the backlogs. The portfolio backlog may also include NFRs, typically for cross-solution qualities like regulatory standards1.

In summary, NFRs are critical to the success of a system as they provide the necessary constraints on the design, ensuring that the system meets the required standards for quality and performance. They are not merely items to be implemented when capacity is available; they are integral to the system's architecture and must be considered throughout the development process.

## Question: 93

What are three actions to take to support a Continuous Integration (CI) culture? (Choose three.)

A. Purchase a CI tool
B. Ensure fixing a failed integration attempt is always the top priority
C. Secure senior leadership support before starting CI
D. Integrate often

E. Follow up with CI ceremonies
F. Make integration results visible

**Answer: B, D, F**

Explanation:

To support a Continuous Integration (CI) culture, it's essential to focus on practices that promote frequent integration, visibility, and prompt resolution of integration issues. The three actions that align with these principles are:

Ensure fixing a failed integration attempt is always the top priority: When an integration fails, it should be addressed immediately. This practice helps maintain the health of the CI environment and ensures that new changes are always being integrated into a stable baseline.

Integrate often: Frequent integration of code changes helps in identifying conflicts and issues early, which reduces the complexity of resolving them. It also allows for quicker feedback and more rapid iteration on the development work.

Make integration results visible: Transparency is key in a CI culture. By making integration results visible to all team members, it encourages collective ownership of the codebase and the CI process. It also allows for faster detection and resolution of integration issues.

These actions are foundational to creating a robust CI culture, which is a critical aspect of the Continuous Delivery Pipeline in SAFe. They help ensure that the system is always in a potentially deployable state, even during development, which is a core principle of Agile methodologies1.

## Question: 94

What is an example of Scrum Master servant leader behavior?

A. Keeps their opinions to themselves
B. Strives to create a conflict-free environment
C. Focuses on the day-to-day team activities
D. Uses persuasion instead of authority

**Answer: D**

Explanation:

In the SAFe framework, a Scrum Master exemplifies servant leadership by using persuasion rather than authority to lead the team. This approach aligns with the core principles of servant leadership, which emphasize serving the team, fostering collaboration, and empowering team members to self-organize and self-manage.

A Scrum Master who uses persuasion instead of authority:

Encourages the team to collaborate on solutions and respects their ability to self-manage.

Helps the team to understand the 'why' behind decisions and actions, which promotes buy-in and commitment.

Facilitates discussions that lead to consensus and shared understanding, rather than dictating terms or solutions.

Empowers team members to take ownership of their work and the processes they follow, leading to a more engaged and motivated team.

This behavior is crucial for creating a high-performing Agile team that is capable of navigating complex challenges and delivering value effectively. By focusing on persuasion, a Scrum Master supports the team's growth and development, ensuring that they are equipped to achieve their goals within the SAFe framework1.

## Question: 95

Product Management has content authority for the Program Backlog including the Vision, the Roadmap, driving the PI Objectives, and what else?

A. Establishing Features and benefit hypotheses
B. Managing risk, helping to ensure value delivery, and driving continuous improvement
C. Working with business stakeholders and Solution and System Architects to implement holistic technology across Value Streams

**Answer: A**

Explanation:
Within the SAFe framework, Product Management holds content authority over the Program Backlog. This includes defining the Vision, the Roadmap, driving the PI Objectives, and establishing Features and benefit hypotheses. The Program Backlog is a critical element that contains upcoming Features intended to address user needs and deliver business benefits for a single Agile Release Train (ART). It also includes enabler features necessary to build the Architectural Runway1. Product Management's role involves identifying, refining, prioritizing, and sequencing backlog items using Weighted Shortest Job First (WSJF) to ensure economic success1. While managing risk and driving continuous improvement are important aspects of the SAFe framework, they are not specifically cited as part of the content authority of Product Management for the Program Backlog1. Working with business stakeholders and Solution and System Architects to implement technology across Value Streams is also crucial, but it is a collaborative effort that extends beyond the sole authority of Product Management1.

## Question: 96

The Release Train Engineer ensures that Business Owners assign business value to what during Program Increment (PI) Planning?

A. Program-level PI Objectives
B. Stories
C. Features
D. Team-level PI Objectives

**Answer: D**

Explanation:

During PI Planning, the RTE works with Business Owners to ensure they assign business value scores to each team's PI Objective:
Quantifying Value: Assigning a numerical score to objectives allows for objective measurement of the value delivered at the end of the PI.
Prioritization and Decision-Making: Business value scores help teams and stakeholders understand the relative importance of objectives, informing decision-making processes.
Reference:
Scaled Agile Framework (SAFe) Program Increment and PI Planning Articles: Both articles outline the involvement of

Business Owners and the quantitative scoring of PI
Objectives. https://www.scaledagileframework.com/pi-planning/

## Question: 97

What are two benefits of having a team definition of done? (Choose two.)

A. To measure the team's capacity to load ratio
B. To increase predictability
C. To collect team performance metrics
D. To improve quality
E. To gauge team predictability

**Answer: BD**

Explanation:

A team's Definition of Done (DoD) is a critical aspect of Agile practices, ensuring that all team members have a shared understanding of what it means for work to be complete. The benefits of having a team DoD include:
To increase predictability: A clear DoD helps the team establish consistent criteria for completed work, which in turn increases the predictability of the team's output. This predictability is essential for planning and forecasting, as it allows the team and stakeholders to have a common expectation

of the work being delivered.
To improve quality: The DoD typically includes quality criteria that each increment must meet before it can be considered done. This focus on quality ensures that the work delivered meets the necessary standards, reducing the likelihood of defects and the need for rework, which contributes to the overall quality of the product1.
These benefits align with the principles of Built-In Quality within SAFe, which emphasizes the importance of quality being embedded in the workflow and outputs of Agile teams2.

## Question: 98

The Agile Release Train (ART) is near the end of the final Iteration of their first Program Increment. Integration into staging is more challenging than estimated. They add a week to the Innovation and Planning (IP) Iteration for integration and testing. Why is this a bad idea?

A. Overall train velocity goes up and the time-to-market goes down
B. It substantially decreases the predictability of the Solution Intent
C. It reduces the overall predictability established through cadence and synchroniza-tion
D. It decreases job satisfaction by removing autonomy and purpose

**Answer: C**

Explanation:
Extending the Innovation and Planning (IP) Iteration for additional integration and testing is a bad idea because it disrupts the established cadence and synchronization of the Agile Release Train (ART), which are fundamental to its predictability and efficiency. The SAFe framework emphasizes the importance of maintaining a regular, predictable schedule for iterations and Program Increments (PIs). This regular cadence helps manage the complexity of development and provides a rhythm for the teams to follow1.

Adding time to the IP Iteration for integration and testing could lead to several negative outcomes: Disruption of Cadence: The ART relies on a set rhythm for iterations and PIs. Changing this rhythm can cause confusion and misalignment among teams.

Impact on Predictability: Predictability in SAFe is achieved through estimation and adherence to iteration lengths. Extending an iteration can skew velocity and estimation metrics, making future planning less reliable.

Reduced Efficiency: The IP Iteration is designed to provide a buffer for meeting PI objectives and to allow time for innovation, learning, and Inspect & Adapt events. Using this time for additional work can reduce the effectiveness of these activities.

Therefore, while it might seem beneficial to extend the IP Iteration to address immediate integration challenges, doing so can undermine the long-term health and performance of the ART by reducing the predictability that comes from consistent cadence and synchronization1.

## Question: 99

Why should an RTE ensure that the SAFe principles are applied appropriately?

A. To ensure that the SAFe House of Lean is reflected in standard operating proce-dure
B. To build an understanding of why the lean-agile practices work
C. To make sure that no modifications are made by the adopters of SAFe D. To maintain a central control of key decision-making

**Answer: B**

Explanation:

The Release Train Engineer (RTE) should ensure that the SAFe principles are applied appropriately to build an understanding of why the lean-agile practices work. This is crucial because the RTE acts as a servant leader and coach for the Agile Release Train (ART), facilitating ART events and processes, and supporting teams in delivering value. By applying SAFe principles correctly, the RTE helps the team understand the rationale behind lean-agile practices, which in turn fosters a culture of continuous improvement and promotes the adoption of these practices across the organization1.

Here's a detailed explanation:

Understanding Lean-Agile Mindset: The RTE helps the team understand the Lean-Agile mindset, which is fundamental to the successful implementation of SAFe. This mindset emphasizes respect for people and culture, flow, innovation, and relentless improvement1.

Facilitating Lean-Agile Principles: The RTE facilitates the application of Lean-Agile principles, such as taking an economic view, applying systems thinking, assuming variability, building incrementally with fast, integrated learning cycles, and basing milestones on objective evaluation of working systems1. Coaching and Leadership: As a coach and leader, the RTE guides the ART in understanding and applying these principles, which helps in driving the successful execution of ART events and delivery of value1.

Relentless Improvement: By ensuring that SAFe principles are applied appropriately, the RTE drives relentless improvement within the ART, which is a core aspect of the SAFe House of Lean1.

The other options (A, C, D) do not directly address the fundamental reason for applying SAFe principles, which is to build a deep understanding of lean-agile practices and to ensure their effective implementation for the benefit of the ART and the wider organization1.

## Question: 100

Which two behaviors should a Scrum Master represent as a coach? (Choose two.)

A. Provide subject matter expertise
B. Lay out the team's plan for the iteration
C. Encourage the team to learn from their mistakes
D. Set long-term goals for the team
E. Focus on deadlines and technical options

**Answer: C, D**

Explanation:
In the SAFe framework, a Scrum Master's role as a coach is to support and enable the team to improve their processes and work. The two behaviors that a Scrum Master should represent as a coach are:
Encourage the team to learn from their mistakes (Option C): A Scrum Master should foster a culture of continuous learning and improvement within the team. By encouraging team members to reflect on their mistakes, learn from them, and apply those learnings to future work, the Scrum Master helps the team to grow and improve1.
Set long-term goals for the team (Option D): While the Scrum Master does not dictate the team's plan, they play a crucial role in helping the team to set and strive for long-term goals. These goals align with the team's mission and the broader objectives of the organization, providing direction and motivation1.
These behaviors are essential for a Scrum Master to effectively coach their team, guiding them towards self-organization, enhanced performance, and the achievement of their goals within the SAFe framework.

## Question: 101

When is one time a Scrum Master may be a participant rather than a facilitator?

A. If the entire team is present during the daily stand-up
B. During team breakout sessions at Pl Planning
C. When using ad hoc teams for Inspect and Adapt
D. When the Agile Release Train does not require any team coordination

**Answer: C**

Explanation:

A Scrum Master may be a participant rather than a facilitator when using ad hoc teams for Inspect and Adapt. In such situations, the Scrum Master might contribute directly to the activities and discussions, leveraging their expertise and insights to aid the ad hoc team's efforts in inspecting and adapting their processes and work products.

## Question: 102

Which behavior exemplifies servant leadership?

A. Creating an environment of mutual influence
B. Protecting the teams and train from negative reviews

C. Ensuring appropriate justice is served if things go wrong
D. Looking out for the interests of customers and stakeholders

**Answer: A**

Explanation:
The Release Train Engineer (RTE) role within the SAFe framework is designed to act as a servant leader. This is exemplified by their responsibility to listen and support teams in problem identification and decision-making, create an environment of mutual influence, understand and empathize with others, and encourage and support the personal development of each individual and the development of teams1. These actions are characteristic of servant leadership and align with the option A provided in your question.

## Question: 103

In what way is a value stream map different from a process flow?

A. A value stream map uncovers local problems in functional organizations
B. A value stream map measures the flow of value and identifies bottlenecks for improvement
C. A value stream map is used to define Solution Context
D. A value stream map can be operational or developmental; process flows are only operational

**Answer: B**

Explanation:
A value stream map is a lean-management method used for analyzing the current state and designing a future state for the series of events that take a product or service from its beginning through to the customer. It differs from a process flow in several ways:
Focus on Value: A value stream map specifically measures the flow of value through a process, from start to finish. It identifies every step in a process and categorizes them into value-adding and nonvalue-adding activities1.
Identification of Waste: It goes beyond just mapping the steps by also identifying and quantifying waste in the process. This includes any activity that consumes resources but does not add value to the product or service1.
Bottlenecks and Improvements: The map is used to pinpoint bottlenecks and areas for improvement, which can lead to more efficient processes and reduced lead times2.
Operational and Developmental: While process flows are typically operational, showing the sequence of steps for a particular operation, value stream maps can be both operational and developmental. They can map out the flow for developing new products or services, not just the operation of existing ones1.
Solution Context: Although a value stream map can be used to define the Solution Context, which is the environment that influences the development of a solution, this is not what primarily differentiates it from a process flow2.
In summary, a value stream map is a more comprehensive tool than a process flow chart because it not only maps out the steps but also focuses on improving the flow of value by identifying and eliminating waste.

## Question: 104

Which two key skills does a Release Train Engineer bring to economic prioritization? (Choose two.)

A. Do research and data collection for cost of delay factors
B. Determine job size by surveying Scrum Masters of impacted teams
C. Facilitate stakeholder collaboration
D. Coordinate Lean Portfolio Management by providing feedback for cost of delay factors

E. Understand and facilitate weighted shortest job first

**Answer: C, E**

Explanation:
The Release Train Engineer (RTE) plays a crucial role in facilitating economic prioritization within the SAFe framework. Two key skills that an RTE brings to this process are:

C . Facilitate stakeholder collaboration: The RTE is responsible for facilitating collaboration among stakeholders. This includes aligning teams to a shared mission and vision, which is essential for economic prioritization. By fostering an environment where stakeholders can work together effectively, the RTE helps ensure that decisions are made that align with the economic goals of the organization1.

E . Understand and facilitate weighted shortest job first (WSJF): Understanding and facilitating WSJF is another critical skill for an RTE. WSJF is a prioritization model used to sequence jobs (e.g., Features, Capabilities) to produce the maximum economic benefit. It requires calculating the Cost of Delay and job size and then combining these two to prioritize jobs. An RTE must be adept at guiding the process of WSJF to help the organization prioritize work that delivers the highest economic value2.

These skills are integral to the RTE's role in driving economic outcomes and aligning team efforts with the broader strategic goals of the organization as outlined in the SAFe framework.

## Question: 105

When is the Inspect and Adapt event held?

A. At the end of every Iteration
B. At the end of the Program Increment (PI)
C. After the System Demo
D. During the Program Increment (PI)

**Answer: B**

Explanation:
The Inspect and Adapt (I&A) event is a significant event in the SAFe framework that is held at the end of each Program Increment (PI). The purpose of this event is to demonstrate and evaluate the current state of the Solution, where teams reflect on their progress and identify improvement backlog items through a structured problem-solving workshop. This aligns with the Agile Manifesto's emphasis on continuous improvement and SAFe's Core Value of relentless improvement. The I&A event includes all ART stakeholders and results in improvement backlog items that are added to the ART Backlog for the next PI Planning event. This ensures that every Agile Release Train (ART) improves with every PI

## Question: 106

Which two roles should facilitate an ART sync? (Choose two.)

A. Epic Owner
B. Product Management
C. Product Owner
D. Release Train Engineer
E. Scrum Master

**Answer: D E**

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART), who facilitates ART events and processes, and supports teams in delivering value. The RTE's responsibilities include facilitating Program Increment (PI) planning, where they play a vital role in the success of the event, helping the ART prepare for PI planning, and facilitating the PI planning event itself1.

The Scrum Master also plays a crucial role in facilitating ART syncs. As part of their responsibilities, Scrum Masters help their Agile teams work together effectively, and they also participate in ART events, including the ART sync2. This collaboration ensures that the teams on the ART are aligned and can address any impediments or issues that may arise.

In summary, the Release Train Engineer and the Scrum Master are the two roles that should facilitate an ART sync, as they both have responsibilities that directly involve the coordination and facilitation of ART activities.

## Question: 107

During Program Increment (PI) execution, the System Team is unclear about how to test some of the larger Features. What should a Release Train Engineer do?

A. Allow the problem to reach a critical point knowing that a minor failure is a tech-nique for learning
B. Encourage the System Team and Product Management to meet and collaborate on a solution
C. Escalate the problem to senior management to get the required action
D. Direct Product Management to define the use cases for the Features

**Answer: B**

Explanation:

The Release Train Engineer (RTE) is a servant leader whose responsibilities include facilitating ART events and processes, and supporting teams in delivering value. They help manage risks, escalate impediments, and drive relentless improvement1.

During Program Increment (PI) execution, when the System Team is unclear about how to test some of the larger Features, the RTE should encourage collaboration between the System Team and Product Management. This is because the RTE's role is to facilitate problem-solving by bringing together the necessary parties to find solutions, rather than allowing problems to escalate or directing others to solve them1.

The RTE's approach to this situation would typically involve:

Identifying the Impediment: Recognizing that the System Team's uncertainty about testing is an impediment to progress.

Facilitating Collaboration: Arranging a meeting between the System Team and Product Management to discuss and resolve the testing challenges.

Encouraging Problem-Solving: Guiding the discussion to ensure that it is focused on finding practical solutions for testing the Features.

Supporting Implementation: Once a solution is agreed upon, the RTE would assist in implementing the solution and ensuring that it is effectively integrated into the PI execution process.

This approach aligns with the RTE's responsibility to facilitate processes and support teams, ensuring that value is delivered and continuous improvement is achieved within the ART1.

## Question: 108

What are two ways program risks can be categorized? (Choose two.)

A. Identified
B. Explained
C. Deferred
D. Resolved
E. Owned

**Answer: C E**

Explanation:

Program risks can be categorized based on whether they are Deferred or Owned. A deferred risk is one that has been identified but is not being actively addressed at the moment, possibly due to prioritization of other risks or resource constraints. An owned risk is one that has been assigned to an individual or team who is responsible for managing and mitigating the risk. This categorization helps in tracking and accountability within the SAFe framework.

## Question: 109

Which two actions must the Release Train Engineer (RTE) take when facilitating the Pro-gram Increment (PI) Planning event? (Choose two.)

A. Prioritize the Features
B. Distribute the PI Planning agenda to the Agile Teams
C. Purchase sugary snacks
D. Ensure the facilities are set up appropriately
E. Wear the RTE visor

**Answer: B, D**

Explanation:

Program risks can be categorized based on whether they are Deferred or Owned. A deferred risk is one that has been identified but is not being actively addressed at the moment, possibly due to prioritization of other risks or resource constraints. An owned risk is one that has been assigned to an individual or team who is responsible for managing and mitigating the risk. This categorization helps in tracking and accountability within the SAFe framework.

## Question: 110

Which SAFe Core Competency requires exemplifying the principles and values of lean-agile?

A. Continuous Learning Culture
B. Agile Product Delivery
C. Organizational Agility
D. Lean-Agile Leadership

**Answer: D**

Explanation:

The Lean-Agile Leadership competency is fundamental to the success of the SAFe framework. It emphasizes that those in positions of authority must lead by example, embodying the principles and values of Lean and Agile. According to the SAFe Core Values page, leaders are expected to exemplify these values in their actions and decisions1. This competency is crucial as it inspires the adoption of Agile practices throughout the organization2. By demonstrating Lean-Agile principles, leaders create an environment that fosters an Agile way of working, thereby driving the cultural and behavioral changes necessary for a successful Lean-Agile transformation12.

## Question: 111

Why do teams have an Iteration retrospective?

A. To identify acceptance criteria
B. To adjust and identify ways to improve
C. To evaluate Metrics
D. To iterate on Stories

**Answer: B**

Explanation:

The Iteration Retrospective is a regular event where Agile teams reflect on the completed iteration to derive new ideas and identify ways to improve their process. This reflection is aligned with the concept of relentless improvement, which is a core value of SAFe. The retrospective aims to uncover what worked well, what did not, and what the team can do better in the next iteration1.

During the Iteration Retrospective, teams discuss the results of the iteration, review their practices, and create improvement stories for the next iteration. Inputs to this event may include iteration goals, the team's increment, a list of improvement stories identified, and the actions taken since the last retrospective, as well as a collection of agreed-to iteration metrics. The outputs of a successful Iteration Retrospective include the creation of a few improvement stories and an updated Team Backlog1.

The process involves the entire team, facilitated by the Scrum Master/Team Coach, who introduces the goals, agenda, and format of the retrospective. The team then reviews and discusses the metrics they have agreed upon and determines any actions to take. Team members may write their thoughts on a flip chart or a digital tool designated for the retrospective. Popular formats for qualitative feedback include individual note-taking, appreciation notes, conceptual words, rating scales, and simple open discussions recorded under headings of what went well, what did not, and what to do better next time

## Question: 112

Who commits to the Iteration goals at the end of Iteration planning?

A. The Solution Owner
B. The Scrum Master
C. The team
D. The Product Owner

**Answer: C**

Explanation:
Iteration goals are a high-level summary of the business and technical goals that the Agile Team agrees to accomplish in an Iteration. As described in the Iteration Planning article on the SAFe website, the planning process produces a set of committed iteration goals. These goals are agreed upon by the Agile Team, which aligns team members to a common purpose and aligns teams to common Program Increment (PI) Objectives. It is the Agile Team that commits to the iteration goals, providing transparency and management information, and ensuring alignment and the ability to make necessary adjustments during the execution of the Planning Interval1.

## Question: 113

Who are two key collaborators with the RTE to support the ART? (Choose two)

A. Release Management
B. System Architects/Engineers
C. Product Owners
D. Scrum Masters
E. Product Management

**Answer: B, E**

Explanation:
According to the SAFe 6 Release Train Engineer documentation, the Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). The RTE's role involves facilitating ART events and processes, assisting teams in delivering value, communicating with stakeholders, escalating impediments, managing risk, and driving relentless improvement.
Key collaborators with the RTE include:
System Architects/Engineers1: They collaborate with the RTE to ensure that the architectural vision and technical aspects are integrated into the ART's work, supporting the teams in delivering a solution that is technically robust and aligns with the organization's strategic goals.
Product Management1: They work closely with the RTE to align the ART with the product vision and roadmap, ensuring that the features developed by the teams contribute to the overall strategy and deliver value to the customers.
These roles are essential for the effective functioning of the ART, providing the necessary technical guidance and strategic alignment to support the RTE in leading the ART towards successful delivery.

## Question: 114

In the SAFe work item hierarchy, Features are decomposed into what?

A. Stories
B. Sub-Tasks
C. Tasks
D. Capabilities

**Answer: A**

Explanation:
In the SAFe work item hierarchy, Features are indeed decomposed into Stories. This is supported by the information

found in the SAFe Requirements Model, which outlines that a Feature is described by a phrase, benefit hypothesis, and acceptance criteria, while a Story is elaborated by a user-voice statement and acceptance criteria. These artifacts replace the traditional system and requirements specifications with new paradigms based on Lean-Agile development. Stories are the primary artifact used to define system behavior in Agile and are short, simple descriptions of functionality told from the user's perspective and written in their language. Each implements a small, vertical slice of system behavior. The detailed implementation work is expressed through stories, which comprise the Team Backlog12.

## Question: 115

Which core competency best describes the critical skills of Scrum, Kanban, and the Built-in Quality practices that are needed to manage the flow of value?

A. Lean Portfolio Management
B. Enterprise Solution Delivery
C. Agile Product Delivery
D. Team and Technical Agility

**Answer: D**

Explanation:
The core competency that best describes the critical skills of Scrum, Kanban, and the Built-in Quality practices needed to manage the flow of value is Team and Technical Agility. This competency is essential for teams to deliver high-quality solutions quickly and efficiently. It encompasses the principles and practices that teams use to organize and execute their work, including Scrum and Kanban, which are Agile methodologies for managing tasks and workflows. Additionally, Built-in Quality practices ensure that each increment of development is of high quality, reducing defects and increasing the value delivered to customers. By mastering Team and Technical Agility, teams can better manage the flow of value through continuous delivery and a commitment to technical excellence1.

## Question: 116

Which role should the Release Train Engineer play related to a hackathon event?

A. Ensure the teams have allocated story points in the Innovation and Planning Itera-tion during the Program Increment to account for the effort
B. Get approval for work to be done in the hackathon
C. Allow the teams as much flexibility as possible to promote innovation
D. Work with development leaders to make sure they give clear and detailed guid-ance to the developers on what is expected

**Answer: C**

Explanation:
The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). One of the key responsibilities of the RTE is to facilitate ART events and processes and assist the teams in delivering value. In the context of a hackathon event, the RTE should play a role that aligns with this responsibility by allowing the teams as much flexibility as possible to promote innovation1.

This approach is consistent with the principles of the Scaled Agile Framework (SAFe), which emphasizes fostering an environment of innovation and exploration. Hackathons are typically events that encourage creativity and out-of-the-box thinking, and the RTE's role is to support this by not imposing strict guidelines or seeking approvals for the work to be done during the hackathon. Instead, the RTE should ensure that the teams have the freedom to explore innovative solutions without being constrained by detailed guidance or pre-approved plans.
By promoting flexibility, the RTE helps to create an environment where teams can experiment and learn rapidly, which is essential for innovation. This is in line with the SAFe principle of fostering a culture of relentless improvement and a Lean-Agile mindset1.

## Question: 117

How can a Release Train Engineer help unlock intrinsic motivation?

A. Give tough feedback supportively and be willing to be more vulnerable
B. Establish good incentives for aligning with the enterprise's goals
C. Emphasize participation from senior leadership to expedite decisions
D. Practice healthy conflict resolution between teams and team members

**Answer: A**

Explanation:
To unlock intrinsic motivation, a Release Train Engineer (RTE) can:
Foster an Empowering Environment: Encourage knowledge workers to develop innovative and creative solutions by fostering an empowering and supportive work environment1.
Understand the Role of Compensation: Recognize that compensation is not the primary motivator for knowledge workers. Instead, focus on intellectual freedom and self-actualization1.
Leverage Autonomy, Mastery, and Purpose: Support the development of autonomy, mastery, and purpose among team members to enhance their intrinsic motivation1.
Encourage Participation and Learning: Facilitate communication across functional boundaries, fast feedback, continuous learning, and a fulfilling solution development process1.
Practice Healthy Conflict Resolution: While not directly mentioned in the context of intrinsic motivation, practicing healthy conflict resolution can contribute to a positive work environment, which indirectly supports intrinsic motivation1.
By implementing these steps, an RTE can help team members find joy and satisfaction in their work, which is the essence of intrinsic motivation.

## Question: 118

When should Agile Teams make time for innovation?

A. Continuously throughout the Program Increment
B. When there are Enabler Stories in the Backlog
C. At a consistent time each day during the Iteration

**Answer: A**

Explanation:
According to the SAFe framework, Agile Teams should allocate time for innovation continuously throughout the Program Increment. This is facilitated through the Innovation and Planning (IP) Iteration, which is a dedicated iteration

that occurs every Program Increment (PI). It provides an estimating buffer for meeting PI Objectives and dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events1.
The IP Iteration serves as a regular, cadence-based opportunity for teams to engage in innovation and learning activities that are difficult to fit into a continuous, incremental value delivery pattern. This iteration allows for activities such as hackathons, where individuals can work on innovative ideas outside the usual constraints of their regular backlog and team construct. The outcomes from these hackathons often make their way into the ART Backlogs, driving innovations that benefit the business1.
Furthermore, dedicating time to PI events during the IP Iteration ensures that the velocity of regular iterations is not reduced. This approach also enhances the predictability of PI performance and provides a buffer for meeting PI objectives1.

## Question: 119

Which SAFe Principle is being applied when a Release Train Engineer treats Suppliers as partners?

A. Build incrementally with fast, integrated learning cycles
B. Assume variability; preserve options
C. Decentralize decision-making
D. Apply systems thinking

**Answer: D**

Explanation:
The SAFe principle of 'Apply systems thinking' is the one being applied when a Release Train Engineer treats Suppliers as partners. This principle is about understanding the larger context of the work and how all parts of the system interrelate. In SAFe, suppliers are considered to be part of the solution train and are critical to the delivery of value. The framework emphasizes that for organizations to achieve mutual benefits, close collaboration and trust are required with suppliers. This involves deeply involving them in the solution's definition and building activities, and working with them to help adopt Lean-Agile Mindsets and practices for the economic benefit of both

parties1. Treating suppliers as partners is a strategic approach that aligns with systems thinking by recognizing the importance of every element in the value stream and fostering an environment of collaboration and mutual growth.

## Question: 120

Product Management is expected to collaborate in planning the amount of upcoming En-abler work by establishing what?

A. Completed Epic acceptance criteria
B. Capacity allocation
C. Team Backlog prioritization

**Answer: B**

Explanation:
Product Management is responsible for defining and supporting the building of desirable, feasible, viable, and

sustainable products that meet customer needs over the product-market lifecycle. To do this effectively in a SAFe environment, they must collaborate with various stakeholders to determine the capacity allocation for upcoming Enabler work.

Enabler work refers to the activities that support the development of business features, such as exploration, architecture, infrastructure, and compliance. These are necessary to advance the Solution and build its architectural runway. The capacity allocation for Enabler work is a collaborative effort between Product Management, System Architects/Engineering, and other stakeholders. This ensures that sufficient capacity is allocated for both feature and enabler work, balancing the need to address technical debt, architectural advancements, and other necessary activities that enable future delivery of value.

The SAFe framework suggests a 'capacity allocation' approach where a certain percentage of the team's capacity is allocated to Enabler work. This is not a fixed number but rather a guideline to ensure that teams invest in necessary work that may not directly deliver new customer features but is essential for the long-term health and adaptability of the product. By establishing a capacity allocation for Enabler work, Product Management ensures that there is a balance between delivering new features and maintaining the technical quality and flexibility of the product to adapt to future changes. This approach helps in managing the investment in Enabler work and ensures that it is not overlooked in the pursuit of immediate feature delivery.

## Question: 121

What action does a Release Train Engineer take prior to an upcoming Program Incre-ment (PI) Planning meeting?

A. Provide approval and sign-off for draft Team Backlogs

B. Allocate time in the scrum of scrums meeting for Product Management to social-ize with the teams the Features for the upcoming PI

C. Facilitate Product Management and other stakeholders in prioritization of the Pro-gram Backlog D. Ensure that at least 30% of the Program Backlog is allocated to Enabler Features

**Answer: C**

Explanation:

The Release Train Engineer (RTE) plays a crucial role in preparing for the Program Increment (PI) Planning meeting. One of the key actions the RTE takes is to facilitate Product Management and other stakeholders in the prioritization of the Program Backlog1. This is essential to ensure that the most valuable and highest priority work items are clearly understood and ready to be addressed during the PI Planning.

The RTE helps ensure planning readiness in three primary areas:

Strategic alignment and organizational readiness for planning, which includes the planning scope and context.

Leadership and team preparedness for the event, ensuring that content is ready for discussion and planning.

Logistics management for the event, which may involve facility arrangements or technology and tooling for remote events.

Furthermore, the RTE fosters a Continuous Exploration process that drives the synthesis of a Vision, a Roadmap, and Backlogs, and through Pre- and Post-PI Planning events2. By doing so, the RTE ensures that the Program Backlog is refined and prioritized, reflecting the most current understanding of the best way to deliver value through the upcoming PI. This preparation is critical for a successful PI Planning event, where teams will align on the Program Backlog to create their Iteration plans and objectives for the upcoming PI1.

## Question: 122

What are the three key items communicated on the Program Board? (Choose three.)

A. Feature delivery dates
B. PI Objectives
C. Program risks
D. Milestones
E. Dependencies between teams
F. Team velocity

**Answer: A, D, E**

Explanation:
The Program Board is a visual summary of the Program Increment (PI) planning outputs and is used to communicate key aspects of the plan to stakeholders. According to the SAFe framework, the three key items communicated on the Program Board are:
Feature delivery dates: These indicate when features are planned to be delivered within the PI. Milestones: These are significant events or achievements that are critical to the program's progress and are used to track alignment and progress toward the PI objectives.
Dependencies between teams: These show the relationships and interdependencies between different teams that need to be managed and coordinated to ensure smooth delivery of features. These items are essential for creating transparency and alignment across teams and stakeholders, helping to manage risks, and facilitating the resolution of dependencies1. The Program Board helps in visualizing the work and aids in the coordination of the ART's efforts during the PI2.

## Question: 123

An Agile Release Train (ART) is frequently discovering compatibility issues between the developed Solution and the Enterprise information architecture. What can the Release Train Engineer do to prevent this from occurring?

A. Develop more detailed Feature definitions
B. Add data Architects onto the ART
C. Confirm attendance of architectural representatives at Program Increment (PI) Planning
D. Conduct the entire data architecture design upfront

**Answer: C**

Explanation:
To prevent compatibility issues between the developed Solution and the Enterprise information architecture, the Release Train Engineer (RTE) can take proactive steps during the Program Increment (PI) Planning phase.
One effective approach is to ensure that architectural representatives are present at PI Planning meetings. This allows for early detection and resolution of potential compatibility issues, as these representatives can provide valuable insights into the Enterprise information architecture and how the developed Solution should align with it.
By confirming the attendance of architectural representatives, the RTE facilitates direct communication between the development teams and the architects. This collaboration is crucial for aligning the ART's work with the broader architectural standards and requirements, thereby reducing the likelihood of encountering compatibility issues later in the development process.
This strategy aligns with the SAFe principle of fostering collaboration and alignment across various roles within the ART to ensure a smooth and efficient workflow that adheres to the organization's technical and strategic objectives1.

## Question: 124

When planning for a distributed Program Increment (PI) Planning event with a large dif-ference in time zones, what are two key preparation and facilitation focus areas for a Re-lease Train Engineer (RTE)? (Choose two.)

A. Share the outcomes of preparation meetings with local Scrum Masters so they can arrange local rooms
B. Have a single RTE and technical support person that acts as a central point of communication for all locations
C. Adjust the PI agenda to 2.5 – 3 days, allowing for overlapping hours
D. Split up the PI Planning event per time zone and then have the final plan review, confidence vote, and planning retrospective as one centralized meeting
E. Arrange and test presentation audio and video connectivity in all locations

**Answer: C, E**

Explanation:

When planning for a distributed Program Increment (PI) Planning event with a significant difference in time zones, a Release Train Engineer (RTE) should focus on adjusting the PI agenda to accommodate overlapping hours and ensuring robust audio and video connectivity across all locations.

Adjusting the PI agenda to 2.5 – 3 days allows for overlapping hours where all participants can engage synchronously, which is crucial for collaboration and alignment1. This adjustment ensures that teams across different time zones can contribute effectively without being excluded due to their local time.

Ensuring that presentation audio and video connectivity is arranged and tested in all locations is essential for a distributed PI Planning event1. This preparation is vital to avoid technical issues that could disrupt the communication and collaboration necessary for successful PI Planning. It's important to have reliable technology and infrastructure that supports the different planning activities, including tooling to facilitate remote interaction1.

These focus areas are critical for the RTE to prepare and facilitate a distributed PI Planning event effectively, ensuring that all teams, regardless of their location, can participate fully and contribute to the planning process.

## Question: 125

Why would a Release Train Engineer use an Iteration and Program Increment Calendar?

A. To know the cycle time between important team and train events
B. To ensure that key ceremonies don't conflict with non-SAFe ceremonies
C. To create a BVIR of the important team and ART milestones
D. To visualize the Agile Release Train's cadence and synchronization

**Answer: D**

Explanation:

A Release Train Engineer (RTE) uses an Iteration and Program Increment (PI) Calendar to visualize the Agile Release Train's cadence and synchronization. This calendar is a critical tool in SAFe for planning and tracking the events and milestones of a PI. It helps in aligning the team with the ART's schedule, ensuring that all teams are working in sync and that key events such as PI Planning, Iterations, and Inspect and Adapt sessions are conducted at regular intervals. The calendar serves as a visual aid to manage the flow of value through the ART by providing a clear view of the PI timebox, which typically includes four development Iterations followed by one Innovation and Planning (IP) Iteration1. By using this calendar, the RTE can facilitate a smooth and coordinated execution of the PI, which is

essential for achieving the goals set out in the PI Objectives23.

## Question: 126

What is a key characteristic lean-agile leaders need to have when implementing SAFe?

A. Ensuring compliance with process standards
B. Understanding and exhibiting the values, principles and practices
C. Emphasizing the enterprise objectives and KPIs
D. Keeping roadmaps to no more than a single PI

**Answer: B**

Explanation:
Lean-Agile leaders are essential for the successful implementation of the Scaled Agile Framework (SAFe). A key characteristic they need to have is the understanding and exhibition of SAFe's values, principles, and practices1.
Lean-Agile leadership involves driving and sustaining organizational change and operational excellence by empowering individuals and teams to reach their highest potential. Leaders achieve this by leading by example; learning and modeling SAFe's Lean-Agile mindset, values, principles, and practices; and leading the change to a new way of working1.
The Lean-Agile Leadership competency is one of the seven core competencies of Business Agility, which is essential to achieving Business Agility. Leaders are responsible for the adoption, success, and ongoing improvement of Lean-Agile development. They have the authority to change and continuously improve the systems that govern how work is performed. Moreover, they create an environment that encourages high-performing Agile teams to flourish and produce value1.
In summary, Lean-Agile leaders must internalize and model leaner ways of thinking and operating so that team members will learn from their example, coaching, and encouragement. This is more than just supporting the transformation; it's about actively leading the change and guiding the activities necessary to understand and continuously optimize the flow of value through the enterprise1.

## Question: 127

What might an RTE do to embrace relentless improvement and a growth mindset as an individual?

A. Establish personal KPIs to be able to quantify progress
B. Identify personal challenges and create personal actions to be taken
C. Use personal gemba to find useful improvements
D. Frequently execute the SAFe individual self-assessment

**Answer: B**

Explanation:
To embrace relentless improvement and a growth mindset as an individual, an RTE might:
Identify Personal Challenges: Recognize areas of personal development and challenges that need attention1.
Create Personal Actions: Develop a plan of action to address these challenges and improve upon them1.
Engage in Continuous Learning: Commit to lifelong learning and continuously seek opportunities to grow both personally and professionally1.
Foster a Culture of Feedback: Seek and provide feedback regularly to continue the journey of personal and

professional development1.

Coach with Powerful Questions: Use coaching techniques such as powerful questioning to facilitate self-discovery and growth1.

By focusing on these areas, an RTE can maintain a growth mindset and continuously strive for personal and professional improvement.

## Question: 128

What can occur as a result of not having an Innovation and Planning Iteration?

A. Delivery can be stifled incrementally
B. Bottlenecks can be hard to identify and resolve
C. Technical debt can grow uncontrollably
D. Teams can have no time for fixing bugs

**Answer: C**

Explanation:

The absence of an Innovation and Planning (IP) Iteration in the SAFe framework can lead to several negative outcomes, one of which is the uncontrollable growth of technical debt. The IP Iteration is designed to provide a buffer for meeting Program Increment (PI) objectives and dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events1.

Without this iteration, teams are continuously focused on feature delivery, which can lead to the neglect of necessary refactoring and maintenance activities. This intense focus on delivery can overshadow the need for innovation and addressing technical debt. As a result, technical debt can accumulate as teams push forward with new features without addressing underlying issues1. The IP Iteration also serves as a time for teams to engage in activities that are difficult to fit into a continuous, incremental value delivery pattern, such as hackathons, where individuals can work on innovative ideas outside the usual constraints of their regular backlog and team construct. The outcomes from these activities often make their way into the Agile Release Train (ART) Backlogs, driving innovations that benefit the business1.

Moreover, dedicating time to PI events during the IP Iteration ensures that the velocity of regular iterations is not reduced, which enhances the predictability of PI performance and provides a buffer for meeting PI objectives1. Without the IP Iteration, the relentless pressure for delivery can lead to burnout, reduced employee engagement, and a lack of agility and resilience, which further contributes to the growth of technical debt1.

## Question: 129

Which statement is true about the retrospective and problem-solving part of the Inspect and Adapt workshop?

A. Key Agile Release Train stakeholders, including Business Owners, Customers, and management can participate along with the teams
B. The Release Train Engineer gathers the list of problems to be solved during the fi-nal scrum of scrums of the Program Increment (PI)
C. Encourage teams to sit together during the retrospective portion to ensure an ef-fective outcome D. The improvement backlog items resulting from the problem-solving workshop should be items that only leadership can address

**Answer: A**

Explanation:
The true statement about the retrospective and problem-solving part of the Inspect and Adapt (I&A) workshop is that key Agile Release Train (ART) stakeholders, including Business Owners, Customers, and management, can participate along with the teams. This is supported by the SAFe framework which states that all ART stakeholders participate along with the Agile Teams in the I&A event1. The purpose of this inclusive approach is to ensure that a broad perspective is considered when reflecting on the past Program Increment (PI) and identifying areas for improvement. By involving a diverse group of participants, the retrospective and problem-solving workshop can benefit from different viewpoints, leading to a more comprehensive set of improvement backlog items that go into the ART Backlog for the next PI Planning event1. This collaborative effort helps to drive continuous improvement and aligns with the SAFe principle of relentless improvement.

## Question: 130

Communicating the Vision to the Agile Release Train during Program Increment Planning supports which SAFe Core Value?

A. Transparency
B. Program Execution
C. Alignment

**Answer: C**

Explanation:
Communicating the Vision to the Agile Release Train (ART) during Program Increment (PI) Planning is a fundamental activity within the SAFe framework that supports the Core Value of Alignment. Alignment is one of the four Core Values of SAFe and is essential for ensuring that all members of an organization are moving in the same direction towards a common goal. In the context of ART, the Vision provides a clear and inspiring future state that the teams on the train are working towards. It serves as a guidepost for decision-making and prioritization throughout the PI.
During PI Planning, the Vision is communicated to provide the teams with the context they need to align their work with the strategic objectives of the organization. This includes understanding the customer needs, the competitive environment, and the technological landscape. By having a shared Vision, teams can align their backlogs, architectural runway, and delivery schedules to effectively contribute to the larger goals of the organization.
The process of communicating the Vision during PI Planning typically involves the following steps: Preparation: Before the PI Planning event, Product and Solution Management work together to refine the Vision, ensuring it is clear, achievable, and aligned with the strategic themes and portfolio direction.
Presentation: At the beginning of the PI Planning event, the Vision is presented to all members of the ART. This often includes the Business Owners, who provide the business context and highlight the importance of the Vision in achieving business outcomes.
Collaboration: Teams on the ART then collaborate to break down the Vision into Features and Enablers, which are then prioritized and planned for implementation during the PI.
Commitment: Teams commit to a set of PI Objectives that are directly linked to the Vision, ensuring that every team's work contributes to the advancement of the shared goals.
By communicating the Vision during PI Planning, SAFe ensures that everyone on the ART understands the 'why' behind their work, fostering a sense of purpose and direction. This alignment is critical for the ART to operate effectively and deliver value consistently, making it a core aspect of the SAFe framework1.

## Question: 131

Which responsibility belongs to the Product Owner?

A. Testing Features
B. Assigning Pl Objectives
C. Prioritizing the Team Backlog

**Answer: C**

Explanation:

The Product Owner (PO) is a key role within the Agile team, primarily responsible for maximizing the value delivered by the team. This is achieved by ensuring that the Team Backlog is aligned with customer and stakeholder needs.

The PO's responsibilities include:

Defining and prioritizing the Team Backlog: The PO is responsible for building, editing, and maintaining the Team Backlog, which includes writing stories, refining them, and prioritizing them1. Balancing demands: The PO must balance the needs of various stakeholders, including customers, business owners, and the development team, to ensure that the team is working on the most valuable work items1.

Participating in team events: The PO actively participates in team events such as Iteration Planning, Iteration Review, and Iteration Retrospective, where they collaborate with the team to refine and prioritize backlog items1.

Collaborating with Product Management: The PO works closely with Product Management to ensure that the team's work aligns with the overall product strategy and roadmap1.

Representing the customer: As the 'voice of the customer,' the PO ensures that the team understands and works towards the customer's needs and preferences1.

In summary, the PO's role is crucial in maintaining the flow of value through the prioritization and refinement of the Team Backlog, ensuring that the team consistently delivers features and improvements that meet the customer's needs and align with the strategic goals of the organization1.

## Question: 132

What is the best way for a Release Train Engineer to support teams having challenges with problem identification and decision making?

A. By providing solution ideas
B. By changing team composition
C. By listening to the team
D. By escalating to senior management

**Answer: C**

Explanation:

The Release Train Engineer (RTE) plays a crucial role as a servant leader and coach for the Agile Release Train (ART). One of the key responsibilities of an RTE is to support teams in problem identification and decision-making. This is best done by listening to the teams, which is a characteristic action of a servant leader within the SAFe framework. By listening, the RTE can understand the challenges faced by the teams, empathize with them, and facilitate an environment of mutual influence. This approach encourages the teams to be self-organizing and self-managing, which is essential

for the ART's success1.

## Question: 133

Enabler Epics are used to advance what in order to support upcoming Business Epics?

A. Value Stream(s)
B. The Continuous Delivery Pipeline
C. The Architectural Runway

**Answer: C**

Explanation:
Enabler Epics within the SAFe framework are designed to advance the Architectural Runway. This is crucial for supporting upcoming Business Epics by ensuring that the necessary technical infrastructure and architecture are in place to facilitate the smooth development and delivery of business value.
The Architectural Runway provides the necessary technical foundation that allows Agile Release Trains (ARTs) to implement new features without excessive delays and rework. Enabler Epics contribute to this runway by addressing technical debt, establishing new infrastructure, and ensuring that the system's architecture can support future business functionality1.
By focusing on the Architectural Runway, Enabler Epics help maintain and extend the system's capacity to incorporate new features and capabilities, which is essential for the long-term adaptability and scalability of the enterprise solution2.

## Question: 134

Who can the Release Train Engineer work with to help eliminate policies and procedures that demotivate employees?

A. Business Owners
B. Lean-Agile Leaders
C. Portfolio Managers
D. Product Management

**Answer: B**

Explanation:
The Release Train Engineer (RTE) can work with Lean-Agile Leaders to help eliminate policies and procedures that demotivate employees. Lean-Agile Leaders play a crucial role in driving the Lean- Agile transformation within an organization. They are responsible for the adoption, success, and

ongoing improvement of Lean-Agile methods and practices. Moreover, they are instrumental in changing the mindset and culture of the organization to one that fosters empowerment and motivation1.
Lean-Agile Leaders are expected to lead by example, embodying the principles and values of SAFe and creating an environment where employees are motivated and engaged. They have the authority and influence to change policies and procedures that may be detrimental to employee morale and motivation. By collaborating with RTEs, who are the servant leaders and coaches for the Agile Release Train (ART), Lean-Agile Leaders can ensure that the ART's processes and practices align with the Lean-Agile mindset and principles, thereby eliminating demotivating policies and

procedures1.

## Question: 135

What is a benefit of capacity allocation?

A. It enables more effective time tracking
B. It ensures all value streams in the portfolio are appropriately funded
C. It ensures different types of backlog items are not compared against one another

**Answer: C**

Explanation:
Capacity allocation in SAFe is a strategic approach that ensures different types of backlog items are not compared against one another. This is beneficial because it allows for the separation of capacity for different types of work, such as new features, maintenance, technical debt, and others. By allocating specific percentages of capacity to each type of work, teams can maintain a balance and ensure that they are not overcommitting to any one area. This helps in managing work allocation effectively, providing visibility of how much capacity is required, and allowing for innovation and quality improvement1. It also prevents the pitfalls of comparing fundamentally different types of work, such as new feature development against technical debt resolution, which can lead to skewed prioritization and ineffective planning2.

## Question: 136

What falls outside the Scrum Master's responsibility? (Choose two.)

A. Estimating Stories for the team
B. Assigning Stories to team members
C. Facilitating backlog refinement
D. Facilitating the team's Innovation and Planning event
E. Coaching the team

**Answer: A, B**

Explanation:
According to the SAFe framework, the Scrum Master's role is primarily that of a servant leader and coach for the Agile Team. They are responsible for helping educate the team in Scrum, Extreme Programming (XP), Kanban, and SAFe, ensuring that the agreed Agile process is followed. They also help remove impediments and foster an environment for high-performing team dynamics,

continuous flow, and relentless improvement1.
Estimating stories is typically a collaborative effort among all team members during backlog refinement or iteration planning. The Scrum Master facilitates this process but does not estimate the stories for the team. This is because the team members who will be doing the work are best positioned to estimate the effort required1.
Assigning stories to team members also falls outside the Scrum Master's responsibilities. In SAFe, teams are self-organizing, meaning they decide among themselves who will work on which stories. The Scrum Master may facilitate discussions to help the team make these decisions, but they do not assign work to individual team members1.
Facilitating backlog refinement, facilitating the team's Innovation and Planning event, and coaching the team are all

within the Scrum Master's responsibilities. They play a key role in these areas to support the team's progress and continuous improvement within the SAFe framework1.

## Question: 137

During Pl Planning, who owns the planning of Stories into Iterations?

A. Agile Teams
B. Scrum Master
C. Product Management
D. System Architect

**Answer: A**

Explanation:
During PI Planning, the ownership of planning Stories into Iterations lies with the Agile Teams. This is in line with the principle that those who execute the work should plan the work. Here's how the process unfolds:
Presentation of Business Context and Vision: The event begins with a presentation of the business context and vision to align all team members and stakeholders1.
Team Planning Breakouts: After the initial presentation, teams break out into separate planning sessions where they create their Iteration plans and objectives for the upcoming PI1.
Facilitation by the RTE: The Release Train Engineer (RTE) facilitates the event, which includes all members of the Agile Release Train (ART) and occurs within the Innovation and Planning (IP) Iteration1.
Empowerment of Teams: The unwritten rule of SAFe is that the people who do the work plan the work, emphasizing the empowerment of teams to take ownership of their plans1.
Alignment with Shared Mission: Through this process, teams are aligned to a shared mission and vision, ensuring that development is in sync with business goals1.
By following this approach, Agile Teams are able to effectively plan and commit to the delivery of Stories within their Iterations, fostering a sense of ownership and accountability.

## Question: 138

What are two ways to ensure facility readiness when preparing for the Program Incre-ment (PI) Planning event? (Choose two.)

A. Secure communication channels for remote participants
B. Print program boards
C. Engage audio-visual technical support
D. Share business value documents
E. Print PI Objectives

**Answer: A, C**

Explanation:
Ensuring facility readiness for the Program Increment (PI) Planning event involves several logistical preparations. Two key ways to ensure this readiness include:
Secure communication channels for remote participants: Given the current times and the possibility of distributed teams, it's crucial to have reliable and secure communication channels. This ensures that all participants, whether they are attending physically or remotely, can collaborate effectively during the PI Planning event1.

Engage audio-visual technical support: Having robust audio-visual support is essential, especially when the PI Planning event includes remote participants. This support helps in managing presentations, discussions, and breakout sessions, ensuring that all attendees can see, hear, and contribute to the planning process1.
These steps are part of the broader preparation activities facilitated by the Release Train Engineer (RTE) to ensure that the PI Planning event runs smoothly and that all teams on the Agile Release Train (ART) are aligned to a shared mission and vision2.

## Question: 139

Which statement is true about estimating Features using Story points?

A. More than one team may be involved in the estimation
B. T-shirt sizing is the best way to estimate features
C. Feature estimation is performed solely by Product Managers

**Answer: A**

Explanation:
According to the SAFe framework, when estimating features using story points, it is true that more than one team may be involved in the estimation process. This collaborative approach encourages teams to work together to assess the complexity and effort required to implement a feature. The estimation process is not restricted to a single team or solely to Product Managers; instead, it involves multiple teams that may contribute to the feature's development. This aligns with the principles of SAFe, which emphasize cross-team collaboration and alignment to ensure that features are estimated accurately and that all relevant perspectives are considered1.

## Question: 140

Which three topics are covered on the first day of the Program Increment (PI) Planning event? (Choose three.)

A. Ishikawa diagrams
B. Team velocity Metrics
C. Business context
D. Cumulative flow diagrams
E. Product/Solution Vision
F. Architecture Vision and development practices

**Answer: C, E, F**

Explanation:
The first day of the Program Increment (PI) Planning event covers several critical topics that align the Agile Release Train (ART) to a shared mission and vision. The key topics covered include: Business Context: This provides the teams with an understanding of the market, the customer needs, and the business objectives that are driving the ART1.
Product/Solution Vision: The vision is presented to inspire and provide a big-picture view of the product or solution to be developed, setting the stage for the planning activities1.
Architecture Vision and Development Practices: This includes the presentation of the architectural vision and the development practices that will guide the teams during the PI. It ensures that everyone understands the technical direction and the development guidelines1.
These topics are essential for establishing a clear direction and alignment among all team members and stakeholders. They help in building the social network the ART depends upon and aligning development to business goals. The RTE

facilitates this event, which includes all members of the ART and occurs within the Innovation and Planning (IP) Iteration1. The discussions on these topics enable the teams to create their Iteration plans and objectives for the upcoming PI effectively.

## Question: 141

What are two main reasons why the program predictability measure is important? (Choose two.)

A. It allows the business and other stakeholders to plan effectively
B. It identifies under-performing teams
C. It focuses the Agile Release Train on predictable value delivery
D. It demonstrates the need to fix the scope at the beginning of the Program Increment (PI)
E. It indicates whether the Solution is ready to be released

**Answer: A, C**

Explanation:

The program predictability measure is a critical aspect of the SAFe framework as it serves two main purposes:
It allows the business and other stakeholders to plan effectively: Predictability in program delivery enables stakeholders to have a clear expectation of when features and benefits will be delivered. This helps in strategic planning and decision-making processes1.
It focuses the Agile Release Train on predictable value delivery: By emphasizing predictability, the Agile Release Train (ART) is encouraged to maintain a consistent rhythm and quality of delivery, which is essential for achieving the program's objectives and delivering value to customers2.
These reasons highlight the importance of predictability as a measure of the ART's performance and its alignment with business goals. The predictability measure helps to build trust between the development teams and stakeholders by demonstrating a reliable delivery cadence and facilitating effective planning12.

## Question: 142

Which tool can the Release Train Engineer use to visualize the flow of value?

A. Weighted shorted job first
B. Team burn-down charts
C. Velocity trend charts
D. Kanban systems

**Answer: D**

Explanation:

The Release Train Engineer (RTE) can utilize Kanban systems to visualize the flow of value within an Agile Release Train (ART). Kanban is a visual workflow management tool that helps teams optimize the flow of work by visualizing tasks, limiting work in progress, and maximizing efficiency1.
Kanban systems provide a clear representation of work items in various stages of the development process, from backlog to completion. This visibility allows the RTE to monitor the progress of features and capabilities, identify bottlenecks, and facilitate the flow of value through the Continuous Delivery Pipeline. By using Kanban, the RTE can help ensure that the ART is delivering value efficiently and effectively1.

## Question: 143

At the end of day two of the Program Increment (PI) Planning event, the team's final plan review covers what information?

A. Team Features, Stories, and team-level enablers
B. Changes to capacity and load, final PI objectives, program risks and impediments
C. Changes to iteration goals, measured velocity, and dependencies
D. Planned Features, uncommitted objectives, and ROAMed risks

**Answer: D**

Explanation:
At the end of day two of the Program Increment (PI) Planning event, the team's final plan review covers the Planned Features, uncommitted objectives, and ROAMed risks. This is a timeboxed session where teams present their final plans, PI Objectives, and risks and impediments12. The focus is on what the teams plan to deliver (Planned Features), the objectives that they aim to achieve but are not committed (uncommitted objectives), and the risks that have been identified and categorized according to the ROAM framework (Resolved, Owned, Accepted, Mitigated)2. This session is crucial as it provides a clear picture of the team's direction and preparedness for the upcoming Program Increment. It also allows for transparency and alignment among all members of the Agile Release Train (ART).

## Question: 144

Which core competency describes the ability to deliver continuous value?

A. Organizational Agility
B. Lean Portfolio Management
C. Business Agility
D. Agile Product Delivery

**Answer: D**

Explanation:
The core competency that describes the ability to deliver continuous value in SAFe is Agile Product Delivery. This competency is focused on developing and delivering products and services that meet customer needs and provide sustainable competitive advantage. It emphasizes the importance of a customer-centric approach, developing on cadence, releasing on demand, and building in quality from the beginning. Agile Product Delivery ensures that the right solutions are delivered at the right time, enabling a flow of value to customers with speed and efficiency1.

## Question: 145

When looking at a program board at the end of program increment (PI) planning, what does it mean when a feature is placed in a team's swim lane with no strings?

A. That the feature can be completed by that team independently
B. That the team has not broken the feature into stories yet and has not identified dependencies
C. That it has dependencies on teams in other Agile release trains (ARTs) or Solution Trains

D. That the team has been assigned, but the feature' uépendencies have not been identified yet

**Answer: A**

Explanation:

In the context of SAFe, a program board is used during Program Increment (PI) planning to visualize the work being committed to and to facilitate planning. When a feature is placed in a team's swim lane with no strings attached, it indicates that the feature can be completed by that team independently1.

This means that the team has identified that they have all the necessary skills, knowledge, and resources to complete the feature without needing to rely on other teams. This is an ideal situation as it minimizes dependencies and potential delays that can occur when coordination with other teams is required.

The absence of strings on the program board signifies that there are no cross-team dependencies that need to be managed for that particular feature. It allows the team to plan and execute the work within their capacity, fostering autonomy and efficiency. This aligns with the Lean-Agile principle of decentralized decision-making, where teams are empowered to make decisions and take action to the best of their ability, without being hindered by external dependencies1.

## Question: 146

Teams are reporting a high level of success through their individual quantitative meas-urements, but the system results say otherwise. What should the Release Train Engineer do to help the teams deliver more value?

A. Coach the Scrum Masters on good retrospective techniques and ensure teams are defining and taking a systems view approach to improvements

B. Share the quantitative measurement results with Product Management and lead-ership and ask for their input

C. Diagnose the differences between the measurements and the results and suggest improvement items to each team

D. Work with the team that is struggling the most to discover patterns that can be ap-plied to the other teams

**Answer: A**

Explanation:

When individual teams report high levels of success through their quantitative measurements, but the system results indicate otherwise, the Release Train Engineer (RTE) plays a crucial role in aligning team perceptions with actual system outcomes. Here's how an RTE can help the teams deliver more value:

Coach on Retrospective Techniques: The RTE can coach the Scrum Masters on effective retrospective techniques to ensure that teams can reflect on and improve their processes1.

Systems View Approach: Encourage teams to adopt a systems view approach to understand how their work fits into the larger context and impacts the overall system1.

Facilitate Problem-Solving Workshops: Organize problem-solving workshops during the Inspect and Adapt (I&A) events to collaboratively identify systemic issues and improvement actions2.

Encourage ART Synchronization: Assist teams in synchronizing with other teams on the Agile Release Train (ART) to ensure alignment and collective responsibility for delivering value1.

Drive Relentless Improvement: Emphasize the importance of relentless improvement and foster a culture where continuous growth is valued and pursued1.

By focusing on these areas, the RTE can help bridge the gap between individual team metrics and the broader system results, leading to improved value delivery across the ART.

## Question: 147

What is the only true objective measure of an Agile Release Train?

A. System Demo
B. Scrum of scrums
C. Cumulative flow diagram
D. Team status report

**Answer: A**

Explanation:
The System Demo is the only true objective measure of an Agile Release Train (ART) within the SAFe framework. It is a significant event that occurs at the end of each Iteration where the current state of the Solution is demonstrated to stakeholders. This event reflects the integrated efforts of all the teams on the ART and provides a clear, objective measure of progress1.
The System Demo serves several critical purposes:
It provides a regular, objective assessment of the solution's evolving functionality.
It offers a platform for feedback from stakeholders, which is vital for the iterative improvement of the solution.
It fosters transparency and alignment among teams and stakeholders.
By showcasing the working system, the demo ensures that everyone has a shared understanding of what has been accomplished and what is still in progress. This aligns with the SAFe principle of transparency and enables informed decision-making based on the actual state of the solution1.

## Question: 148

What is one purpose of iterations?

A. To demonstrate the increment to stakeholders
B. To provide fast feedback learning cycles and frequent integration
C. To provide a regular cadence for producing increments of value
D. To provide an architectural basis for future development

**Answer: C**

Explanation:
One of the primary purposes of iterations in the SAFe framework is to provide a regular cadence for producing increments of value. Iterations are standard, fixed-duration timeboxes during which Agile Teams and Agile Release Trains (ARTs) individually and collectively deliver incremental customer value while working towards the Program Increment (PI) objectives1. This regular cadence helps teams to plan, execute, and deliver value in a predictable manner, which is essential for managing the flow of work and ensuring continuous delivery. Iterations also serve as an opportunity for teams to inspect and adapt their work, fostering a culture of continuous improvement within the organization1.

## Question: 149

Which statement is true about estimating and forecasting the Portfolio Backlog?

A. Feature estimates are rolled up into Epic estimates
B. Refinement is necessary when estimating the effort needed to implement an Epic
C. WSJF is used to assign Epics to Value Streams

**Answer: B**

Explanation:

In the SAFe framework, estimating and forecasting the Portfolio Backlog involves a rigorous process to ensure that Epics are ready for implementation with an appropriate level of discovery and risk. The statement that "Refinement is necessary when estimating the effort needed to implement an Epic" is true and aligns with the SAFe principles.

The Portfolio Backlog is a high-level Kanban system used to capture and manage business and enabler Epics intended to create and evolve the portfolio's products, services, and solutions. Lean Portfolio Management (LPM) is responsible for developing, maintaining, and prioritizing the Portfolio Backlog. They collaborate with stakeholders to discover the Epics needed to advance the portfolio's solutions1.

Refining the Portfolio Backlog to ensure readiness often involves the following activities: Reviewing new Epics and determining their alignment with the portfolio's strategic themes and vision.

Evaluating the Epic Hypothesis Statement to decide whether it warrants assignment to an Epic Owner.

Prioritizing the backlog using Weighted Shortest Job First (WSJF) and other factors in collaboration with Business Owners, Enterprise Architects, Product Management, and other stakeholders1. This refinement process is essential for estimating the effort needed to implement an Epic accurately. It ensures that Epics are sufficiently understood and prepared before they enter the implementation phase. The refinement activities typically occur during the Portfolio Sync and the Strategic Portfolio Review events, where LPM and its stakeholders add new backlog items to the Funnel, update priorities, and remove less promising Epics1.

Therefore, refinement is a critical step in estimating and forecasting the Portfolio Backlog, as it helps in understanding the scope, impact, and effort required for each Epic, ensuring that they are ready for implementation and aligned with the strategic objectives of the organization.

## Question: 150

In addition to Innovation and Planning, what else does the IP Iteration provide time for?

A. An estimating guard band
B. An opportunity to integrate and perform end-to-end testing
C. Building in quality and compliance
D. Additional planned work

**Answer: B**

Explanation:

The IP Iteration in SAFe provides a regular, cadence-based opportunity for every Program Increment (PI) for teams to work on activities that are difficult to fit into a continuous, incremental value delivery pattern. This includes time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events. Additionally, the IP Iteration serves as an estimating buffer for meeting PI objectives and enhances the predictability of PI performance. One of the specific activities planned and supported during the IP Iteration is the opportunity to integrate and perform end-to-end testing, which is essential for ensuring that all components of the system work together as expected before the release1.

## Question: 151

What is the most accurate definition of DevOps?

A. A set of tools and processes that govern how code is deployed
B. A process that provides visibility to impediments between writing code and deliv-ering value
C. A mindset, culture, and set of technical practices that emphasizes close coopera-tion to provide value to the Customer
D. A method that ensures Operations works with Development every day to deliver value

**Answer: C**

Explanation:
DevOps is defined within the SAFe framework as a mindset, a culture, and a set of technical practices. It is not just a set of tools or a single process, but rather a combination of cultural philosophies, practices, and tools that increases an organization's ability to deliver applications and services at high velocity. This definition aligns with option C, which emphasizes the importance of close cooperation between development and operations teams to provide value to the customer. The SAFe framework further elaborates that DevOps is part of the Agile Product Delivery competency and is essential for a Continuous Delivery Pipeline (CDP). It helps break down organizational silos and enables the fast flow of planned work into production, while achieving stability, reliability, availability, and security. The goal of DevOps is to deliver value whenever there is a business need, and it is supported by the CALMR approach—Culture, Automation, Lean-flow, Measurement, and Recovery—which guides the implementation of DevOps in a SAFe enterprise1.

## Question: 152

How does a Release Train Engineer view the role of functional managers on the Agile Release Train?

A. As decision makers
B. As developers of people
C. As a content authority for work
D. As problem solvers

**Answer: B**

Explanation:
According to the SAFe framework, the role of functional managers in an Agile Release Train (ART) is evolving. While they were traditionally seen as decision-makers and content authorities, in a Lean- Agile context, their role shifts towards developing people. This is aligned with the SAFe principle of empowering and developing individuals and teams to improve their capabilities and contribute to the organization's success.
The Release Train Engineer (RTE) views functional managers as crucial in growing the skills and capabilities of their people. This perspective is supported by the SAFe guidance on the evolving role of managers, which emphasizes that managers should focus on coaching, career development, and enabling the continuous improvement of their teams. The RTE, as a servant leader, facilitates this by coaching leaders, teams, and Scrum Masters in the new mindset and processes, thus supporting the functional managers in their role as developers of people12.

## Question: 153

What should the Release Train Engineer do during the final plan review on Day two of Program Increment (PI) Planning?

A. Encourage discussion of each team's product Vision as part of the final plan re-view

B. Verify that each team's uncommitted objectives have lower business value than the committed PI Objectives in order to reflect proper prioritization

C. Facilitate the ROAMing of each team's risks

D. Facilitate all teams when they are presenting their final plans to the entire Agile Release Train

**Answer: D**

Explanation:

The Release Train Engineer (RTE) plays a crucial role during the Program Increment (PI) Planning, particularly on Day 2 during the final plan review. The RTE's responsibilities include: Facilitating the PI Planning Event: The RTE is instrumental in ensuring the PI planning event runs smoothly. On Day 1, they open the event, review the agenda, and introduce speakers. On Day 2, they continue to facilitate the event, which includes the final plan review1.

Summarizing Team PI Objectives: After teams present their plans, the RTE summarizes the Team PI Objectives into Program PI Objectives and publishes them for visibility and transparency1.

Managing Risks and Dependencies: The RTE helps manage risks and dependencies, escalates and tracks impediments, and provides input on resourcing to address critical bottlenecks2.

Encouraging Collaboration: They encourage collaboration between teams and System and Solution Architects/Engineering2.

Ensuring Strategy and Execution Alignment: The RTE works with Product and Solution Management, Product Owners, and other stakeholders to help ensure strategy and execution alignment2.

During the final plan review, the RTE's role is to facilitate the presentations of the final plans by all teams to the entire Agile Release Train. This is a critical part of the PI Planning process as it ensures alignment and transparency across all teams1.

## Question: 154

In order to evolve the role of a leader in SAFe, which practices can the Release Train En-gineer (RTE) recommend?

A. Provide the RTE with weekly status reports

B. Develop detailed project plans

C. Manage up and across the Enterprise

D. Encourage personal development

**Answer: D**

Explanation:

The Release Train Engineer (RTE) plays a crucial role as a servant leader and coach within the SAFe framework. To evolve the role of a leader, the RTE can recommend practices that foster personal development. This aligns with the principles of SAFe which emphasize lifelong learning and growth. Encouraging personal development helps leaders and team members to continuously improve their skills, adapt to new challenges, and contribute effectively to the organization's goals. This approach is supported by the SAFe principle of unlocking the intrinsic

motivation of knowledge workers, which includes promoting personal and career development12.

## Question: 155

The goal of Lean is to deliver the maximum customer value in the shortest sustainable lead time while providing what else?

A. The highest possible quality
B. A Continuous Delivery Pipeline
C. Significant team contributions
D. Improved capacity allocation

**Answer: A**

Explanation:
The goal of Lean within the context of SAFe is to deliver the maximum customer value in the shortest sustainable lead time while maintaining the highest possible quality. This is achieved by optimizing the flow of value through the Continuous Delivery Pipeline and by ensuring that all steps in the process contribute to the creation of value. The focus on quality is integral to Lean because it ensures that the products or services delivered are not only fast and efficient but also meet the customer's needs and expectations1234.

## Question: 156

Which three attributes summarize DevOps? (Choose three.)

A. A culture
B. Strong organizational structure
C. A set of technical practices
D. A mindset
E. A high performing DevOps team
F. Combined deployment and release

**Answer: A, C, D**

Explanation:
DevOps is a combination of cultural philosophies, practices, and tools that increases an organization's ability to deliver applications and services at high velocity. According to the information available on the SAFe website, DevOps is summarized by the following three attributes: A Culture: DevOps represents a culture shift where product owners, development, QA, IT operations, and security work together towards a common goal, enabling fast flow of planned work into production while achieving stability, reliability, availability, and security1.

A Set of Technical Practices: It includes technical practices that support integration, automation, and collaboration needed to effectively develop and operate a solution, ensuring continuous delivery of value1.
A Mindset: DevOps is also a mindset that fosters a culture of collaboration and shared responsibility among the teams involved in the software development lifecycle, breaking down traditional silos and promoting a unified approach to achieving business goals1.
These attributes are essential for understanding the DevOps model as part of the Agile Product Delivery competency

within the SAFe framework.

## Question: 157

The Release Train Engineer (RTE) is to attend multiple reviews and status meetings to discuss the Agile Release Train's (ART) progress at the end of each Iteration. What ac-tion could the RTE take to manage expectations?

A. Determine the RTE's capacity for attending meetings and do not exceed it
B. Make status available at the end of every other Iteration rather than every Itera-tion
C. Delegate some program reporting and meeting attendance to Scrum Masters on the train
D. Encourage interested parties to attend the System Demo

**Answer: D**

Explanation:
The Release Train Engineer (RTE) plays a crucial role in facilitating ART events and processes, and one of their responsibilities is to communicate with stakeholders and manage expectations1. By encouraging interested parties to attend the System Demo, the RTE can provide a comprehensive view of the ART's progress at the end of each Iteration. This approach allows stakeholders to see the integrated solutions from all teams on the train, fostering transparency and alignment1. It also helps in managing expectations by providing a tangible demonstration of what has been accomplished during the Iteration, rather than just verbal or written reports. This aligns with the SAFe principle of visualizing and demonstrating value to promote stakeholder understanding and engagement1.

## Question: 158

What are two examples of team-level events? (Choose two.)

A. Backlog refinement
B. System Demo
C. Daily stand-up
D. Program Increment Planning

**Answer: C**

Explanation:

Backlog refinement and daily stand-up are both team-level events within the SAFe framework.
Backlog refinement is a recurring event for Agile teams where team members collaborate to clarify and understand backlog items, ensuring that the backlog remains populated with items that are ready to be pulled into upcoming iterations1.
Daily stand-up is a short, time-boxed event for the Agile team that happens at the start of each day to synchronize activities and create a plan for the next 24 hours. This meeting is an opportunity for team members to discuss what they did the day before, what they plan to do today, and any impediments they are facing1.
Both of these events are crucial for maintaining the flow of value through continuous delivery and are consistent with the principles of Lean and Agile found in the SAFe framework. They are designed to foster better communication, collaboration, and transparency among team members, which are key aspects of the SAFe core values1.

## Question: 159

After an Agile Release Train's first Program Increment (PI) Planning event, what action can the Release Train Engineer take to help optimize the Program Backlog readiness for the next PI?

A. Ask Product Management and the System Architect what the new Program Back-log looks like just before the next Innovation and Planning (IP) Iteration, so social-ization can begin
B. Compile all the teams' objectives from PI Planning and send out a summary report
C. Coach Product Management and the System Architect to include Program Backlog refinement into their cadence-based approach
D. Ask the Lean Portfolio Management function to hold regular Epic review meetings so new Epics will flow to the Agile Release Train

**Answer: C**

Explanation:
The Release Train Engineer (RTE) plays a crucial role in facilitating the Agile Release Train (ART) events and processes, and one of their responsibilities is to ensure the readiness of the Program Backlog for the next Program Increment (PI) planning. According to the SAFe framework, the RTE should coach Product Management and the System Architect to include Program Backlog refinement into their regular cadence2. This ensures that the backlog is continuously groomed and ready for the upcoming PI planning events. The Program Backlog is a holding area for upcoming Features intended to address user needs and deliver business benefits for a single ART, and it also contains the enabler features necessary to build the Architectural Runway1. Refining the backlog is a continuous process that involves research activities and active collaboration with various stakeholders, managed through the Program Kanban system1. By coaching Product Management and the System Architect to refine the backlog as part of their regular cadence, the RTE helps maintain a steady flow of backlog items that are well-understood, prioritized, and ready for implementation, thereby optimizing the Program Backlog readiness for the next PI12.

## Question: 160

While facilitating Program Increment (PI) Planning readiness activities, the Release Train Engineer (RTE) notices a Feature that is risky to the teams because the technology is new. Which of the following could reduce the risk?

A. Ensure engineering managers are directing the development process
B. Coach the teams to create exploration Enablers
C. Ask for a presentation of a detailed design before the PI Planning meeting
D. Make sure all the technical specifications are written before PI execution

**Answer: B**

Explanation:
In SAFe, when a Release Train Engineer (RTE) identifies a feature that is risky due to new technology, one of the strategies to reduce the risk is to coach the teams to create exploration Enablers. Exploration Enablers are a type of backlog item that supports research, prototyping, and other activities needed to develop an understanding of customer needs and the technology itself2. This approach allows teams to explore and gain familiarity with the new technology in a controlled environment, reducing uncertainty and risk before committing to the full implementation during Program Increment (PI) Planning2. It is part of the Continuous Exploration process, which is key to fostering innovation and aligning the solution with customer needs1.

## Question: 161

What is one of the questions the Product Management team must answer in order to create a Vision?

A. Which themes are on the Roadmap
B. How many Features have already been released to the Customer
C. Which problem will the Solution solve

**Answer: C**

Explanation:
The creation of a Vision within the SAFe framework involves the Product Management team answering several critical questions, one of which is identifying the problem that the solution will solve. This is essential as it sets the direction for the development efforts and ensures that the solution is customer-centric and addresses real needs.
The SAFe documentation emphasizes that the Vision should be a compelling description of the future that the solution seeks to create, providing a long-term context and purpose for the Agile Release Train (ART). It should inspire and guide the teams, helping them understand why they are building what they are building. The Vision is crafted through a Continuous Exploration process, which drives the synthesis of a Vision, a Roadmap, and Backlogs, ensuring strategic alignment and readiness for planning. It is not merely about the features already released or the themes on the roadmap; it is fundamentally about the customer's problem that the solution aims to address1.

## Question: 162

Several Scrum Masters seem to be deadlocked in a disagreement on what to do about a shared issue.
What is an appropriate coaching technique for the RTE to use?

A. Performing an empirical assessment of the problem using metrics

B. Asking powerful questions to invite creativity and new possibilities
C. Being the final "decision making authority" once all views have been heard
D. Bringing fresh emphasis to lean-agile's respect for people and culture

**Answer: B**

Explanation:
In the SAFe framework, the Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). When Scrum Masters are deadlocked in a disagreement, the RTE's role is not to be the decision-making authority but to facilitate problem-solving among the teams. One effective coaching technique is to ask powerful questions that invite creativity and new possibilities. This approach aligns with the RTE's responsibility to coach leaders, teams, and Scrum Masters in the new mindset and processes, helping them to navigate through conflicts and find solutions collaboratively12. By asking thought-provoking questions, the RTE encourages Scrum Masters to think outside the box and explore different perspectives, leading to a resolution that is owned by the team and is more likely to be effective and sustainable.

## Question: 163

A Release Train Engineer (RTE) would like to try a new retrospective technique at the next Inspect and Adapt event. However, the RTE is unsure how to prepare for it and thinks there may be some pitfalls. How could an RTE get

help?

A. Share and receive feedback from other RTEs in a community of practice
B. Post it in an internal communications forum and inspire others to try this technique as well
C. Ask leadership to decide whether or not this technique should be used with the Agile Release Train
D. Start a discussion with the Architects to see how they would re-design the retro-spectives

**Answer: A**

Explanation:

When an RTE is considering implementing a new retrospective technique and is seeking guidance on preparation and potential pitfalls, the best course of action is to:

Engage with a Community of Practice: RTEs can benefit from sharing their ideas and receiving feedback from peers within a community of practice. This collaborative environment allows RTEs to learn from each other's experiences and insights, which can be invaluable when trying out new techniques1.

Review SAFe Guidance: The RTE should review any available guidance on retrospective techniques provided by SAFe to ensure alignment with the framework's principles and practices1.

Prepare for Implementation: Before introducing the new technique, the RTE should prepare adequately by understanding the process, required materials, and expected outcomes. This preparation helps in anticipating challenges and planning how to address them.

Pilot the Technique: If possible, the RTE may choose to pilot the new technique with a smaller group or a single team to evaluate its effectiveness and make any necessary adjustments before rolling it out to the entire Agile Release Train.

Reflect and Adapt: After implementing the new technique, the RTE should reflect on its effectiveness and gather feedback from participants to continuously improve the process for future Inspect and Adapt events.

By following these steps, an RTE can confidently approach the introduction of a new retrospective technique, ensuring it adds value to the Inspect and Adapt event and supports the continuous improvement of the Agile Release Train.

## Question: 164

What action can result in reduced collaboration between teams during the Program Increment (PI) Planning event?

A. Skip the Inspect and Adapt event
B. Include inexperienced team members
C. Start the Agile Release Train without a System Team in place
D. Overprepare for PI Planning

**Answer: C**

Explanation:

Starting an Agile Release Train (ART) without a System Team in place can lead to reduced collaboration between teams during the Program Increment (PI) Planning event. The System Team plays a vital role in supporting the ART by addressing system-level issues and enabling integration across different teams. Without this support, teams may face challenges in integrating their work with others, leading to silos and reduced collaboration. The presence of a System Team is essential for facilitating effective communication and collaboration during PI Planning, ensuring that teams can

work together efficiently and that dependencies are managed properly12.

## Question: 165

In the SAFe work item hierarchy, Epics are decomposed into what?

A. Features
B. Stories
C. Capabilities

**Answer: A**

Explanation:
In the SAFe work item hierarchy, Epics are decomposed into Features. Features are a collection of stories that together deliver a larger, more significant capability. They are defined at the Program level and are intended to be delivered by an Agile Release Train (ART) in a single Program Increment (PI). This hierarchical structure ensures that large, complex work items (Epics) are broken down into smaller, more manageable pieces (Features) that can be completed by teams within the ART12.

## Question: 166

Which SAFe tool might the RTE use to identify areas for an ART to improve how its Con-tinuous Delivery Pipeline (CDP) functions?

A. Agile Product Delivery core competency assessment
B. Facilitate a CDP sync every iteration
C. Conduct empathy interviews with system architects/engineers
D. Architectural runway program backlog enablers

**Answer: A**

Explanation:
The SAFe tool that a Release Train Engineer (RTE) might use to identify areas for an Agile Release Train (ART) to improve how its Continuous Delivery Pipeline (CDP) functions is the Agile Product Delivery core competency assessment.
This assessment tool is part of the Agile Product Delivery competency, which is a key aspect of the SAFe framework. It focuses on developing the ability to deliver quality solutions to the customer in the shortest sustainable lead time. The Continuous Delivery Pipeline (CDP), which includes continuous exploration, integration, deployment, and release on demand, is a significant element of this competency1.
The core competency assessment helps the RTE and the ART to evaluate their current state, identify improvement areas, and measure progress towards the goal of achieving more effective and efficient delivery practices as part of their continuous improvement journey. This tool is designed to guide the ART through a self-assessment process to determine how well they are implementing SAFe principles and practices related to Agile Product Delivery and the CDP1.

## Question: 167

When does the Plan-Do-Check-Adjust cycle occur in scrum?

A. As part of the Iteration retrospective
B. In the daily stand-up
C. At the Iteration review
D. A cross all scrum events

**Answer: D**

Explanation:
The Plan-Do-Check-Adjust (PDCA) cycle is a continuous and sequential process that occurs across all scrum events within the Agile Release Train (ART). Each iteration within the ART is essentially a PDCA cycle, where teams plan, do, check, and adjust their work1. This cycle begins with planning the goals for the iteration, delivering increments of the solution, reviewing and demonstrating the results, and finally, adjusting before starting a new cycle. The PDCA cycle is integral to the iterative and incremental approach of scrum, ensuring continuous improvement and alignment with the objectives of the ART1.

## Question: 168

Product Management is responsible for which activity?

A. Establishing an architectural vision for the Agile Release Release Train
B. Defining Program Backlog content
C. Prioritizing the Portfolio Backlog

**Answer: B**

Explanation:
Within the SAFe framework, Product Management has a pivotal role in defining the content of the Program Backlog. This involves the following key activities:
Curating and prioritizing the team backlog: Product Management is responsible for detailing and prioritizing the work items in the team backlog to ensure that the most valuable and necessary work is ready for implementation1.
Deciphering features into implementable user stories: They break down complex features into smaller, more manageable user stories that can be completed by the development teams within an iteration1.
Clarifying story specifics and ensuring that the team grasps them: Product Management works closely with the teams to ensure that there is a shared understanding of what each user story entails and what the acceptance criteria are1.
Validating stories against the Definition of Done (DoD): They ensure that the user stories meet the team's Definition of Done, which is a shared understanding of what it means for work to be complete1.
Collaborating with stakeholders, including Product Management, to maintain a clear product vision: Product Management collaborates with various stakeholders to align the team's work with the overall product vision and strategic goals1.
These activities are essential for maintaining a healthy Program Backlog, which is a critical component for the successful delivery of value through Agile Release Trains (ARTs) in the SAFe framework.

## Question: 169

What is the best way to foster flow of value, innovation, and apply Lean budgeting in the Enterprise?

A. Determine Epic job size using the Lean business case
B. Launch Agile Release Trains

C. Implement the Lean Portfolio Management core competency
D. Coordinate all Agile Release Trains to provide feedback for cost of delay factors

**Answer: C**

Explanation:
The best way to foster flow of value, innovation, and apply Lean budgeting in an enterprise is to implement the Lean Portfolio Management (LPM) core competency. LPM connects the Lean-Agile principles and practices to the business strategy of the enterprise1. It provides a governance and alignment model for the portfolios within the enterprise, ensuring that they are aligned and funded to create and maintain the solutions needed to meet business targets1.
LPM is one of the seven core competencies of the SAFe framework and is essential for achieving Business Agility. It involves three primary dimensions: Strategy and Investment Funding, Agile Portfolio Operations, and Lean Governance1. By implementing LPM, an organization can: Align its strategy and execution by applying Lean and Agile principles at the portfolio level. Establish a Lean-Agile budgeting model that supports the flow of value and enables innovation. Use Portfolio Kanban to visualize and manage the flow of epics through the portfolio.
Support operational excellence and coordinate across value streams.
Implementing LPM allows an enterprise to adapt to the fast-changing market conditions and to deliver innovative solutions more rapidly, which is crucial for maintaining a competitive edge in the digital era1.

## Question: 170

Which of the Core Competencies of Business Agility emphasizes a customer-centric ap-proach to defining, building, and releasing a continuous flow of valuable products and services?

A. Team and Technical Agility
B. Enterprise Solution Delivery
C. Lean Portfolio Management
D. Agile Product Delivery

**Answer: D**

Explanation:
The Agile Product Delivery is a core competency of the SAFe framework that emphasizes a customer-centric approach to defining, building, and releasing a continuous flow of valuable products and services. It is focused on delivering value through validated learning in short, fast increments1. This competency aligns teams to a common goal via the Agile Product Delivery model, which combines Design Thinking to ensure the solution is desirable, Feasible, Viable, and Sustainable. It also includes DevOps and the Continuous Delivery Pipeline, which helps to automate the delivery process and make it more efficient2.
The key aspects of Agile Product Delivery include:
Developing on Cadence and Releasing on Demand
Building quality in
Product Management
DevOps and Release on Demand
Business Solutions and Lean Systems Engineering
These elements ensure that the solutions are built incrementally and iteratively, allowing for fast feedback and adaptation based on customer needs and market changes. This competency ensures that the enterprise's work is aligned with customer needs and strategic goals, thereby enhancing business agility12.

## Question: 171

What is one primary responsibility of a Release Train Engineer?

A. Eliminate impediments

B. Support the Product Owner
C. Manage and optimize the Release on Demand process
D. Manage and optimize the flow of value through the Agile Release Train

**Answer: D**

Explanation:
The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). One of the primary responsibilities of an RTE is to manage and optimize the flow of value through the ART1. This involves facilitating ART events and processes, assisting teams in delivering value, communicating with stakeholders, escalating impediments, helping manage risk, and driving relentless improvement1. The RTE uses various tools, such as the Program Kanban and other information radiators, to manage and optimize this flow. They also establish and communicate the annual calendars for Iterations and Program Increments (PIs), facilitate PI Planning readiness, and assist in tracking the execution of features and capabilities1.

## Question: 172

Which of the following is true about the ART sync event?

A. It is run after PO-sync and Scrum of Scrum events
B. It is a combination of PO-sync and Scrum of Scrums events
C. It occurs during the Innovation and Planning iteration
D. Attendance by the entire ART is important

**Answer: B**

Explanation:

The ART Sync event is a combination of PO-sync and Scrum of Scrums events. It is used to coordinate progress across the Agile Release Train, involving Scrum Masters/Team Coaches, Product Owners, and other select team members to discuss progress, impediments, scope, and priority adjustments.

## Question: 173

Some teams are having difficulty identifying where they might make process improve-ments. How might the RTE support them?

A. Encourage the team to perform regular self-assessments and discuss findings
B. Conduct a survey to identify the worst problems the team is having
C. Observe the team's ceremonies and share observations
D. Run longer I&A meetings to brainstorm improvement items

**Answer: A**

Explanation:
The Release Train Engineer (RTE) plays a crucial role in facilitating the Agile Release Train's (ART) progress by supporting teams in delivering value. One of the key responsibilities of an RTE is to drive relentless improvement within the ART. To support teams that are having difficulty identifying areas for process improvement, the RTE can encourage them to perform regular self-assessments and discuss their findings. This approach aligns with the principles of SAFe, which emphasize the importance of reflection and continuous improvement. Self-assessments allow teams to evaluate their performance and processes critically. By discussing the outcomes of these assessments, teams can identify areas where they excel and areas that require improvement. The RTE can facilitate these discussions, helping teams to prioritize and implement the necessary changes effectively. This practice not only fosters a culture of transparency and accountability but also empowers teams to take ownership of their improvement journey. Moreover, the RTE can provide guidance and coaching to help teams develop the skills needed to conduct effective self-assessments. This includes establishing clear criteria for evaluation, creating a safe environment for open discussion, and ensuring that the process leads to actionable insights. By supporting teams in this way, the RTE helps to build a high-performing ART that is capable of delivering continuous value.

## Question: 174

In SAFe, which activity is a Scrum Master's responsibility?

A. Coordinating with other teams
B. Owning the daily stand-up
C. Facilitating the Scrum of Scrums
D. Prioritizing the Team Backlog

**Answer: A**

Explanation:

One primary responsibility of a Scrum Master is to facilitate coordination with other teams. This includes:
Dependency Management: Identifying and managing dependencies between the Scrum Master's team and other teams to ensure smooth workflow.
Cross-Team Communication: Establishing communication channels between teams to share progress, resolve issues, and ensure alignment.
Collaboration: Fostering a collaborative environment where teams work together to resolve common problems and achieve shared goals.
Reference:
Scaled Agile Framework (SAFe) Scrum Master Article: Highlights a Scrum Master's role in facilitating cross-team coordination and removing impediments. https://www.scaledagileframework.com/scrum-master/

## Question: 175

Scrum Masters are effective by using scrum methods, supporting SAFe principles and practices, and what else?

A. Managing architectural runway
B. Serving as a customer proxy

C. Writing stories and enablers
D. Supporting delivery using Agile practices

**Answer: D**

Explanation:
According to the SAFe framework, Scrum Masters are effective not only by using Scrum methods and supporting SAFe principles and practices but also by supporting delivery using Agile practices1. This involves coaching teams in self-organization and self-management, helping them coordinate and participate in Agile Release Trains (ARTs) events, and increasing the effectiveness of SAFe across the organization. The Scrum Master's role is to facilitate team events, assist the team in meeting their delivery goals, and work with other roles like the Release Train Engineer (RTE) to ensure a smooth process and delivery of value1.

## Question: 176

What practice can help to identify bottlenecks in the flow of work?

A. Visualizing the flow of all work and track progress of individual items
B. Comparing transaction costs, holding costs and business value realization
C. Measuring lead time for all work in progress
D. Modeling overall process flow during value stream identification

**Answer: A**

Explanation:

The SAFe framework emphasizes the importance of visualizing work to identify bottlenecks in the flow of value. This is aligned with Lean-Agile principles, which advocate for making work visible to help teams understand the current state of the system, identify bottlenecks, and improve flow. By visualizing the flow of all work and tracking the progress of individual items, teams can quickly see where issues are occurring and take steps to address them. This practice is a key responsibility of the Release Train Engineer (RTE), who facilitates Agile Release Train (ART) events and processes, and supports teams in delivering value. The RTE helps manage risks, escalates impediments, and drives relentless improvement, which includes identifying and addressing bottlenecks in the flow of work12.

## Question: 177

Which two practices are most important for the Agile Release Train to best support Re-lease on Demand? (Choose two.)

A. Aligning around organizational value streams
B. Centralized risk management
C. Decouple deployment from release
D. Change board community of practice
E. Continuous Integration

**Answer: C, E**

Explanation:
The Agile Release Train (ART) supports Release on Demand by ensuring that new functionality can be released to the end users at a moment's notice, which is a critical aspect of the Continuous Delivery Pipeline. This is achieved through two key practices:
Decouple deployment from release ©: This practice allows for the deployment of new functionality into production without making it immediately visible to end users. It provides the flexibility to release features incrementally based on business needs, rather than being tied to the deployment schedule1.
Continuous Integration (E): Continuous Integration is a software development practice where developers regularly merge their code changes into a central repository, after which automated builds and tests are run. The key benefits of Continuous Integration include the ability to detect and fix integration issues early, leading to more reliable software and faster development cycles. This practice is fundamental to supporting Release on Demand because it ensures that the software is always in a releasable state, which is essential for the quick release of new features1.
These practices are part of the larger framework of SAFe, which emphasizes the importance of ARTs being able to deliver value efficiently and effectively to meet customer and business needs.

## Question: 178

What is this statement describing? "Agile Teams continuously adapt to new circumstanc-es and enhance the methods of value delivery."

A. Continuous Improvement
B. Continuous Delivery
C. Continuous Integration
D. Continuous Deployment

**Answer: A**

Explanation:
The statement "Agile Teams continuously adapt to new circumstances and enhance the methods of value delivery" is describing Continuous Improvement. This is because the essence of continuous improvement within the SAFe framework is the constant effort to improve products, processes, and services, often through incremental and innovative improvements. This aligns with the SAFe principle of relentless improvement, which encourages a culture of ongoing, incremental improvement in the work process, driving better outcomes and value delivery1.

## Question: 179

Which activity takes place during Team Breakout #2 on the second day of Program In-crement (PI) Planning?

A. The RTE modifies the PI Iteration schedule, if needed, based on the scope of high priority Features B. Business Owners assign business value without team discussion so they can nor-malize business value across all teams on the Agile Release Train
C. All Feature delivery and dependencies are visualized on the program board
D. The Release Train Engineer (RTE) combines all Team PI Objectives into Program PI Objectives

**Answer: C**

Explanation:
During Team Breakout #2 on the second day of Program Increment (PI) Planning, teams continue their planning and make the necessary adjustments. This includes visualizing all Feature delivery and dependencies on the program board. The program board is a crucial tool in SAFe's PI Planning process as it provides a visual representation of the plan, showing how Features flow through Iterations and highlighting any dependencies and risks. This visualization helps teams and stakeholders understand the delivery forecast and align on the execution plan1.

## Question: 180

During Program Increment (PI) Planning, a scrum of scrums occurs just before the draft plan review. The Scrum Master from one team raises an issue that one of the Product Managers just showed up to the planning area with a priority wish list of items. These items do not align with the Feature prioritization. What is the most likely planning anti-pattern causing this sudden impediment?

A. There is strong alignment between business and marketing
B. Planning decisions have been centralized
C. Prioritization by Product Management was performed autonomously not collaboratively
D. There is no social network that Solution development relies on

**Answer: C**

Explanation:
The most likely planning anti-pattern in this scenario is when prioritization by Product Management is performed autonomously rather than collaboratively. This is evident from the issue raised during the scrum of scrums, where a Product Manager presents a priority wish list that does not align with the already established Feature prioritization.
In SAFe, it is crucial that prioritization is a collaborative effort involving Product Management, Business Owners, and other stakeholders to ensure alignment and shared understanding of the priorities. The SAFe principle of alignment emphasizes this collaborative approach1. When Product Management operates in isolation, it can lead to misalignment with the rest of the Agile Release Train (ART), causing disruptions and inefficiencies during Program Increment (PI) Planning2.
To prevent such anti-patterns, SAFe recommends that:
Product Management works closely with Business Owners and other stakeholders during the Continuous Exploration process to align on vision, roadmap, and backlogs.
During PI Planning, the RTE (Release Train Engineer) facilitates events where Product Management presents the vision and top features to all teams, ensuring transparency and alignment2.
The scrum of scrums, facilitated by the RTE, is a platform for raising and addressing such issues, promoting collaboration and problem-solving among teams2.
By following these practices, SAFe ensures that prioritization is a collective effort, reflecting the needs and inputs of all relevant parties, and supporting the successful execution of PI Planning.

## Question: 181

What behavior is an important part of the Release Train Engineer (RTE) role?
A. Encourage teams to self-organize
B. Manage dependencies for teams
C. Provide teams with answers about Features

D. Drive teams to specific outcomes

**Answer: A**

Explanation:

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). As part of their role, they facilitate ART events and processes and support teams in delivering value. A crucial behavior of an RTE is to encourage teams to self-organize1. This involves creating an environment where teams can identify problems, make decisions, and continuously improve their processes. The RTE supports this by listening, understanding, empathizing, and coaching teams with powerful questions rather than using authority1. They help create an environment of mutual influence, which is essential for the development of both individuals and teams within the ART1.

## Question: 182

What is one technique for building a one-team culture across the ART?

A. Ensure the team leader does not show vulnerability
B. Rotate team members to new teams to facilitate relationship building
C. Foster an environment in which the whole ART succeeds and fails together
D. Review each teams' predictability measure with the ART

**Answer: C**

Explanation:

Building a one-team culture across the Agile Release Train (ART) is essential for the success of any SAFe implementation. One effective technique for fostering this culture is to create an environment where the entire ART shares in successes and failures, promoting unity and collective responsibility. This approach encourages collaboration, increases transparency, and helps to build trust among team members. It aligns with the SAFe principle of alignment, which emphasizes that the more alignment you have, the more autonomy you can grant2. This shared sense of purpose helps to break down silos and ensures that everyone is working towards the same goals. It is not about rotating team members (B) or avoiding vulnerability (A), nor is it solely about reviewing predictability measures (D). Instead, it's about fostering a collective mindset where the ART operates as a cohesive unit, supporting one another and striving for common objectives1.

## Question: 183

What is one benefit of having a well-executed Innovation and Planning (IP) Iteration?

A. Shorter lead times before Feature delivery
B. Higher flow of program-level business value
C. Improved dependency management between teams
D. Occasional buffer time to deliver more predictably

**Answer: D**

Explanation:

The Innovation and Planning (IP) Iteration in SAFe provides a regular, cadence-based opportunity for Agile Release Trains (ARTs) to focus on activities that are difficult to fit into a continuous, incremental value delivery pattern. One of the key benefits of a well-executed IP Iteration is that it serves as an estimating buffer for meeting Program Increment (PI) objectives, which enhances the predictability of PI performance1.

During the IP Iteration, teams have the chance to engage in innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events. This dedicated time allows for addressing uncertainties and variances that naturally occur during the PI, thus providing a buffer that helps ensure commitments are met more predictably. The IP Iteration also helps in maintaining a sustainable pace and preventing burnout by avoiding 100% utilization1.

Furthermore, the IP Iteration contributes to better predictability and flow, increased employee engagement, greater agility and resilience, and a competitive advantage for the organization1. By allowing time for innovation, such as

hackathons, and dedicating time to PI events, the IP Iteration supports the ART in delivering value more predictably and efficiently1.

## Question: 184

The Release Train Engineer (RTE) learns the teams feel the business value needs to reflect the effort and progress. What is one technique the RTE can use to provide the Business Owners a better understanding of the value the teams have created?

A. Work with the team to ensure they are actively involved when the Business Owners score the business value achieved

B. Educate teams that business value provides the Enterprise with a metric of how fast the team executed work during the PI

C. Illustrate the link between business values and the market communications/release objectives tied to the three to six-month Enterprise Strategy

D. Publish the team business values and coach teams that these values are for tracking each ART Deliverable

**Answer: A**

Explanation:

The Release Train Engineer (RTE) can employ several techniques to ensure that the business value reflects the teams' effort and progress. One effective method is to involve the teams actively when the Business Owners score the business value achieved. This collaborative approach allows for a more accurate reflection of the value created by the teams and ensures that the Business Owners have a better understanding of the contributions made by the teams1. During the Inspect and Adapt (I&A) event at the end of each Program Increment (PI), Business Owners collaborate with each Agile Team to score the actual business value achieved for each of their Team PI Objectives1. This scoring process is crucial as it helps quantify the efforts of the teams in terms of business value, aligning the outcomes with the enterprise's objectives.

By facilitating this active involvement, the RTE can help bridge the gap between the teams' perception of effort and the Business Owners' assessment of value, leading to a more balanced and fair evaluation of the teams' work. This technique also fosters a sense of ownership and accountability among team members, as they have a direct influence on how their work is valued

and recognized within the organization.

## Question: 185

What is one reason an environment of mutual influence is desirable?

A. It provides guardrails for decision making

B. It demonstrates Respect for People

C. It centralizes decision making

D. It helps fund Value Streams

**Answer: B**

Explanation:

An environment of mutual influence is desirable because it demonstrates Respect for People, which is a core principle of the SAFe framework. This principle is about valuing people and their contributions, creating a culture of empowerment and trust, and fostering a collaborative and inclusive work environment1. In such an environment, everyone's voice is heard, and team members can influence each other positively, leading to better decision-making and more effective teamwork. This aligns with the SAFe principle of unlocking the intrinsic motivation of knowledge workers, as it creates a space where they can communicate across functional boundaries, make decisions

based on an understanding of the economics, and participate in a more productive and fulfilling solution development process2.

## Question: 186

What are the three measurement domains supporting Business Agility?

A. Outcomes, Competency, and Flow
B. PI Objectives, ART predictability measure, and KPIs
C. ART predictability measure, SAFe outcomes, and Competency
D. Key Performance Indicators (KPIs), PI Objectives, and Flow

**Answer: A**

Explanation:

The three measurement domains that support Business Agility within the SAFe framework are Outcomes, Flow, and Competency. These domains are crucial for measuring progress toward achieving Business Agility at all levels of the SAFe implementation.

Outcomes: This domain focuses on the results that are achieved through the implementation of SAFe. It includes the benefits realized by the organization, such as increased customer satisfaction, faster time-to-market, and improved quality of products or services.

Flow: This domain measures the movement of value through the system. It looks at how quickly and efficiently work items move from concept to delivery. Key metrics in this domain include lead time, cycle time, and throughput.

Competency: This domain assesses the ability of the organization to adopt and implement SAFe principles and practices. It includes measuring the level of Lean-Agile leadership, technical agility, and team and program performance.

Together, these domains provide a comprehensive view of an organization's journey toward Business Agility, enabling better decision-making and highlighting areas for improvement1.

## Question: 187

Which action describes the behavior of applying Systems Thinking for a Release Train Engineer (RTE)?

A. Encourages the team to express opinions in all circumstances
B. Examines what may be missing to make the environment better for the team
C. Demonstrates appreciation to team members in many ways
D. Facilitates individual decision-making over team-level decision-making

**Answer: B**

Explanation:

## Question: 188

What is one risk of eliminating an Innovation and Planning (IP) Iteration?

A. Bottlenecks can be hard to identify and resolve
B. Teams have no time for fixing bugs
C. Delivery can be blocked
D. Technical debt can grow uncontrollably

**Answer: D**

Explanation:

Eliminating an Innovation and Planning (IP) Iteration can lead to uncontrollable growth in technical debt. The IP

Iteration in SAFe provides a buffer for managing risks and unforeseen delays, ensuring a consistent and predictable delivery schedule. It also offers dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events1. Without this iteration, teams may miss out on opportunities for innovation due to the constant pressure of delivery, which can result in an accumulation of technical debt over time. This is because the focus remains on immediate feature delivery without the allocated time to address underlying issues or invest in system improvements2.

## Question: 189

Which statement is true about SAFe Iteration Goals?

A. They describe the value of planned Features and Enablers
B. They provide key performance indicators (KPIs) for tracking progress and value realization
C. They enable teams to keep aligned with PI Objectives
D. They provide quantifiable metrics to be used in retrospectives

**Answer: C**

Explanation:

Iteration Goals in SAFe are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are essential for coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams. The primary benefits of Iteration Goals include aligning team members to a common purpose and aligning teams to common Program Increment (PI) Objectives, which helps manage dependencies. They also provide transparency and management information. Iteration Goals support the SAFe Core Values of alignment, program execution, and transparency, ensuring that the team continually reviews the business value of each iteration and communicates it in business terms to the Business Owners, management, and other stakeholders1.

## Question: 190

What does an ART planning board support?

A. ART predictability
B. Feature delivery
C. Problem-solving
D. Business Value assignment

**Answer: B**

Explanation:

An ART planning board supports Feature delivery. It is used during PI Planning and throughout the PI to visualize and manage the delivery of Features, including tracking dependencies and integration points between teams, thereby facilitating coordinated effort across the ART.

## Question: 191

What does the "R" in SMART stand for that is used to write PI Objectives?

A. Realistic
B. Random
C. Rationalized
D. Required

**Answer: A**

Explanation:

In the context of SAFe 6 Release Train Engineer, when writing PI (Program Increment) Objectives, the acronym SMART stands for Specific, Measurable, Achievable, Realistic, and Time-bound1. The “R” in SMART specifically stands for

Realistic, which means the objectives should be set in a way that can be realistically achieved given the available resources and constraints1. It is important that the objectives are ambitious enough to drive progress but also attainable to ensure teams are motivated and not set up for failure1.

## Question: 192

What is the Release Train Engineer's (RTE's) role during the final plan review during PI Planning? A. Verify that each team's uncommitted objectives have lower business value than the committed PI Objectives to reflect proper prioritization

B. Encourage discussion of each team's product Vision as part of the final plan review

C. Facilitate all teams when they are presenting their final plans to the entire ART

D. Manage the ROAMing of each team's risks

**Answer: C**

Explanation:

The Release Train Engineer (RTE) plays a pivotal role during the final plan review in PI Planning. The RTE's responsibilities include facilitating the event where all teams present their final plans to the entire Agile Release Train (ART). This involves guiding the discussions and ensuring that the presentations align with the overall objectives of the ART. The RTE does not solely verify the business value of uncommitted objectives (A) or focus only on encouraging discussions of each team's product vision (B), although these may be part of the broader responsibilities. Managing the ROAMing of risks (D) is also part of the RTE's role, but it is not the primary activity during the final plan

review. Instead, the RTE ensures that the final plans are communicated effectively to all members of the ART, fostering transparency and alignment1.

## Question: 193

What is one activity the Release Train Engineer (RTE) performs before an upcoming PI?

A. Provides approval and sign-off for draft Team Backlogs

B. Allocates time in the Coach Sync for Product Management to socialize with the teams on the Features

C. Facilitate ART Backlog prioritization with Product Management and other stakeholders

D. Ensures at least 30% of the ART Backlog is allocated to Enabler Features

**Answer: C**

Explanation:

Before an upcoming Program Increment (PI), the Release Train Engineer (RTE) has several responsibilities to ensure that the Agile Release Train (ART) is prepared for the PI Planning event. One of the key activities performed by the RTE is facilitating ART Backlog prioritization with Product Management and other stakeholders1.

This activity involves working closely with Product Management to review and prioritize the features and capabilities that are proposed for the upcoming PI. The RTE helps to ensure that the ART Backlog reflects the priorities of the business and that there is alignment between the stakeholders and the teams on what will be built. This collaborative effort is crucial for the ART to effectively plan and execute the work for the PI.

The RTE's role in facilitating ART Backlog prioritization includes:

- Engaging with Product Management: The RTE works with Product Management to

understand the strategic objectives and the vision for the ART. This helps to ensure that the Backlog items align with the overall goals of the organization.

- Collaborating with Stakeholders: The RTE brings together various stakeholders, including Business Owners, Product Owners, and other key figures, to discuss and agree on the priorities for the PI.
- Preparing for PI Planning: By prioritizing the ART Backlog, the RTE helps to set the stage for a successful PI Planning event, where teams will further refine and commit to the work for the upcoming PI.

Through these efforts, the RTE plays a pivotal role in driving the ART's focus on delivering value that is aligned with the organization's strategic goals1.

## Question: 194

What is the next step after identifying the root cause during the problem-solving workshop?

A. Restate the problem
B. Brainstorm solutions
C. Identify improvement backlog items
D. Trace the chain of causality

**Answer: B**

Explanation:

fter pinpointing the root cause in a problem-solving workshop, the next logical step is to focus on finding potential solutions:

- Collaboration for Solutions: The workshop fosters a collaborative environment to generate multiple solutions based on the identified root cause.
- Diverse Perspectives: Teams bring their unique expertise to the table for brainstorming creative solutions.
- Solution-Focused Mindset: The shift from problem analysis to solution ideation drives progress and resolution.

Reference:

- Scaled Agile Framework (SAFe), Inspect and Adapt Article: Outlines the problem-solving workshop, and while not directly specifying the order, it highlights the importance of solution finding. https://v5.scaledagileframework.com/inspect-and-adapt/

## Question: 195

Which of the following roles should help facilitate an ART Sync?

A. Business Owner
B. Epic Owner
C. Product Owner (PO)
D. Product Management

**Answer: D**

Explanation:

The role that should help facilitate an Agile Release Train (ART) Sync is Product Management. The Release Train Engineer (RTE) is primarily responsible for facilitating ART events and processes, which includes the ART Sync1. However, Product Management plays a crucial role in this process as well. They are involved in preparing for the event, ensuring that the business context and product strategy are clearly communicated, and that the teams are aligned with the priorities2. This collaboration between the RTE and Product Management ensures that the ART operates effectively and delivers value continuously.

## Question: 196

Which statement describes flow velocity?

A. The amount of Architectural Runway items in the backlog
B. The number of Story points the combined ART plans for within each Iteration
C. The number of Features committed to during PI Planning
D. The system throughput

**Answer: D**

Explanation:

Flow velocity in the context of SAFe is defined as the number of backlog items completed in a given time. It is a measure of the system's throughput, which reflects how efficiently the Agile Release Train (ART) delivers value. This metric helps teams and organizations gauge their productivity and predictability over time. By tracking flow velocity, ARTs can assess their performance in delivering features, enhancements, and fixes, and make informed decisions to improve their processes and delivery cadence1.

## Question: 197

A team is consistently meeting 100% of their PI Objectives. How should the Release Train Engineer (RTE) respond?

A. Coach the team on their tendency to size Stories too small
B. Praise the team for being high performers
C. Praise the team for being a cross-functional team
D. Coach the team on their tendency to under-commit

**Answer: D**

Explanation:

When a team consistently meets 100% of their PI Objectives, it may indicate that they are undercommitting. The Release Train Engineer (RTE) should coach the team on this tendency. While meeting all objectives might seem positive, it can also suggest that the team is not challenging themselves enough or that they could contribute more. The SAFe

framework encourages teams to make ambitious yet achievable commitments, pushing for growth and continuous improvement. By coaching the team to set more aggressive objectives, the RTE helps ensure that the team is fully leveraging their capabilities to deliver maximum value1.

## Question: 198

The ART is near the end of the final Iteration of its first PI. Integration into staging is more challenging than estimated. The ART adds a week to the Innovation and Planning (IP) Iteration for integration and testing. Why is this action considered an anti-pattern?

A. Overall, train velocity goes up, and the time-to-market goes down
B. It decreases job satisfaction by removing autonomy and purpose

C. It reduces the overall predictability established through cadence and synchronization D. It substantially decreases the predictability of the Solution Intent

**Answer: B**

Explanation:

Applying Systems Thinking for a Release Train Engineer (RTE) involves a holistic approach to solution development, which includes understanding the system and its environment as a whole. This approach is about seeing the bigger picture and the interrelationships between the parts that make up the whole, rather than focusing on the parts themselves. Therefore, the behavior of an RTE applying Systems Thinking would involve examining what may be missing in the environment that supports the team, ensuring that all components work together effectively towards the organizational goals2. This includes fostering collaboration, aiding in dependency coordination, risk management, and encouraging continuous improvement within the teams3.

## Question: 199

During PI Planning, the Release Train Engineer (RTE) sees the team's excitement decline as Product Management changes priorities, including the top ten Features in the ART Backlog. In addition, Product Management is asking for new estimates, timelines, and scope changes. What is the likely reason for this behavior?

A. People are over-controlled and under-utilized
B. Cadence and synchronization are not in alignment
C. Management stakeholders are not involved in changing the system
D. Lack of training and preparation for PI Planning

**Answer: D**

Explanation:
The likely reason for the decline in team excitement during PI Planning, as Product Management changes priorities and asks for new estimates, timelines, and scope changes, is a lack of training and preparation for PI Planning. This situation indicates that there may have been insufficient preparation and training which is crucial for a successful PI Planning event.

In SAFe, PI Planning is a significant event that requires thorough preparation to ensure that all participants are aligned and understand the process. The Release Train Engineer (RTE) plays a vital role in facilitating this event and ensuring that everyone, including Product Management, is prepared with the necessary content and understands the importance of maintaining established priorities and respecting the planning process12.

When there is a lack of training and preparation:

- Product Management may not fully understand the impact of introducing last-minute changes to the backlog and priorities.
- Teams may become demotivated as their planning efforts are disrupted, leading to a decline in excitement and potentially affecting the quality of the planning outcomes.
- The ART's ability to estimate and commit to work can be compromised, leading to challenges in delivering value.

To prevent such issues, it is essential that:

- All stakeholders, including Product Management, receive adequate training on the PI Planning process and the importance of respecting established priorities1.
- The RTE ensures that there is a continuous exploration process that drives the synthesis of a Vision, a Roadmap, and Backlogs, and through Pre- and Post-PI Planning events3.
- There is a collaborative approach to planning, where changes to priorities and scope are discussed and agreed upon by all stakeholders before the PI Planning event2.

By addressing the lack of training and preparation, the RTE can help maintain the team's excitement and ensure a more effective and aligned PI Planning process.

## Question: 200

How can Release Train Engineers (RTEs) network and interact with one another to improve job skills and knowledge?

A. Participate in an RTE rotation program
B. Add an RTE lessons learned section to the latest ART Readiness Workbook
C. Join or form an RTE community of practice
D. Maintain a contact list of RTEs in the Value Stream

**Answer: C**

Explanation:

Networking and interaction among Release Train Engineers (RTEs) are essential for sharing knowledge and improving job skills. One effective way for RTEs to network and interact is to join or form a community of practice1. This community serves as a platform for RTEs to share experiences, learn from each other, and discuss challenges and solutions related to their roles. It provides a collaborative environment where RTEs can support each other in their continuous learning journey and contribute to the collective knowledge of the community. By participating in such a community, RTEs can stay updated on best practices, gain new insights, and apply them to improve the effectiveness of their Agile Release Trains.

## Question: 201

What hourly activity helps keep teams on track and facilitates early identification of risks during the Team Breakout portion of PI Planning?

A. Iteration Review
B. ART planning board inspection
C. Coach Sync
D. Business Owner feedback meeting

**Answer: B**

Explanation:

During the Team Breakout portion of PI Planning, the hourly activity that helps keep teams on track and facilitates early identification of risks is the ART planning board inspection. This activity involves reviewing the Agile Release Train (ART) planning board, which provides a visual representation of the team's plans and progress. It allows for the identification of dependencies and risks, and ensures that all teams are aligned with the ART's objectives. The planning board is a central tool in SAFe for maintaining synchronization among teams and providing transparency into the work being done. It is not the Iteration Review (A), which is a separate event that occurs at the end of an iteration. Coach Sync © and Business Owner feedback meeting (D) are also important activities, but they do not specifically serve the purpose of an hourly check-in during the Team Breakout sessions to keep teams on track and identify risks early1.

## Question: 202

What occurs without a shared understanding of the principles?

A. Lean-Agile mindset is achievable
B. Measures that were once beneficial become problematic
C. Practices are systematically adapted to local context
D. Business outcomes improve significantly

**Answer: B**

Explanation:

In the context of SAFe, a shared understanding of the principles is crucial for the successful implementation of the Lean-Agile mindset. Without this shared understanding, measures that were once beneficial can become problematic. This is because the principles of SAFe are designed to work together as a coherent whole. When these principles are not understood or followed collectively, the practices derived from them may not yield the intended benefits and can even lead to negative outcomes.

For example, if a team adopts the SAFe principle of decentralized decision-making without a shared understanding of the Lean-Agile mindset, they might make decisions that are not aligned with the overall goals of the organization. Similarly, if the principle of transparency is not commonly understood, teams may not communicate effectively, leading to mistrust and reduced collaboration. A shared understanding ensures that everyone in the organization is aligned on the 'why' behind the practices, which helps in effectively applying them to achieve the desired business outcomes. It also enables the organization to adapt these practices systematically to their local context while still maintaining the integrity of the SAFe framework.

Therefore, it is essential for Release Train Engineers (RTEs) and other SAFe practitioners to facilitate and reinforce a shared understanding of the SAFe principles to prevent beneficial measures from becoming problematic and to ensure that the Lean-Agile mindset is effectively achieved and sustained within the organization. This alignment is key to realizing the full potential of SAFe and achieving significant business outcomes.

## Question: 203

What is communicated on the ART planning board?

A. ART PI risks
B. Dependencies between teams
C. Team velocity
D. PI Objectives

**Answer: B**

Explanation:

The ART planning board is a key tool used during PI Planning in the Scaled Agile Framework (SAFe). It is utilized to visualize and communicate the critical aspects of the Program Increment (PI) planning process. According to the SAFe documentation, the ART planning board highlights the new feature delivery dates, feature dependencies among teams, and relevant milestones1. This visualization aids in the coordination and alignment of the teams within the Agile Release Train (ART).

The correct answer is B. Dependencies between teams, as the ART planning board specifically communicates the dependencies that exist between different teams working on the ART. This is crucial for ensuring that teams are aware of and can manage the interdependencies effectively, which is essential for the smooth delivery of value through the ART.

The other options, such as ART PI risks (A), team velocity ©, and PI Objectives (D), are important elements within the SAFe framework but are not the primary focus of the ART planning board. The board's main purpose is to provide visibility into how the teams' work interrelates and to facilitate the management of cross-team dependencies to ensure that the ART can achieve its objectives efficiently and effectively.

## Question: 204

What is one recommended practice when planning across large time zone differences?

A. Allow for overlapping hours
B. Choose the time zone with the most team members
C. Choose one time zone for planning, then rotate for the next PI
D. Plan by time zone, then consolidate the plans

**Answer: A**

Explanation:

One recommended practice when planning across large time zone differences is to allow for overlapping hours. This approach acknowledges the challenges posed by multiple time zones and seeks to find a common time window where all team members can actively participate in the planning process. By doing so, it ensures that everyone has the opportunity to contribute to the discussions and decision-making, which is crucial for alignment and collaboration in a distributed environment1. This practice is part of creating a working agreement that accommodates time zone differences and supports effective communication and coordination among remote team members2.

## Question: 205

The RTE collaborates with which other two roles to help focus the ART on delivering value and operational excellence?

A. Enterprise Architect and Solution Management
B. Product Management and System Architect
C. Solution Architect and Enterprise Architect
D. Solution Management and Solution Architect

**Answer: B**

Explanation:

The Release Train Engineer (RTE) collaborates closely with Product Management and the System Architect to guide the Agile Release Train (ART) toward successful delivery. This leadership trio is essential in maintaining a constant synergy between product strategy and implementation. The RTE, along with Product Management and the System Architect, forms a critical alignment that ensures the ART's focus on delivering value and achieving operational excellence. They work together to steer the ART, align on solution and enterprise architecture, and lead Value Stream Management activities for the ART123.

## Question: 206

Which value is used when calculating flow efficiency?

A. Flow time
B. Flow velocity
C. Flow load
D. Flow distribution

**Answer: A**

Explanation:

Flow efficiency is calculated as the ratio of the total time spent in value-added work activities divided by the total flow time. This metric is used to measure how efficient an organization is at delivering value. Flow time, therefore, is the value used when calculating flow efficiency, as it represents the time elapsed from when a backlog item enters the workflow to when it is released12.

## Question: 207

What is one action to support a Continuous Integration (CI) culture?

A. Make integration results visible
B. Purchase a CI tool
C. Secure senior leadership support before starting CI
D. Follow up with CI ceremonies

**Answer: A**

Explanation:
To support a Continuous Integration (CI) culture, one key action is to make integration results visible. This visibility is crucial as it allows all members of the Agile Release Train (ART) to see the progress and quality of the integration efforts in real-time. It helps in identifying integration issues early, which can be addressed promptly, thus maintaining a high quality of the codebase. Visibility of integration results also fosters a culture of collective responsibility for the product's quality and encourages collaboration among team members to achieve a potentially shippable product increment1.

## Question: 208

Which skill do Release Train Engineers (RTEs) have the opportunity to regularly practice and improve?

A. Test-driven development
B. Return-on-investment (ROI) projections
C. Continuous Integration
D. Servant leadership

**Answer: D**

Explanation:
Release Train Engineers (RTEs) have the opportunity to regularly practice and improve the skill of servant leadership. This skill is central to the RTE role in the SAFe framework, as RTEs are expected to be servant leaders and coaches to their Agile Release Trains (ARTs).
Servant leadership involves focusing on the needs of others, especially team members, before considering one's own. It requires the leader to ensure that other people's highest priority needs are being served to encourage teamwork and personal involvement. An RTE practicing servant leadership will:

1. Facilitate and Support: Help teams navigate through the SAFe processes, removing impediments and fostering an environment where teams can be effective1.
2. Coach and Mentor: Provide guidance to teams, Scrum Masters, and other stakeholders in Lean- Agile practices and mindsets1.
3. Lead by Example: Demonstrate the principles of Lean-Agile leadership, embodying the values and principles of SAFe in their daily work1.
4. Drive Continuous Improvement: Encourage and lead the efforts for relentless improvement within the ART, promoting a culture of innovation and continuous learning1.
5. Communicate and Align: Ensure that everyone on the ART understands the mission, vision, and goals, and is aligned in their efforts to achieve them1.

By regularly practicing and improving their servant leadership skills, RTEs can effectively lead their ARTs to deliver value more efficiently and foster a healthy, collaborative, and high-performing team environment.

## Question: 209

When planning for a distributed PI Planning with a significant difference in time zones, what is a key preparation and facilitation focus?

A. Share the outcomes of preparation meetings with local Scrum Masters/Team Coaches (SM/TCs) so they can

arrange local rooms

B. Split up the PI Planning event per time zone and then have the final plan review, confidence vote, and planning retrospective as one centralized meeting

C. Have a single Release Train Engineer (RTE) and technical support person that acts as a central point of communication for all locations

D. Adjust the PI agenda to 2.5-3 days, allowing for overlapping hours

**Answer: D**

Explanation:

When planning for a distributed PI Planning event with significant time zone differences, it's crucial to adjust the PI planning agenda to accommodate the time zones involved1. This may involve extending the agenda to 2.5-3 days to allow for overlapping hours where all participants can be actively involved1. The goal is to ensure that every team member, regardless of their location, can contribute to the planning process and that the necessary collaboration and communication occur effectively. This adjustment helps in overcoming the challenges posed by the time zone differences and supports a more inclusive and integrated planning experience for all members of the Agile Release Train (ART)1.

## Question: 210

What is one reason why the ART predictability measure is important?

A. It identifies under-performing teams
B. It demonstrates the need to fix the scope at the beginning of the PI
C. It indicates where the Solution is ready to be released
D. It allows the business and other stakeholders to plan effectively

**Answer: D**

Explanation:

The ART predictability measure is a critical metric within the SAFe framework. It is important because it enables businesses and other stakeholders to plan effectively. This measure provides insights into

how reliably teams and ARTs can deliver business value against their planned objectives. By understanding the predictability of the ART, stakeholders can make informed decisions about future investments, resource allocation, and market commitments. It is not primarily about identifying under-performing teams (A), fixing the scope at the beginning of the PI (B), or indicating when the Solution is ready to be released ©. Instead, predictability measures provide a fact-based understanding of the ART's ability to deliver on its commitments, which is essential for effective planning and adjustment of strategies1.

## Question: 211

Why is it important for the Release Train Engineer (RTE) to understand Tuckman's group dynamic stages?

A. Tuckman helps RTEs to better understand Team and ART topologies

B. An ART is a team of teams and will likely progress through the Tuckman stages

C. The Tuckman four stages should be reflected in the design of the ART Kanban

D. The Tuckman dynamic nature of the stages requires that we assume variability and preserve options

**Answer: B**

Explanation:

Understanding Tuckman's group dynamic stages is important for a Release Train Engineer (RTE) because an Agile Release Train (ART) is essentially a team of teams, and like any team, it is likely to progress through Tuckman's stages of group development: forming, storming, norming, and performing1.

Here's a detailed explanation of how each stage applies to an ART:

- Forming: In this initial stage, teams come together and start to understand their objectives and boundaries. The RTE plays a vital role in guiding the ART through this stage by helping establish the vision, mission, and objectives of the train.
- Storming: As teams begin working together, they may encounter conflicts and challenges. The RTE can help navigate these by facilitating communication and conflict resolution, ensuring that all teams are aligned and focused on the ART's goals.
- Norming: During this stage, teams start to resolve their differences, establish processes, and begin to work more effectively together. The RTE supports this by fostering a culture of collaboration and continuous improvement.
- Performing: In the final stage, teams operate efficiently and effectively toward achieving the ART's goals. The RTE's role here is to ensure that this high performance is sustained and that the teams continue to innovate and improve.

By understanding these stages, the RTE can better facilitate the ART's journey through them, helping to ensure that the teams within the ART collaborate effectively, resolve conflicts, and ultimately deliver value more predictably. This understanding also helps the RTE to anticipate the challenges that may arise at each stage and to be better prepared to support the ART in navigating them. The knowledge of Tuckman's model equips the RTE with the insights needed to lead the ART through its developmental journey, contributing to the overall success of the train.

## Question: 212

What is one way to use the results from Value Stream mapping?

A. Focus on one component to optimize
B. Calculate the metrics and share them with the ART
C. Move from bottleneck to bottleneck, eliminating as many as possible
D. Identify methods for developers to code faster

**Answer: C**

Explanation:

Value Stream mapping is a tool used in the Scaled Agile Framework (SAFe) to visualize and understand the flow of value through the process of solution delivery. The results from Value Stream mapping are utilized to identify and eliminate waste, improve process efficiency, and ensure that value flows smoothly without interruptions1.

One effective way to use the results from Value Stream mapping is to move from bottleneck to bottleneck, eliminating as many as possible (Option C). This approach is aligned with Lean thinking principles, which emphasize the importance of making value flow without interruptions1. By focusing on the bottlenecks, which are the points in the process where the flow of value is impeded, teams can systematically address and remove these impediments, thereby improving the overall flow and efficiency of the value stream.

The other options, while they may be part of the broader set of activities within SAFe, do not directly describe the use of Value Stream mapping results. Focusing on one component to optimize (Option A) or identifying methods for developers to code faster (Option D) does not necessarily result from Value Stream mapping. Calculating the metrics and sharing them with the ART (Option B) is important for transparency and alignment but is not the primary way to use the results from Value Stream mapping. The key is to identify and address the bottlenecks to enhance the flow of value through the value stream.

## Question: 213

How can a Release Train Engineer (RTE) stay informed about employee satisfaction?

A. Survey full-time employees
B. Gather employee metrics immediately after the ART launches
C. Address and resolve any problems areas
D. Conduct an employee Net Promoter Score (NPS) survey

**Answer: D**

Explanation:

To stay informed about employee satisfaction, a Release Train Engineer (RTE) can conduct an

employee Net Promoter Score (NPS) survey. This method is a standard practice for gauging overall employee engagement and satisfaction within an organization. The NPS survey provides insights into how likely employees are to recommend their workplace to others, which is a strong indicator of their satisfaction and loyalty1. By regularly conducting these surveys, an RTE can track trends over time, identify areas of improvement, and take action to enhance the work environment, thereby supporting the teams in delivering value more effectively. This practice aligns with the SAFe principle of respecting individuals and culture, which emphasizes the importance of understanding and empathizing with others, and encourages the personal development of each individual and the development of teams2.

## Question: 214

What is one purpose of the System Demo?

A. To demonstrate a team's build
B. To flow, dependencies, and risks
C. To plan the Inspect & Adapt (I&A) event
D. To demonstrate the full Solution in a production-like context

**Answer: D**

Explanation:

The System Demo is a significant event within the SAFe framework that serves to provide stakeholders with an integrated view of new features for the most recent iteration delivered by all the teams on the Agile Release Train (ART). It is conducted at the end of every Iteration and is the method for assessing the Solution's current state. The System Demo also gathers immediate, ARTlevel feedback from the people doing the work, as well as critical feedback from Business Owners, sponsors, stakeholders, and customers. This feedback is essential as it guides the ART to stay on course or make necessary adjustments. The demo is the objective measure of value, velocity, and progress of the fully integrated work across all the teams1.

## Question: 215

Which of the following PI Planning element(s) creates transparency and helps engage Business Owners and stakeholders in the planning process?

A. Draft objectives
B. Team Iteration plans
C. Problem-solving workshop
D. ROAMing Risks

**Answer: D**

Explanation:

ROAMing Risks during PI Planning promotes transparency and Business Owner engagement because it:

- Addresses Concerns: Highlighting potential risks (Resolved, Owned, Accepted, Mitigated) opens a dialogue with stakeholders, allowing them to express concerns or uncertainties early on.
- Shared Risk Management: ROAMing risks establishes a collaborative approach to risk management, involving Business Owners in the mitigation planning process.
- Informed Decision-Making: Understanding risks empowers Business Owners to make informed decisions about scope, prioritization, and potential trade-offs.

Reference:

- Scaled Agile Framework (SAFe), PI Planning Article: Specifically mentions ROAMing Risks as an important output of the planning process. https://www.scaledagileframework.com/pi-planning/

## Question: 216

What information is covered during the final plan review?

A. Team Features, Stories, and team-level Enablers
B. Planned Features, uncommitted objectives, and ROAMed risks
C. Changes to capacity and load, final PI Objectives, ART PI Risks, and impediments
D. Changes to Iteration Goals, measured velocity, and dependencies

**Answer: C**

Explanation:

During the final plan review of the Program Increment (PI) Planning, the teams cover several critical pieces of

information. This includes any changes to team capacity and load, which may affect the delivery of PI Objectives. The final PI Objectives are reviewed to ensure alignment with the ART's goals. Additionally, ART PI Risks are addressed, including any new risks identified during the planning process, and existing risks that have been ROAMed (Resolved, Owned, Accepted, Mitigated). Lastly, any impediments that could hinder the ART's progress are discussed, ensuring that they are acknowledged and addressed appropriately. This comprehensive review is essential for the ART to commit to a set of PI Objectives that are achievable and aligned with the overall strategy1.

## Question: 217

What is one benefit of the Innovation and Planning (IP) Iteration?

A. It allows for additional planned work
B. It allows for building in quality and compliance
C. It provides an estimating guard band
D. It provides an opportunity to integrate and perform end-to-end testing

**Answer: D**

Explanation:

One benefit of the Innovation and Planning (IP) Iteration is that it provides an opportunity to integrate and perform end-to-end testing. This time is allocated specifically for activities such as integration, testing, innovation, and planning, which are crucial for maintaining the quality and coherence of the solution being developed by the Agile Release Train.

## Question: 218

What is one method for developing a sufficient Architectural Runway for the ART?

A. Create alignment with the System Architect and Product Management that the first PI is all about Enablers to plan for creating business value in the second PI
B. Ask the Business Owner which Enablers have high business value
C. Ask the teams to commit only to Enablers as their PI Objectives during the PI Planning and address Features as uncommitted objectives for the first PI
D. Work with Product Management and System Architects to identify future Features and determine the Enablers to achieve them

**Answer: D**

Explanation:

The Architectural Runway in SAFe is built to support the implementation of near-term features with minimal redesign and delay. It enables a continuous flow of value through the Continuous Delivery Pipeline, providing the technology required to quickly define, build, validate, and release Features and Capabilities. To develop a sufficient Architectural Runway for the ART, it is essential to balance emergent design with intentional architecture. This requires some centralized planning and crossteam coordination, which is achieved by working with Product Management and System Architects to identify future Features and determine the Enablers to achieve them. These enablers are then implemented to extend the Architectural Runway, ensuring that it evolves in support of dynamic business needs1.

## Question: 219

What is one benefit of an Iteration and PI calendar?

A. Ability to create a big visible information radiator (BVIR) of the important team and ART milestones
B. Ability to know the cycle time between important team and ART events
C. Ability to visualize the ART cadence and synchronization
D. Ability to ensure that key events do not conflict with non-SAFe events

**Answer: C**

Explanation:

The Iteration and PI (Program Increment) calendar is a tool used within the SAFe (Scaled Agile Framework) to help visualize the timing of the iterations and PIs for an Agile Release Train (ART). This visualization is crucial for several reasons:

1. Cadence and Synchronization: The calendar helps all teams involved in the ART to align on a common cadence, which is the rhythm of the iterations and PIs. This alignment ensures that all teams are working in sync, which is essential for the ART to function effectively as a whole1.
2. Facilitating PI Planning: The Iteration and PI calendar is used during PI planning to help teams understand when iterations will begin and end, which aids in the planning of work and the setting of objectives2.
3. Visualizing ART Events: The calendar provides a visual representation of all the key events in the ART's timeline, including iterations, PIs, and IP iterations (Innovation and Planning iterations), which are essential for continuous learning and improvement3.
4. Supporting Predictability: By visualizing the ART's cadence and synchronization, the Iteration and PI calendar supports better predictability in delivery and helps manage stakeholders' expectations1.
5. Enabling Relentless Improvement: The calendar also supports the SAFe principle of relentless improvement by making it clear when the ART will have time to reflect on the past PI and identify areas for improvement3.