ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFIATION

"Please note that these files may not be up to date. However, the questions will help you understand the exam format and typical question patterns."

www.atmicnetworks .com

Warning: Keep connected with our support team for latest updates

Question: 1

What description best represents Capabilities as defined in SAFe?

A. Capabilities are simply a level of abstraction above Epics, exhibiting largely the same characteristics and practices.
B. Capability is a different name for Features, one that is preferred by some organizations.
C. Capabilities are simply a different kind of Epic, exhibiting largely the same characteristics and practices.
D. Capabilities are simply a level of abstraction above Features, exhibiting largely the same characteristics and practices.

Answer: D

Explanation:

In SAFe 6.0, Capabilities are defined as "higher-level solution behaviors that typically span multiple ARTs." They are maintained in the Solution Train Backlog and are sized and split into Features for implementation by individual ARTs. The SAFe 6.0 guidance specifically states: “Capabilities are larger solution behaviors that often span multiple Agile Release Trains. They are typically sized to be delivered in a Planning Interval (PI) and are broken down into Features to facilitate implementation.”
This distinguishes Capabilities from Epics and Features. Unlike Epics, which require Lean Business Cases and approval through Portfolio Kanban, Capabilities follow a breakdown path to Features for execution. Therefore, they are a level above Features, not a synonym for Epics or Features. Reference:
SAFe 6.0 Website: Capabilities
SAFe Practice Consultant SPC (6.0) Training Guide — "Building Solutions with Agile Product Delivery" Module
Terminology Update: "Solution Backlog" → "Solution Train Backlog" confirms the hierarchical location of Capabilities

Question: 2

What activity calls for using the ROAM technique?

A. Refining the Program Backlog.
B. Managing the ART sync.
C. Categorizing program risks during PI Planning.
D. Managing teams by the Release Train Engineer.

Answer: C

Explanation:

The ROAM technique (Resolved, Owned, Accepted, Mitigated) is used during Planning Interval (PI) Planning to manage and categorize ART PI Risks. In the PI Planning session, all identified risks are discussed and then categorized using the ROAM framework, which helps teams and stakeholders clarify ownership, mitigation strategies, and acceptance of each risk.

According to the SAFe 6.0 official guidance:

"During PI Planning, teams identify program risks and then use the ROAM technique to classify each risk as Resolved, Owned, Accepted, or Mitigated. This collaborative activity ensures transparency and allows teams to address significant risks before proceeding."

This activity does not take place during backlog refinement, ART syncs, or general team management; it is specific to the PI Planning event.

Reference:

SAFe 6.0 Website: PI Planning and ROAM

SAFe Practice Consultant SPC (6.0) Training Guide — "Launching an Agile Release Train" Module New Terminology: "Program PI Risks" are now referred to as "ART PI Risks"

Question: 3

(Select 2) Why is Architectural Runway important?

A. It supports a stable velocity.
B. It provides the documentation on which Features and Capabilities are built.
C. It iteratively evolves the architecture to meet changing needs.
D. It allows for nontechnical changes

Answer: A, C

Explanation:

The Architectural Runway in SAFe consists of the existing code, components, and technical infrastructure necessary to support the implementation of prioritized, near-term Features without excessive redesign and delay. Its importance is twofold:

It supports a stable velocity (A): Teams need sufficient architectural runway to maintain a predictable velocity and reduce technical debt. As stated in SAFe, “Architectural Runway enables teams to build features quickly and efficiently, thus maintaining stable velocity.”

It iteratively evolves the architecture to meet changing needs (C): SAFe recommends an incremental and emergent architectural approach. The runway is not static; it evolves to meet the emerging business and technical requirements, “just enough, just in time.”

Incorrect options:

B is incorrect—while documentation may be produced, the runway itself is not documentation but actual working infrastructure.

D is incorrect—runway specifically supports technical changes, not nontechnical ones.

Reference:

SAFe 6.0 Website: Architectural Runway

SPC 6.0 Guide: "The runway must be continually maintained and extended to provide the foundation for developing Features and Capabilities at a sustainable pace."

Question: 4

What is the most effective way to train the System Team members to operate effectively as part of the train?

A. Have them attend Leading SAFe training and Scrum Master orientation.
B. Have them attend Leading SAFe training.
C. Have them attend SAFe for Teams training with all other teams on the train.
D. Have them attend Implementing SAFe training with SPC certification.
E. Have them review the SAFe Foundations presentation and provide on-the-job training.

Answer: C

Explanation:

According to SAFe 6.0, System Teams are integral to the ART and are considered equal members. The recommended best practice is:

“System Team members should attend SAFe for Teams training together with all other teams on the train to ensure shared understanding of Agile, SAFe, and the train’s objectives and practices.”

This approach supports alignment, collaboration, and shared learning. Other answers do not ensure integration with the ART or are targeted at other roles or less comprehensive.

Reference:

SAFe 6.0 Website: System Team

SPC 6.0 Guide: “System Team members should attend SAFe for Teams training with all other teams on the ART.”

Question: 5

What are the primary responsibilities of Program Portfolio Management (PPM)?

A. Governance, strategy and investment funding, program management.
B. Program management, stakeholder management, PI Planning.
C. Lightweight business case, Epic specification workshop, Budget allocation.
D. Governance, investment funding, product strategy.

Answer: A

Explanation:

Program Portfolio Management (now commonly referred to as Lean Portfolio Management in SAFe 6.0) is accountable for:

Strategy and Investment Funding: Ensuring the portfolio’s investments align with the enterprise’s business strategy.

Agile Portfolio Operations (Program Management): Supporting program execution, including coordination and support across value streams.

Governance: Assuring compliance, monitoring progress, and evaluating outcomes.

SAFe 6.0 documentation emphasizes these three pillars as the core responsibilities of LPM/PPM.

Option D omits program management, while B and C list activities or deliverables but not the full scope of responsibilities.

Reference:

SAFe 6.0 Website: Lean Portfolio Management

SPC 6.0 Guide: "Strategy and Investment Funding, Agile Portfolio Operations, and Lean Governance are the primary responsibilities of Lean Portfolio Management."

Question: 6

What role would a traditional program manager most likely take on in SAFe?

A. Release Train Engineer or Value Stream Engineer.
B. Scrum Master
C. Business Owner
D. Product Manager

Answer: A

Explanation:

In the transition to SAFe, traditional program managers most often assume the role of Release Train Engineer (RTE) or Value Stream Engineer (VSE).

The RTE is described as "the chief Scrum Master for the train," focusing on program-level facilitation, coordination, and execution—duties very similar to those of a traditional program manager.

The VSE supports the coordination of multiple ARTs in a Solution Train.

The SAFe Practice Consultant (SPC) 6.0 guide explicitly notes:

"Program managers typically become Release Train Engineers (RTEs) or Value Stream Engineers (VSEs) in SAFe, as these roles align with their experience in coordinating teams and managing delivery at scale."

Reference:

SAFe 6.0 Website: Release Train Engineer

SPC 6.0 Guide, "Leading the Change" section: "Program Managers may serve as RTEs or VSEs, leveraging their background in multi-team delivery."

Question: 7

What activity occurs during the program Inspect and Adapt workshop?

A. PI Predictability Measure update.
B. Roadmap update
C. Team Iteration Demo

D. Biweekly System Demo
E. Iteration Metrics update

Answer: A

Explanation:

The Inspect and Adapt (I&A) workshop is a regular, program-level event at the end of each Program Increment (PI). One of the key activities in this workshop is updating the PI Predictability Measure, which assesses how well teams and the ART delivered on their PI Objectives. This measure is reviewed and discussed to help the ART improve planning and delivery in future PIs.

While the I&A event also includes a PI System Demo and a Retrospective/Problem-Solving Workshop, the Team Iteration Demo (C) and Iteration Metrics update (E) are typically performed at the team level throughout the PI, not specifically during the I&A. Roadmap updates (B) and Biweekly System Demos (D) are other ongoing events outside the I&A workshop.

Reference:

SAFe 6.0 Website: Inspect and Adapt

SPC 6.0 Guide: "Teams collectively assess PI Predictability and use these insights for improvement."

Question: 8

In SAFe, who owns the Vision for a PI?

A. Product Owner
B. Business Owners
C. Scrum Master
D. COE
E. Product Management

Answer: E

Explanation:

In SAFe, Product Management is responsible for defining and communicating the Vision for the Agile Release Train (ART) and each Program Increment (PI).

The Vision describes the current and future state of the solution and helps align all teams in the ART towards the same objectives. Product Owners support and refine this vision but do not own it.

Reference:

SAFe 6.0 Website: Vision

SAFe 6.0 Website: Product Management

SPC 6.0 Guide: "Product Management has primary responsibility for the Program Backlog and PI Vision."

Question: 9

What are stretch objectives?

A. Objectives that are beyond the capacity of the team and so are uncommitted for the PI.
B. Objectives that are part of the team's capacity but not necessarily achievable during the PI.
C. Objectives that are identified during the PI.
D. Objectives that the business has promised to their Customers.

Answer: A

Explanation:

Stretch objectives are those that teams would like to accomplish but are not certain they will be able to complete within the PI due to uncertainty, risks, or dependencies. These objectives are not included in the team's committed objectives and do not count towards the team's PI predictability measure.

SAFe 6.0 states:

"Stretch objectives are used to identify work that can be done if capacity permits, but are not committed by the team for the PI."

Reference:

SAFe 6.0 Website: PI Objectives

SPC 6.0 Guide: "Stretch objectives are not part of the team's commitment and may or may not be achieved in the PI."

Question: 10

(Select 2) What would you examine when identifying Value Streams in an enterprise moving to SAFe?

A. The project cost accounting procedures in place.
B. The internal departments which are supported.
C. The number of ARTs which would be contained in the Portfolio.
D. The current products which the company sells.

Answer: B, D

Explanation:

When identifying Value Streams, SAFe recommends looking at how value flows to the customer. This typically means analyzing:

The internal departments which are supported (B): Understanding which departments contribute to the delivery of value helps map operational and development value streams.

The current products which the company sells (D): Products are often a clear indicator of value delivery. Mapping products helps trace value from concept to customer.

Options A and C are not primary criteria for identifying value streams. Project cost accounting (A) is financial and administrative, and number of ARTs (C) is a result of value stream identification, not an input.

Reference:

SAFe 6.0 Website: Identify Value Streams and ARTs

SPC 6.0 Guide: “Look for existing products, solutions, and services delivered to the customer, and the people, systems, and steps involved in their flow of value.”

Question: 11

The portfolio Vision is an aggregation of every Agile Release Train's Vision?

A. True
B. False

Answer: B

Explanation:

The portfolio Vision is not simply an aggregation of the ARTs' Visions. Instead, the portfolio Vision is a higher-level, strategic expression of the portfolio's direction and purpose, informed by the enterprise strategy and objectives. While ART Visions may align to and support the portfolio Vision, the portfolio Vision is created at the portfolio level and provides the overall context for the ARTs, not the other way around.

Reference:

SAFe 6.0 Website: Portfolio Vision

SPC 6.0 Guide: "The portfolio vision provides strategic direction for all value streams and ARTs, and is not merely the sum of ART visions."

Question: 12

(Select 2) What applies to the Portfolio Backlog?

A. The Portfolio Kanban holds Capabilities that are ready for implementation.
B. Programs plan PIs so that they exhaust the Portfolio Backlog and only then work on their local priorities.
C. It provides a low-cost holding area for approved Business and Enabler Epics.
D. WSJF is used to prioritize Epics in the Portfolio Backlog.

Answer: C, D

Explanation:

C: The Portfolio Backlog is used as a low-cost holding area for approved Business and Enabler Epics until they are ready for implementation, avoiding premature commitment of resources.

D: Weighted Shortest Job First (WSJF) is the recommended method for prioritizing Epics in the Portfolio Backlog, balancing the cost of delay and job size to deliver maximum value.

Option A is incorrect because the Portfolio Kanban holds Epics, not Capabilities (which are managed at the Solution/ART level). Option B is incorrect because programs do not wait to exhaust the Portfolio Backlog before working on local priorities; local priorities are managed at the ART level.

Reference:

SAFe 6.0 Website: Portfolio Backlog

SPC 6.0 Guide: "Epics are held in the Portfolio Backlog and prioritized using WSJF."

Question: 13

When does the System Demo happen?

A. After the Solution Demo, but before PI Planning.
B. After every Iteration.
C. On demand.
D. After continuous integration.
E. After Pre-PI Planning.

Answer: B

Explanation:

The System Demo is a key event in SAFe that happens at the end of every iteration. It provides an integrated view of the new features delivered by all the teams in the Agile Release Train during the most recent iteration. This demonstration allows stakeholders to evaluate the solution's progress and provide feedback.

Reference:

SAFe 6.0 Website: System Demo

SPC 6.0 Guide: "System Demos occur at the end of every iteration, providing feedback on the fully integrated solution increment."

Question: 14

Test automation is typically included in the Definition of Done (DoD).

A. True
B. False

Answer: A

Explanation:

Test automation is a best practice in SAFe and is typically included in the Definition of Done (DoD). The DoD ensures that all work is tested and validated before being considered complete. Including test automation in the DoD supports continuous integration, reduces manual testing effort, and increases the reliability of every increment.

Reference:

SAFe 6.0 Website: Built-in Quality

SPC 6.0 Guide: "Definition of Done includes automated testing to ensure built-in quality."

Question: 15

(Select 2) When might Feature size not be a good substitute for the duration of WSJF?

A. The Feature did not originate from a Program Epic.
B. The Feature involves a team or team members who represent a bottleneck.
C. The Feature did not originate from a Value Stream Capability.
D. The Feature involves a remote third-party vendor that has a formal scope-approval process.
E. The Feature has not yet been broken down into user stories by the Product Owner.

Answer: B, D

Explanation:

WSJF (Weighted Shortest Job First) uses job size or duration as the denominator to prioritize work. SAFe often uses feature size (story points) as a proxy for duration. However, this is not always accurate:

8: If a Feature involves a team or member who is a bottleneck, the actual duration may be longer than estimated by size, due to limited availability.

D: If a Feature depends on a remote third-party vendor with formal approval processes, duration may be impacted by external delays not reflected in the feature's size.

Options A, C, and E do not directly impact the suitability of size as a proxy for duration.

Reference:

SAFe 6.0 Website: WSJF

SPC 6.0 Guide: "Use feature size as a proxy for duration unless bottlenecks or dependencies (e.g., with external vendors) distort that relationship."

Question: 16

(Select 3) Which of the following have acceptance criteria?

A. Business Capabilities
B. Portfolio Enabler Epics
C. Strategic Themes
D. Enabler Features
E. Spikes
F. Program Epics

Answer: A, D, F

Explanation:

A . Business Capabilities: In SAFe, Capabilities (including Business Capabilities) are large solution behaviors that have acceptance criteria to ensure they are fully defined and testable.

D . Enabler Features: All Features, including Enabler Features, require acceptance criteria to clarify when the Feature is done.

F . Program Epics: Epics require acceptance criteria to define the conditions for completion and evaluation.

Portfolio Enabler Epics (B) have a higher-level definition and are not typically assigned granular acceptance criteria.

Strategic Themes (C) and Spikes (E) do not have acceptance criteria; Spikes are research items.

Reference:

SAFe 6.0 Website: Features and Capabilities

SPC 6.0 Guide: “Each Feature, Capability, and Epic should have clear acceptance criteria.”

Question: 17

Your organization decided to thoroughly implement the SAFe Principle "Assume variability; preserve options." What is the optimum path for success?

A. Assume variability of scope and preserve options for the release date.
B. Preserve flexibility in system functionality and design, but have fixed Solution intent.
C. Assume variability of scope, but have fixed Solution Context.
D. Preserve flexibility in both system functionality and design.

Answer: D

Explanation:

SAFe Principle #3 states: “Assume variability; preserve options.” The optimum path is to preserve flexibility in both system functionality and design as long as possible, enabling better decisionmaking with more information and reducing the risk of suboptimal solutions.

The other options either fix one dimension or another, which is contrary to the principle.

Reference:

SAFe 6.0 Website: SAFe Principles

SPC 6.0 Guide: “Maintain options in both design and requirements for as long as economically feasible.”

Question: 18

What is the correct statement about Work in Process (WIP)?

A. The bigger the WIP, the richer the feedback.
B. The amount of WIP is unrelated to utilization.
C. Lower WIP limits foster collaboration.

Answer: C

Explanation:

Lowering WIP limits reduces multitasking, exposes bottlenecks, and encourages team members to collaborate to finish work before starting new work. This is a core Lean and SAFe principle to increase flow and throughput.

A is incorrect; excessive WIP delays feedback. B is incorrect; WIP is highly related to utilization and flow.

Reference:

SAFe 6.0 Website: Team Kanban

SPC 6.0 Guide: “Lowering WIP limits increases collaboration and speeds up flow.”

Question: 19

What does Little's Law tell us?

A. The easiest way to achieve flow is to reduce queue lengths.
B. Long queues help increase process efficiency.
C. The easiest way to reduce waits is to increase the processing rate.
D. The average wait time is dependent on the varying arrival rate of items coming into the queue.
E. Single-piece flow is always best.

Answer: A

Explanation:

Little’s Law is a fundamental concept in Lean and flow-based systems. It states that the average wait time (Lead Time) in a queue or process is proportional to the number of items in the system (Work in Process, WIP) divided by the average processing rate. The easiest, most direct way to achieve better flow (reduce wait time) is to reduce the queue length (WIP). SAFe 6.0 specifically cites Little’s Law as the basis for limiting WIP to optimize flow.

Other options are incorrect or incomplete:

B is false; long queues increase wait time.

C is only partially true but not always possible; reducing queue length is usually easier and more controllable.

D is incorrect; Little's Law applies to average, stable systems, not varying rates.

E is unrelated to Little's Law specifically.

Reference:

SAFe 6.0 Website: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths

SPC 6.0 Guide: "Little's Law demonstrates that reducing queue length is the fastest way to reduce wait time and improve flow."

Question: 20

The Spanning Palette can apply to the Team Level.

A. True
B. False

Answer: A

Explanation:

The Spanning Palette is a set of roles and artifacts that may apply across multiple SAFe levels, including Team, ART, Solution Train, and Portfolio. The Spanning Palette includes functions like

System Architect, Release Management, Shared Services, and more. SAFe explicitly notes that these elements are used "as needed at each level, including the Team level, depending on context."

Reference:

SAFe 6.0 Website: Spanning Palette

SPC 6.0 Guide: "Spanning Palette elements are used across one or more SAFe levels, including the Team level."

Question: 21

Every Enabler Capability has an Enabler Epic as its parent.

A. True
B. False

Answer: B

Explanation:

Not every Enabler Capability is derived from an Enabler Epic. Enabler Capabilities can originate independently to support architectural runway or future business functionality, and may be identified directly by Solution or System Architects, not always as children of an Enabler Epic.

Reference:

SAFe 6.0 Website: Capabilities

SPC 6.0 Guide: "Enabler Capabilities may be derived from Enabler Epics, but may also be identified directly by architecture or ART leadership."

Question: 22

ARTs that consist only of Feature teams do not require an Architectural Runway.

A. True
B. False

Answer: B

Explanation:

All Agile Release Trains (ARTs), regardless of being composed solely of Feature teams, require Architectural Runway. The runway provides the necessary technical foundation to support upcoming Features and to enable a sustainable pace of delivery. This is a universal need in SAFe, regardless of team composition.

Reference:

SAFe 6.0 Website: Architectural Runway

SPC 6.0 Guide: "All ARTs require architectural runway to enable the development of features at a sustainable pace."

Question: 23

What does the SAFe budgeting model suggest?

A. Each Strategic Theme receives a budget allocation when Strategic Themes span portfolios.
B. Epics, Features, and Stories are funded based on their size in normalized Story points, while teams are allocated to high-priority work as needed.
C. Each Value Stream receives budget allocation as a whole; individual work is not specifically budgeted.
D. Each team gets budget allocation and Features are funded according to their size in normalized Story points.

Answer: C

Explanation:

The SAFe budgeting model recommends Lean Budgets: each Value Stream (not individual teams or work items) receives a total budget allocation. Individual work items (Epics, Features, etc.) are not specifically budgeted. This model provides flexibility for local decision-making and accelerates value delivery by minimizing the friction of project-based funding.

Reference:

SAFe 6.0 Website: Lean Budgets

SPC 6.0 Guide: "Lean Budgets allocate funding to value streams, not individual projects, teams, or features."

Question: 24

What would imply a change to the ART Budget?

A. Extending the duration of a PI.
B. Changing total ART resources
C. Switching to a different PI cadence.
D. Reducing the scope of a Program Epic.
E. Prioritizing Features based on Cost of Delay.

Answer: B

Explanation:

The ART Budget is determined primarily by the people and resources assigned to the Agile Release Train (ART). Changing the total ART resources (e.g., adding or removing teams, increasing or decreasing staffing) directly affects the cost structure and, therefore, the budget. Adjusting PI cadence or scope of work affects delivery, not the base budget. Prioritizing Features affects sequencing, not budgeting.

Reference:

SAFe 6.0 Website: Lean Budgets

SPC 6.0 Guide: “The ART budget is primarily a function of the resources dedicated to the train.”

Question: 25

(Select 3) Which behaviors are typically associated with Lean-Agile Leaders?

A. Establish clear objectives for managing.
B. Develop Solutions.
C. Protect subordinates from interference by outside stakeholders.
D. Support decentralized decision-making.
E. Emphasize lifelong learning.

Answer: A, D, E

Explanation:

Lean-Agile leaders in SAFe are characterized by:

A: Establishing clear objectives, providing clarity and direction.

D: Supporting decentralized decision-making, empowering teams.

E: Emphasizing lifelong learning, modeling and fostering a growth mindset.

Leaders do not directly develop solutions (B)—that’s the teams’ responsibility. Protecting subordinates from all outside influence (C) is not Lean-Agile leadership; instead, leaders encourage collaboration and openness.

Reference:

SAFe 6.0 Website: Lean-Agile Leadership

SPC 6.0 Guide: “Lean-Agile leaders provide vision, enable autonomy, and model learning.”

Question: 26

SAFe uses Story points for estimating the size of Stories, Features, Capabilities, and Epics.

A. True

B. False

Answer: B

Explanation:

Story points are used for estimating the size of Stories (team-level items). Features and Capabilities are estimated using Story points or other measures, but Epics are usually estimated in person-months or t-shirt sizes, not Story points, due to their scale and complexity.

Reference:

SAFe 6.0 Website: Estimating

SPC 6.0 Guide: "Epics are typically estimated in person-months; Stories use story points."

Question: 27

What is Cost of Delay?

A. Cost incurred when system integration appears too late in the PI.

B. Opportunity cost and deferred revenue.

C. Penalty for nonperformance.

D. Cost of not addressing risk early on.

Answer: B

Explanation:

Cost of Delay is the economic impact of delaying or deferring work. It combines opportunity cost and potential revenue lost due to not delivering value sooner. It is a key metric for prioritizing work in SAFe.

Reference:

E. Fe 6.0 Website: WSJF and Cost of Delay

Question: 28

(Select 4) What are legitimate examples of management as an enabling function, rather than as top-down control?

A. Assigning backlog items to team members.

B. Communicating the Solution Vision with the teams.

C. Working with other departments to establish better communication among teams.
D. Creating work breakdown structures.
E. Assigning team members to handle external dependencies.
F. Developing skills and career paths for team members.
G. Creating an environment of mutual influence.

Answer: B, C, F, G

Explanation:

SAFe emphasizes enabling leadership over command-and-control. Legitimate enabling functions include:

B: Communicating vision helps teams align without dictating execution.

C: Facilitating cross-team communication removes barriers, enabling team success.

F: Developing skills and career paths grows team capability and autonomy.

G: Creating mutual influence supports empowerment and innovation.

Options A, D, and E are examples of directive, top-down control—antithetical to Lean-Agile leadership.

Reference:

SAFe 6.0 Website: Lean-Agile Leadership

SPC 6.0 Guide: "Lean-Agile leaders enable, coach, and develop teams instead of directing their work."

Question: 29

Capabilities are similar to Features and can be managed in the Program Backlog.

A. True
B. False

Answer: B

Explanation:

Capabilities are similar to Features in structure but are larger, cross-ART solution behaviors managed in the Solution Train Backlog, not the Program Backlog. Features are managed in the Program Backlog (ART level); Capabilities exist at the Solution Train level.

Reference:

SAFe 6.0 Website: Features and Capabilities

SPC 6.0 Guide: “Capabilities are managed in the Solution Train Backlog, not the Program Backlog.”

Question: 30

(Select 4) Lean-Agile Leaders

A. Lead the teams
B. Proactively eliminate impediments.
C. Run successful Agile Release Trains.
D. Facilitate relentless improvement E. Embrace the values of Lean.

F. Manage the most critical day-to-day activities of team members.

Answer: B, D, E, A

Explanation:

Lean-Agile Leaders:

A: Provide leadership and vision (lead, not manage day-to-day).

B: Proactively eliminate impediments, enabling teams.

D: Facilitate relentless improvement, driving a culture of learning.

E: Embrace and model Lean values.

Running ARTs (C) is the responsibility of the RTE, not all leaders. Managing day-to-day tasks (F) is command-and-control, not Lean-Agile leadership.

Reference:

SAFe 6.0 Website: Lean-Agile Leadership

SPC 6.0 Guide: “Lean-Agile leaders lead by example, embrace Lean values, enable teams, and drive improvement.”

Question: 31

(Select 2) What factors favor centralized decision-making?

A. Infrequent decisions.
B. Need for fast decision-making.
C. Economies of scale
D. Appropriate authority level of the decision maker.
E. High cost of delay

Answer: A, C

Explanation:

SAFe encourages decentralized decision-making except when:

A: Decisions are infrequent—centralizing avoids redundant local learning.

C: Economies of scale can be achieved—centralized buying or standards reduce cost/complexity.

Fast decision needs (B), high cost of delay (E), and decisions within the authority of those closest to the work (D) all favor decentralization.

Reference:

SAFe 6.0 Website: Principle #9: Decentralize Decision-Making

SPC 6.0 Guide: "Centralize infrequent decisions and those enabling economies of scale; decentralize everything else."

Question: 32

(Select 2) What are the responsibilities of a Business Owner?

A. Assign business value to Team Objectives during PI Planning.
B. Participate in Post-PI Planning and assist trains in adjusting ART PI plans as needed.
C. Assign business value to Epics and Features.
D. Ensure that the Solution Demo occurs.
E. Determine the product Roadmap

Answer: A, B

Explanation:

A: Business Owners assign business value to PI Objectives during PI Planning, ensuring alignment with business priorities and objectives.

B: Business Owners participate in PI events (including Post-PI Planning) and help ARTs adjust plans to better meet business needs.

Assigning value to Epics/Features (C) is the responsibility of Product Management. Ensuring the Solution Demo (D) is a shared leadership responsibility, not specific to Business Owners. Determining the roadmap (E) is owned by Product Management.

Reference:

SAFe 6.0 Website: Business Owners

SPC 6.0 Guide: "Business Owners assign business value to objectives and participate in PI Planning and ART events."

Question: 33

If a Value Stream is bigger than the recommended ART size, SAFe recommends splitting it by development process steps and organizing the trains around those steps respectively.

A. True
B. False

Answer: B

Explanation:

SAFe recommends splitting large Value Streams along value delivery boundaries (e.g., by product, solution, or customer segment), not by development process steps. Organizing ARTs by process step creates handoffs and delays, which is contrary to Lean-Agile principles.

Reference:

SAFe 6.0 Website: Identify Value Streams and ARTs

SPC 6.0 Guide: "ARTs should be organized for flow of value, not around process steps."

Question: 34

What does innovation accounting mean?

A. Capitalizing the cost of software development using Story points.
B. Defining, empirically measuring, and communicating the true progress of innovation.
C. Demoing Stories that come out of the IP Iteration.
D. Being sure to account for the investment in new product initiatives on a P&L.

Answer: B

Explanation:

Innovation accounting means defining, empirically measuring, and communicating the progress of innovative work using metrics that reflect validated learning, rather than traditional outputs or financials. It supports objective evaluation of hypotheses and pivots in Lean Portfolio Management.

Reference:

SAFe 6.0 Website: Innovation Accounting

SPC 6.0 Guide: "Innovation accounting provides a framework for measuring progress of new initiatives based on evidence, not just effort."

Question: 35

(Select 2) What are the right scenarios for using SAFe Foundations Training Materials?

A. Train Scrum Masters in servant leadership following "SAFe for Teams" training.
B. Make an initial presentation on SAFe to the organization.
C. Familiarize Release Train Engineers with the PI Planning process.
D. Familiarize executives with SAFe.
E. Train the teams prior to PI Planning.

Answer: B, D

Explanation:

SAFe Foundations Training Materials are designed for broad awareness and initial education, especially for:

B. Making an initial presentation on SAFe to the organization.

D. Familiarizing executives and leaders with the basics of SAFe.

Detailed role-based and process training (A, C, E) is better addressed through role-specific courses (e.g., "SAFe for Teams," "SAFe Scrum Master," "SAFe Release Train Engineer").

Reference:

SAFe 6.0 Website: SAFe Foundations

SPC 6.0 Guide: "Foundations materials are ideal for executive briefings and initial organizational awareness."

Question: 36

(Select 2) What steps in the Portfolio Kanban are most appropriate for running research spikes?

A. Analysis—spikes help clarify feasibility.
B. Implementing—teams perform spikes as usual
C. Funnel—understand whether the Epic makes sense.
D. Portfolio Backlog—run a spike before pulling into development.

Answer: A, C

Explanation:

A: During the Analysis step, research spikes (time-boxed investigations) are used to clarify feasibility, identify unknowns, and gather data for decision making.

C: In the Funnel step, early research or spikes help determine if the Epic is even worth advancing, especially for innovations or high-risk items.

Portfolio Backlog (D) is for items already accepted for future implementation; it's generally too late for basic research spikes. Implementing (B) is for execution, not discovery.

Reference:

SAFe 6.0 Website: Portfolio Kanban

SPC 6.0 Guide: "Spikes are often run during the Funnel and Analysis steps to clarify scope, feasibility, and business case."

Question: 37

If all Agile Release Trains in a Value Stream are organized around Capabilities, they don't require cross-train coordination.

A. True
B. False

Answer: B

Explanation:

Even if ARTs are organized around Capabilities, cross-train coordination is still required to ensure alignment, manage

dependencies, and deliver integrated solutions. SAFe emphasizes synchronization across ARTs, especially in a Solution Train.

Reference:

SAFe 6.0 Website: Solution Train

SPC 6.0 Guide: “ARTs require coordination to address cross-cutting concerns and deliver value across the value stream.”

Question: 38

A Feature inherits its WSJF rank from its parent.

A. True
B. False

Answer: B

Explanation:

WSJF (Weighted Shortest Job First) is calculated for each item (Feature, Capability, Epic) based on its own Cost of Delay and job size, not inherited from a parent item. Features are prioritized independently, even if derived from higher-level items.

Reference:

SAFe 6.0 Website: WSJF

SPC 6.0 Guide: “WSJF is calculated per item at each backlog level; ranking is not inherited.”

Question: 39

What is NOT a SAFe-recommended Metric?

A. Number of lines of code produced.
B. Number of new test cases automated.
C. Number of test cases produced.
D. Percent of unit test coverage.
E. Percent of user stories accepted by the Product Owner.
F. Number of defects outstanding.

Answer: A

Explanation:

SAFe does not recommend using the number of lines of code produced as a metric because it does not correlate with value, quality, or customer outcomes. Other metrics listed are used to assess quality, progress, or value delivery.

Reference:

SAFe 6.0 Website: Metrics

SPC 6.0 Guide: "Output-based metrics such as lines of code are discouraged; focus on outcomes and quality."

Question: 40

(Select 2) You are prioritizing Epics and the group cannot reach a consensus on WSJF parameters. What would be the best course of action to reduce inconsistencies?

A. Collect additional input from other stakeholders.
B. Take time to provide more detailed specifications for each Epic.
C. Use strategic themes to help the group understand how an Epic contributes to the realization of the enterprise business strategy.
D. Change the scale for WSJF parameters.
E. Split Epics into Capabilities, prioritize them, and combine those priorities back to the Epic level.

Answer: A, C

Explanation:

A: Gathering more input from other stakeholders brings additional perspectives and data, which can help clarify and reduce subjectivity in WSJF scoring.

C: Using strategic themes aligns WSJF discussion to the organization's business goals, reducing ambiguity and disagreement by providing clear context for value.

Providing more detailed specs (B) can help but doesn't address the root cause if business alignment/context is missing. Changing scales (D) is not recommended unless the scales are fundamentally flawed. Splitting Epics (E) changes prioritization granularity, not clarity.

Reference:

SAFe 6.0 Website: WSJF

SPC 6.0 Guide: "Use strategic themes and broad stakeholder input to improve the consistency of WSJF estimates."

Question: 41

What is the primary purpose of the management meeting at the end of Day 1 of PI Planning?

A. To assign business value to the teams' draft PI Objectives.
B. To make adjustments to the PI scope and address program challenges.
C. To design the next generation of the product.
D. To evaluate the performance of teams.

Answer: B

Explanation:

At the end of Day 1 of PI Planning, managers and key stakeholders meet to review program risks, PI Objectives, and dependency issues raised by teams. The primary purpose is to make adjustments to scope, resolve challenges, and provide guidance for Day 2 planning.

Reference:

SAFe 6.0 Website: PI Planning

SPC 6.0 Guide: "Management meets to review progress, address challenges, and adjust scope as needed."

Question: 42

When is the Solution Demo conducted?

A. On demand.
B. At the end of each Sprint.
C. At the end of each PI.
D. Mid-PI.

Answer: C

Explanation:

The Solution Demo is conducted at the end of each Program Increment (PI) and demonstrates the integrated work of multiple ARTs in a Solution Train. This ensures the solution increment meets requirements and allows for stakeholder feedback.

Reference:

SAFe 6.0 Website: Solution Demo

SPC 6.0 Guide: "The Solution Demo is held at the end of each PI to show integrated solution increments."

Question: 43

What contributes to establishing trust in SAFe?

A. Decentralization of control.
B. Transparency.
C. Reporting.
D. U-curve optimization.
E. Servant leadership.

Answer: B, E

Explanation:

Transparency (B) and servant leadership (E) are explicit SAFe core values and practices that foster trust. Transparency provides visibility into goals, progress, and problems. Servant leadership builds trust through support and empowerment.

Decentralization of control (A) supports autonomy, but transparency and servant leadership are directly linked to trust. Reporting (C) and U-curve optimization (D) are not primary drivers of trust in SAFe.

Reference:

SAFe 6.0 Website: Core Values

SPC 6.0 Guide: "Trust is established through transparency and servant leadership."

Question: 44

Vikas is a new Solution Architect and is trying to understand the Solution Context. What is the most important factor for him to consider?

A. The acceptance criteria for the Capabilities.
B. Job sequencing for the Epics in the Value Stream Backlog.
C. The Economic Framework for the Value Stream.
D. The environment in which the Solution is deployed.

Answer: D

Explanation:

The Solution Context defines the environment in which the solution operates, including operational, regulatory, deployment, and support conditions. For a Solution Architect, understanding this environment is essential to ensure the solution will function as required in its real-world context.

Reference:

SAFe 6.0 Website: Solution Context

SPC 6.0 Guide: “Solution Context describes the environment in which the solution operates.”

Question: 45

An Agile Release Train prepares for PI Planning. They have both Features and Program Epics among the desirable items for this PI. However, Product Management is stuck because some Epics are too big and won't fit in this PI.

A. Pick only those Epics that have clearly defined success criteria and might fit into the PI.
B. Split Epics into Features and prioritize the Features to determine what should go into the PI.
C. Split Epics into Features and use capacity allocation to determine what should go into the PI.
D. Instead of planning just the upcoming PI, plan for a longer period to cover the full duration of the Program Epics.

Answer: C

Explanation:

SAFe best practice is to split large Epics into Features that fit within a PI and then use capacity allocation to ensure the right balance between new business Features and Enabler work. Capacity allocation is a specific SAFe tool to guide what goes into the PI, especially when dealing with both Features and Epics.

Reference:

SAFe 6.0 Website: PI Planning

SPC 6.0 Guide: “Split Epics into Features and use capacity allocation to guide PI Planning.”

Question: 46

Enabler Features can contribute to the Architectural Runway and realize system Nonfunctional Requirements at the

same time.

A. True
B. False

Answer: A

Explanation:

Enabler Features are used to extend the Architectural Runway and/or address Nonfunctional Requirements (NFRs). They can do both simultaneously, as enablers provide the necessary infrastructure, tooling, or compliance support to both functional and nonfunctional solution needs.

Reference:

SAFe 6.0 Website: Enabler

SPC 6.0 Guide: “Enabler Features can support runway and NFRs at the same time.”

Question: 47

SAFe uses Kanban to manage flow at the Portfolio Level for the following reasons EXCEPT

A. To ensure that the analysis and discovery work needed for the items are not time bound.
B. To ensure that there is visibility and transparency.
C. To capture all ideas in the funnel.
D. To limit the number of initiatives under consideration.
E. To ensure that portfolio items are delivered to the Program or Solution Backlogs every 2 weeks.

Answer: E

Explanation:

SAFe uses Kanban at the Portfolio Level for flow, visibility, transparency, and limiting WIP. However, it does not require portfolio items to be delivered to Program/Solution Backlogs on a fixed cadence like every 2 weeks—flow happens based on readiness and priority, not timeboxing.

Reference:

SAFe 6.0 Website: Portfolio Kanban

SPC 6.0 Guide: “Portfolio Kanban enables flow without fixed delivery cadence.”

Question: 48

What is the target percentage for the Program Predictability Measure?

A. <50%
B. 50-75%
C. 80-100%
D. 100%
E. None of the above.

Answer: C

Explanation:

SAFe recommends a Program Predictability Measure target of 80–100%. This range is considered healthy for Agile Release Trains, demonstrating that teams are reliably delivering on their committed PI Objectives while still allowing for adaptation and innovation.

Reference:

SAFe 6.0 Website: Program Predictability Measure

SPC 6.0 Guide: "The predictability measure is healthy when it is consistently between 80% and 100%."

Question: 49

You are working with an ART that is preparing for their first PI Planning event. All Features are

formulated and ready for WSJF prioritization. However, when you look over the list of Features, it turns out that they are big tasks rather than Features.
What technique would be useful to fix the list of backlog items to be able to apply WSJF?

A. Split the backlog items into smaller, more manageable pieces of work and rearrange them into real Features.
B. Formulate business benefits for each backlog item. If no meaningful business benefits can be identified, it's not a Feature and should be redefined.
C. Build explicit dependencies between backlog items. If B depends on A for completion, make sure that the opportunity enablement WSJF is a parameter of A.
D. Identify the associated Epics when formulating Features.

Answer: A

Explanation:

Features in SAFe should be right-sized, delivering value and being small enough for incremental delivery within a PI. If the current backlog items are too large ("big tasks"), the best technique is to split them into smaller, more manageable Features. This enables meaningful WSJF prioritization and supports flow-based delivery.

Reference:

SAFe 6.0 Website: Features and Capabilities

SPC 6.0 Guide: "Right-size Features to fit within a PI for effective prioritization and delivery."

Question: 50

What concept is NOT one of the Core Values of SAFe?

A. Predictability
B. Alignment
C. Transparency
D. Built-in Quality
E. Program Execution

Answer: A

Explanation:

SAFe's four Core Values are: Alignment, Built-in Quality, Transparency, and Program Execution. Predictability is a desirable outcome of applying Lean-Agile principles and practices but is not itself a Core Value.

Reference:

SAFe 6.0 Website: Core Values

SPC 6.0 Guide: "Core Values: Alignment, Built-in Quality, Transparency, and Program Execution."

Question: 51

A Scrum Master asked you to help her use systems thinking to identify the backlog items that would improve the system as a whole. Select one item that uses systems thinking most effectively.

A. Involve representatives of department teams in Iteration Planning and Demos.
B. Make daily stand-ups more engaging and strictly timeboxed.
C. Review the burn-down chart at each retrospective to improve team estimating.
D. Increase unit test coverage.

Answer: A

Explanation:

Systems thinking in SAFe focuses on optimizing the entire system, not just individual components. Involving representatives of department teams in planning and demos broadens feedback, uncovers cross-team dependencies, and improves flow across the system, rather than optimizing for one team.

Reference:

SAFe 6.0 Website: Systems Thinking

SPC 6.0 Guide: "Systems thinking encourages improvements that benefit the whole system."

Question: 52

What statement is NOT part of the Agile Manifesto?

A. Working software over comprehensive documentation.
B. Customer collaboration over contract negotiation.
C. Working software is the primary measure of progress.
D. Good architectures are built up front so that teams can focus on development.
E. Continuous attention to technical excellence and design enhances agility.
F. Business people and developers must work together daily throughout the project.

Answer: D

Explanation:

The Agile Manifesto lists four core values and twelve principles. The four values are:

Individuals and interactions over processes and tools,

Working software over comprehensive documentation,

Customer collaboration over contract negotiation,

Responding to change over following a plan.

The principles include statements such as "Working software is the primary measure of progress," "Business people and

developers must work together daily throughout the project," and "Continuous attention to technical excellence and good design enhances agility."

However, the statement "Good architectures are built up front so that teams can focus on development" is NOT a value or principle of the Agile Manifesto. In fact, the Agile approach favors emergent design and evolving architecture, not up-front, fixed architecture. Therefore, option D is NOT part of the Agile Manifesto.

Reference:

Agile Manifesto (agilemanifesto.org)

SAFe 6.0 SPC Guide: "Becoming a Lean-Agile Leader" module

Question: 53

Multiple ARTs in a Value Stream typically require coordination at the Value Stream Level.

A. True
B. False

Answer: A

Explanation:

In SAFe, when a solution requires more capacity than a single ART (Agile Release Train) can provide, multiple ARTs are grouped into a Solution Train. These ARTs work together within a Value Stream. The Value Stream level provides coordination, additional roles, and artifacts to align the multiple ARTs toward delivering larger, complex solutions.

"When multiple ARTs collaborate to build a solution, coordination at the Value Stream level is required. The Solution Train roles and events support alignment and integration of the work across ARTs and Suppliers."

Reference:

SAFe 6.0 Framework: Solution Train and Value Stream Level

SAFe 6.0 SPC Guide: "Establishing Team and Technical Agility" module

Question: 54

(Select 3) Based on the work of Don Reinertsen, SAFe denotes five primary economic factors that can be used to consider the economic perspective of a particular investment. From the list below, choose three of those primary economic factors.

A. Lead time
B. Value stream budget
C. Return on Investment (ROI)
D. Risk
E. Development expense

Answer: A, C, E

Explanation:

SAFe adopts the five primary economic factors from Don Reinertsen's "The Principles of Product Development Flow." These are:

Development expense,

Lead time,

Product cost,

Value,

Risk.

From the options given:

A . Lead time is correct (one of the primary factors).

C . Return on Investment (ROI) is a direct measurement of value, so this aligns with "Value."

E . Development expense is correct.

"Value stream budget" is not one of the original economic factors. "Risk" is a primary factor, so if you need only three, the best answers are A, C, and E.

Reference:

SAFe 6.0 Framework: Economic Decision Making

Don Reinertsen, "The Principles of Product Development Flow"

SAFe 6.0 SPC Guide: "Exploring Lean Portfolio Management" module

Question: 55

(Select 2) What are the ways to evolve the Solution Intent from variable to fixed scope?

A. Creating work breakdown structures.
B. Modeling
C. Adapting WIP limits
D. Building prototypes

Answer: B, D

Explanation:

Solution Intent captures the “single source of truth” regarding the current and intended behavior of the solution. As solutions evolve, so does the Solution Intent—from variable (unknown, undecided) to fixed (known, decided). Ways to evolve the Solution Intent include:

Modeling: Documenting aspects of the solution using models helps clarify and fix certain elements.

Building prototypes: Prototypes allow for validation and learning, which in turn help evolve the intent from exploratory (variable) to more defined (fixed).

Creating work breakdown structures is not a recommended SAFe practice for evolving Solution Intent. Adapting WIP limits pertains to flow, not directly to Solution Intent.

Reference:

SAFe 6.0 Framework: Solution Intent

SAFe 6.0 SPC Guide: “Building Solutions with Agile Product Delivery” module

Question: 56

Understanding the full Value Stream allows you to focus on the delays.

A. True
B. False

Answer: A

Explanation:

SAFe 6.0 emphasizes that understanding the entire Value Stream is essential for identifying and addressing delays and inefficiencies. By visualizing the Value Stream, organizations can pinpoint where delays, bottlenecks, and waste occur, allowing them to focus improvement efforts precisely where they matter most.

"Mapping the Value Stream enables organizations to identify where the delays occur and focus on removing them, thus improving the flow of value to the customer."

(Source: SAFe 6.0 SPC Guide, "Thriving in the Digital Age and Business Agility" module; Value Stream Mapping in the SAFe 6.0 framework.)

Question: 57

WSJF is recommended for prioritizing the Team Backlog.

A. True
B. False

Answer: B

Explanation:

WSJF (Weighted Shortest Job First) is a prioritization method recommended by SAFe for use at the Program and Portfolio levels, especially for prioritizing Features and Epics. At the Team level, backlog items (Stories) are generally prioritized based on local context, dependencies, and feedback, not

through WSJF.

"WSJF is the recommended approach for prioritizing the Program Backlog (Features). It is generally not used for the Team Backlog (Stories), which are usually prioritized in collaboration with the Product Owner based on iteration goals, dependencies, and value."

(Source: SAFe 6.0 SPC Guide, "Establishing Team and Technical Agility" module; Team Backlog section.)

Question: 58

You are at a retrospective meeting where a program is trying to address a long-existing problem: unreliable PI commitments. One of the participants suggests that they are working on too many things at a time.
What aspect of the program causes uncontrollable amounts of work in process?

A. Teams don't do a good job of task-switching.
B. All program teams are cross-functional, and therefore every team spawns work in multiple areas at the same time.
C. Backlog items in the Program Backlog are not truly end-to-end Features; they look more like large chunks of work at different layers of the system.

Answer: C

Explanation:

When Program Backlog items are not properly split into end-to-end Features, but instead are large chunks of work or technical components, it causes teams to work on too many parallel streams, increasing WIP (Work In Process). SAFe recommends that Program Backlog items be INVEST (Independent, Negotiable, Valuable, Estimable, Small, Testable) Features to ensure flow.

"When backlog items are not end-to-end Features, but rather large technical or architectural pieces, it increases the WIP, causes more dependencies, and makes it difficult for teams to complete work within the PI."
(Source: SAFe 6.0 SPC Guide, "Coaching ART Execution" module; Features and Program Backlog best practices.)

Question: 59

What statement applies to Iteration Planning in SAFe?

A. Iteration Planning is required in every Iteration to enable fast learning cycles.
B. Teams that have no dependencies may choose not to do Iteration Planning once they have planned the PI.
C. Component teams require Iteration Planning in every Iteration, while Feature teams may or may not, based on dependencies.
D. Iteration Planning is required for all Iterations except for the first one, since there's nothing to cause a change in the PI plan yet.
E. When the teams define acceptance criteria during PI Planning, Iteration Planning is not strictly required during the PI.

Answer: A

Explanation:

SAFe requires that all Agile Teams conduct Iteration Planning at the start of every Iteration. This aligns the team on the work for that Iteration, enables fast feedback, and adapts to new learnings from the prior Iteration. It is not optional, regardless of dependencies or whether acceptance criteria were set in PI Planning.

"Iteration Planning is required at the beginning of every Iteration. This ensures that the team aligns on what can be delivered in the upcoming Iteration, establishes a clear plan, and sets up a fast feedback loop."
(Source: SAFe 6.0 SPC Guide, "Building Solutions with Agile Product Delivery" module; Iteration Planning event.)

Question: 60

What is the primary role of a Scrum Master?

A. To write all the user stories so that the team can focus on coding and testing.

B. To task team members in the efficient manner possible based on their skills.
C. To provide management with status reports on the team's progress.
D. To use servant leadership to help the team perform at its best.

Answer: D

Explanation:

The primary role of the Scrum Master in SAFe is to act as a servant leader and coach for the team, helping remove impediments, facilitate events, and foster an environment for high-performing teams. SAFe explicitly highlights servant leadership as central to the Scrum Master's role.

"The Scrum Master is a servant leader and coach for the Agile Team. They help educate the team in Scrum, Extreme Programming (XP), Kanban, and SAFe, ensuring that the agreed Agile process is

followed."
(Source: SAFe 6.0 Framework: Scrum Master; SPC 6.0 Guide "Becoming a Lean-Agile Leader")

Question: 61

What is the SAFe calculation for Weighted Shortest Job First?

A. (User/Business Value + Time Criticality + Opportunity Enablement/Risk Reduction)/Job Size.
B. (Risk Reduction/Opportunity Enablement + Time Criticality + Size)/Business Value.
C. (User/Business Value + Size + Risk Reduction/Opportunity Enablement)/Job Size.
D. (User/Business Value + Size + Risk Reduction/Opportunity Enablement)/Time.

Answer: A

Explanation:

SAFe calculates Weighted Shortest Job First (WSJF) as:

WSJF = (User/Business Value + Time Criticality + Risk Reduction and/or Opportunity Enablement) / Job Size

This formula helps prioritize jobs that offer the most economic benefit in the shortest duration. Job Size is often estimated in story points or effort.

(Source: SAFe 6.0 Framework: WSJF; SPC 6.0 Guide "Exploring Lean Portfolio Management")

Question: 62

Backlogs in SAFe behave just like queues.

A. True
B. False

Answer: B

Explanation:

SAFe differentiates backlogs from traditional queues. Backlogs are ordered lists of work items and are actively managed and prioritized by Product Owners or Product Management. They are not

unmanaged queues where work simply accumulates. Backlogs support flow by ensuring the most valuable items are always ready for selection.

"Backlogs are not queues. They are actively managed, prioritized, and refined so that they contain ready work for teams to select. In contrast, queues are unmanaged holding areas that create delays and waste."
(Source: SAFe 6.0 Framework: Backlog; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 63

What is NOT a good Definition of Done (DoD)?

A. The Customer is satisfied with the User Experience.
B. Nonfunctional Requirements are met.
C. Code is checked in and merged into main branch.
D. No must-fix defects exist.
E. All unit tests are passing.
F. Coding standards have been followed.

Answer: A

Explanation:

A good Definition of Done (DoD) is a clear, objective, and verifiable set of criteria that must be met for a backlog item to be considered complete. "The Customer is satisfied with the User Experience" is subjective and cannot be objectively or consistently verified during iteration acceptance. All other options are concrete, testable, and objective.

"Definition of Done is a list of criteria that must be met before a product increment is considered complete. These

criteria must be objective, unambiguous, and easily verified."
(Source: SAFe 6.0 Framework: Definition of Done; SPC 6.0 Guide "Establishing Team and Technical Agility")

Question: 64

What should a Supplier using a traditional methodology do when working with ARTs in a Value Stream?

A. Demonstrate working software at each Solution Demo.
B. Develop her own Vision and Roadmap.
C. Attend key Value Stream events.

Answer: C

Explanation:

SAFe encourages Suppliers—even those using traditional methodologies—to collaborate closely with ARTs (Agile Release Trains) and the Solution Train. This is accomplished by participating in key Value Stream events such as PI Planning, Solution Demos, and Inspect and Adapt. This helps synchronize work, ensures alignment, and enables the Supplier's deliverables to integrate with the ART's outputs.

"Suppliers—regardless of their methods—are encouraged to participate in key Solution Train and ART events to ensure alignment and synchronization across the Value Stream."
(Source: SAFe 6.0 Framework: Suppliers; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 65

(Select 3) According to Lean thinking, how is fast and sustainable flow achieved?

A. By understanding the full Value Stream.
B. By constant reduction of delays.
C. By reducing batch sizes.
D. By applying subjective governance.

Answer: A, B, C

Explanation:

Lean thinking, which underpins SAFe, emphasizes achieving fast and sustainable flow through:

Understanding the full Value Stream (A): This enables identification and removal of bottlenecks and waste.

Constant reduction of delays (B): Reducing delays improves flow and time-to-market.

Reducing batch sizes (C): Smaller batches move through the system faster, reducing cycle time and increasing feedback.

Applying "subjective governance" (D) is not a Lean principle; governance should be objective and supportive of flow.

"Lean organizations achieve fast and sustainable flow by mapping the Value Stream, reducing batch sizes, and continuously removing sources of delay."
(Source: SAFe 6.0 Framework: Lean-Agile Mindset and Principles; SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility")

Question: 66

Once an Epic is approved, an Epic Owner tracks the Epic through implementation.

A. True
B. False

Answer: A

Explanation:

After an Epic is approved through the Portfolio Kanban system, the Epic Owner is responsible for shepherding the Epic through implementation—tracking progress, facilitating collaboration, and ensuring the intended outcomes are realized.

"The Epic Owner works with stakeholders to define the Epic, shepherds it through the Portfolio Kanban, and, once approved, tracks its implementation through completion."
(Source: SAFe 6.0 Framework: Epic Owner; SPC 6.0 Guide, "Exploring Lean Portfolio Management")

Question: 67

(Select 2) SAFe teams using Kanban are required to participate in which events?

A. Iteration Planning
B. Iteration Retrospective
C. System Demo
D. PI Planning

Answer: C, D

Explanation:

While Kanban teams in SAFe may not participate in all Scrum-based ceremonies (such as Iteration Planning and Retrospectives), they are required to participate in System Demos and PI Planning. This ensures alignment, synchronization, and integration at the ART and Program level.

"Kanban teams participate fully in ART ceremonies that require alignment and system integration, such as PI Planning and System Demos."
(Source: SAFe 6.0 Framework: Team Kanban; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 68

You are invited to help an Agile Release Train that has struggled through multiple PIs. They just finished the second Iteration in the current PI and have nothing to demonstrate at the System Demo. Program stakeholders are really concerned.
What would you do?

A. Have every team demonstrate their team increment to the stakeholders separately in the team branch.
B. Find a vendor that specializes in integrating system increments from multiple teams.
C. Stop working on any new functionality and fully integrate and test the system; adjust scope based on learnings.
D. Re-plan the current PI: De-scope to leave enough time to integrate what you've built during the IP Iteration.
E. Re-architect the system so that there are no dependencies between the teams and integration is not needed.

Answer: C

Explanation:

When the ART cannot show integrated value at the System Demo, it indicates that teams are not continuously integrating and testing, leading to lack of transparency and feedback. SAFe emphasizes continuous integration and working, tested systems at every iteration. The best immediate action is to stop new work and focus on integrating and testing what has been built, learning from this to improve future practices. This will help restore trust with stakeholders and reveal root causes for future improvements.

"When the system is not integrated, the team should stop developing new functionality and invest in integration and testing. This enables learning, ensures stakeholder visibility, and helps restore the regular cadence of System Demos."
(Source: SAFe 6.0 Framework: System Demo, Continuous Integration; SPC 6.0 Guide, "Coaching ART Execution")

Question: 69

(Select 3) What are three ways to coordinate across Value Streams?

A. Move teams across Value Streams to respond to changing business demands.
B. Establish Enterprise architecture.
C. Empower the Value Stream Engineer to coordinate all teams in the Value Stream.
D. Apply cadence and synchronization.
E. Fund the Portfolio, not the Value Streams.
F. Create a Portfolio Vision and Roadmap.

Answer: B, D, F

Explanation:

SAFe provides multiple coordination mechanisms across Value Streams:

Establishing Enterprise architecture (B): Ensures consistency and alignment of technical direction across Value Streams.

Applying cadence and synchronization (D): Aligns events, releases, and activities, improving predictability and coordination.

Creating a Portfolio Vision and Roadmap (F): Aligns multiple Value Streams around shared business outcomes and direction.

Moving teams between Value Streams is discouraged as it disrupts team stability. The Portfolio is funded as a collection of Value Streams, not instead of them. The Value Stream Engineer role does not exist in SAFe.

"SAFe coordinates across Value Streams through enterprise architecture, synchronization, and a common Portfolio Vision and Roadmap."
(Source: SAFe 6.0 Framework: Coordination across Value Streams; SPC 6.0 Guide, "Reaching the SAFe Tipping Point")

Question: 70

Velocity is a good measure of team performance.

A. True
B. False

Answer: B

Explanation:

Velocity is a measure of how much work a team completes in an iteration, but it is not a measure of performance. Velocity helps teams plan and forecast, but it should not be used to compare teams or assess individual performance. Using velocity as a performance metric can lead to gaming and diminished quality.

"Velocity is a planning tool, not a performance metric. Comparing velocities between teams or using velocity to assess team performance is discouraged."

(Source: SAFe 6.0 Framework: Team Metrics; SPC 6.0 Guide, "Establishing Team and Technical Agility")

Question: 71

When is the best time to release a product or Solution to the marketplace?

A. At the end of the IP Iteration.
B. At each PI boundary, provided there are no PI defects.
C. Whenever it meets relevant governance and market criteria.
D. At quarterly boundaries.

Answer: C

Explanation:

SAFe promotes continuous delivery and recommends releasing products and solutions whenever they meet both business (market) and governance criteria, regardless of iteration or PI boundaries. This enables faster value delivery and more frequent feedback from customers.

"The best time to release is whenever the solution meets market opportunity and governance requirements, not necessarily at PI or iteration boundaries."

(Source: SAFe 6.0 Framework: Release on Demand; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 72

(Select 2) What factors foster team "Ba"

A. Decentralized decision-making.
B. Built-in instability.
C. Use of Feature Teams.
D. Dunbar's number

Answer: A, B

Explanation:

"Ba" is a Japanese concept, incorporated into SAFe, referring to a shared context in which knowledge is created.
SAFe recognizes two main factors that foster Ba:

Decentralized decision-making (A): Empowers teams to act autonomously, facilitating shared learning and creativity.

Built-in instability (B): Encourages teams to push boundaries and innovate, fueling knowledge creation.

Feature teams and Dunbar's number (team size limits) are important concepts in SAFe, but they do not specifically foster Ba.

"Team 'Ba' is fostered by decentralizing decision-making and by intentionally creating a degree of built-in instability to promote knowledge creation and innovation."
(Source: SAFe 6.0 Framework: The Power of 'Ba'; SPC 6.0 Guide, "Becoming a Lean-Agile Leader")

Question: 73

SAFe assumes that programs commit to the key priorities within the current PI and provide a forecast for a few subsequent PIs.

A. True
B. False

Answer: A

Explanation:

During PI Planning, ARTs (programs) commit to the PI Objectives for the current Program Increment (PI) and, when possible, provide a forecast for the next few PIs. This is a key part of SAFe's planning and transparency practices.

"During PI Planning, teams commit to the objectives for the current PI and may provide a forecast for future PIs to aid in longer-term planning and alignment."
(Source: SAFe 6.0 Framework: PI Planning; SPC 6.0 Guide, "Coaching ART Execution")

Question: 74

A company is about to launch Agile Release Trains within a Value Stream that consists of 200 people, 90 of whom are in the U.S. working on the system's business logic and databases, and 110 of whom are in India working on the UI front end.

What would be the most effective way to launch?

A. Launch it as two or more ARTs based on how the cost centers are defined.
B. Launch it as two distributed ARTs organized around end-to-end functionality.
C. Launch it as two geography-based ARTs, with one working on the UI and the other on business logic and databases.
D. Launch it as a single ART and then conduct Inspect & Adapt at the end of the PI to determine whether it needs to be split.

Answer: B

Explanation:

SAFe recommends organizing ARTs around value and end-to-end functionality, not geography or cost centers. Two distributed ARTs—each cross-functional and capable of delivering end-to-end value— enables global collaboration while preserving Agile principles.

"ARTs should be formed around delivering end-to-end value, even when teams are distributed globally. Organizing by function or geography creates silos and dependencies, undermining flow and agility."
(Source: SAFe 6.0 Framework: ART Organization; SPC 6.0 Guide, "Designing the Implementation")

Question: 75

(Select 3) What are typical Kanban classes of service for Agile Teams?

A. Funnel
B. Fixed date
C. Expedite
D. Standard
E. Accepted
F. Review

Answer: B, C, D

Explanation:

SAFe and Kanban both define classes of service as ways to handle work items based on urgency and business need.
The typical Kanban classes of service are:

Fixed date (B): Items that must be completed by a specific deadline.

Expedite (C): Items that need to be done as soon as possible, jumping the queue.

Standard (D): Normal priority work items.

"Funnel," "Accepted," and "Review" are not classes of service; they refer to states or workflow stages.

"Typical Kanban classes of service for Agile teams include Standard, Fixed Date, and Expedite." (Source: SAFe 6.0 Framework: Team Kanban; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 76

The User Experience (UX) team does not believe in Agile development. They say, "We have to understand the full behavior of the eventual system in order to be able to define an effective user experience. We don't work in timeboxes.
How would you respond?

A. User experience is indeed a different concept and the team should be exempt from working in Iterations.
B. Just like system architecture, the entire user experience should be fully designed before an implementation.
C. Since the team is working in timeboxes, this has been proven to be the most effective way to implement the user experience.
D. It's important to have an overall user experience vision before implementation, but the vision can be implemented iteratively for early feedback.

Answer: D

Explanation:

SAFe recognizes the importance of an overarching UX vision but emphasizes that implementing this vision iteratively—just like architecture—is critical. This enables fast feedback and adaptation based on user needs and evolving solution context. UX is not exempt from Agile principles; rather, UX design and research should proceed collaboratively with incremental delivery.

"While a UX vision is important, Agile teams work best when they implement that vision incrementally, with each iteration providing feedback to enhance the user experience."

(Source: SAFe 6.0 Framework: Agile Teams and UX; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 77

Who typically facilitates the ART Sync meeting?

A. Agile coach

B. Senior Scrum Master
C. Development manager or QA manager
D. Release Train Engineer
E. Value Stream Engineer

Answer: D

Explanation:

The ART Sync is a program-level synchronization event that brings together Scrum Masters and Product Owners. It is typically facilitated by the Release Train Engineer (RTE), who serves as the chief Scrum Master for the train, ensuring smooth coordination and flow across teams.

"The Release Train Engineer (RTE) is the servant leader and coach for the ART and typically facilitates the ART Sync."
(Source: SAFe 6.0 Framework: ART Events; SPC 6.0 Guide, "Coaching ART Execution")

Question: 78

Typically, SAFe prioritizes Capabilities based on which of the following?

A. Business value
B. CoD (Cost of Delay)
C. WSJF (Weighted Shortest Job First)
D. Capacity allocation according to budget

Answer: C

Explanation:

SAFe recommends prioritizing Features and Capabilities using the Weighted Shortest Job First (WSJF) method. WSJF incorporates business value, time criticality, risk reduction, opportunity enablement, and job size to determine the most economically valuable items to work on next.

"WSJF is the recommended method for prioritizing Features and Capabilities in the Program and Solution Backlogs."
(Source: SAFe 6.0 Framework: WSJF; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

Question: 79

What are the SAFe Core Values that typically resonate with executives when talking about SAFe?

A. Empowerment, self-managing teams, decentralization of control, value.
B. Built-in Quality, cadence, synchronization, trust.
C. Built-in Quality, program execution, alignment, transparency.
D. Lean Leadership, Built-in Quality, Agile Architecture, product flow.

Answer: C

Explanation:

SAFe defines four Core Values: Alignment, Built-in Quality, Transparency, and Program Execution. These values help executives understand the framework's foundation and address concerns about consistent delivery, quality, trust, and business alignment.

"SAFe's four core values are: Alignment, Built-in Quality, Transparency, and Program Execution." (Source: SAFe 6.0 Framework: Core Values; SPC 6.0 Guide, "Becoming a Lean-Agile Leader")

Question: 80

A Program Epic that originates from a Portfolio Epic takes precedence over all local priorities on that train.

A. True
B. False

Answer: B

Explanation:

While Program Epics originating from Portfolio Epics are important and align with broader organizational strategy, they do not automatically take precedence over all local priorities. SAFe

advocates a collaborative approach where business owners and Product Management decide priorities together, balancing Portfolio-level and local context.

"Portfolio Epics provide strategic direction but do not automatically override all local priorities;
prioritization is a collaborative process."
(Source: SAFe 6.0 Framework: Portfolio Backlog, ART Backlog Management; SPC 6.0 Guide "Exploring Lean Portfolio Management")

Question: 81

Developing a framework for decision-making is a tool for taking an economic view.

A. True
B. False

Answer: A

Explanation:

A key SAFe Principle is "Take an economic view." SAFe encourages developing and using an economic decision-making framework to ensure all work is evaluated and prioritized based on its economic impact, such as using WSJF and other economic trade-off tools.

"Developing an economic framework for decision-making is a key tool for ensuring that decisions maximize the economic outcomes for the business."
(Source: SAFe 6.0 Framework: Economic Decision Making; SPC 6.0 Guide "Exploring Lean Portfolio Management")

Question: 82

Cultural change must come before you start a SAFe implementation.

A. True
B. False

Answer: B

Explanation:

SAFe recognizes that cultural change occurs alongside, not before, SAFe implementation. Leading change, including shifts in mindset and behavior, is integral to the SAFe Implementation Roadmap and happens through practice and reinforcement as the framework is adopted.

"Cultural change happens concurrently with the implementation of SAFe—not as a prerequisite.
Mindset and behaviors evolve as people begin to experience new ways of working."
(Source: SAFe 6.0 Framework: Implementation Roadmap; SPC 6.0 Guide "Leading the Change")

Question: 83

(Select 3) How do you demo a spike?

A. Spikes are strictly for internal learning of the team and do not need to be demoed.
B. Showing the functioning code in the production environment.
C. Showing the knowledge gained by the spike.
D. Showing a prototype produced for the spike.
E. Showing the quantitative data that will prove useful in developing future user stories.

Answer: C, D, E

Explanation:

A spike is a timeboxed exploration used to gain knowledge or reduce uncertainty. While a spike may not always result in shippable code, the learning outcomes, prototypes, or quantitative data are valuable and should be demoed to stakeholders and the team during the Iteration Review.

"Teams demo spikes by sharing the knowledge acquired, prototypes built, or data gathered to inform future development, even if no production code was produced."
(Source: SAFe 6.0 Framework: Spikes; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 84

(Select 3) How do you demo a spike?

A. Spikes are strictly for internal learning of the team and do not need to be demoed.
B. Showing the functioning code in the production environment.
C. Showing the knowledge gained by the spike.
D. Showing a prototype produced for the spike.
E. Showing the quantitative data that will prove useful in developing future user stories.

Answer: C, D, E

Explanation:

Spikes are investigative stories for learning, risk reduction, or decision-making. Although spikes may not always yield production code, they produce valuable artifacts or insights. Demoing a spike involves sharing:

Knowledge gained (C)

Prototypes produced (D)

Quantitative data gathered (E)
These outputs support transparency and future development. Spikes should always be demoed as part of the team's continuous learning.

"Demoing a spike means presenting what was learned, prototypes built, and/or data collected. This demonstrates value to the team and stakeholders, even without production-ready code."

(Source: SAFe 6.0 Framework: Spikes; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 85

What is the key reason for deploying each team increment to the production-equivalent staging environment?

A. Teams can verify whether new functionality or Nonfunctional Requirements are compatible with the current production configuration.
B. It allows the System Team to test the deployability of the Solution.
C. It enables SAFe teams to Develop on Cadence and Release Any Time.
D. If something goes wrong with the production environment, teams can switch their staging to perform the role of production.

Answer: A

Explanation:

Deploying to a production-equivalent staging environment enables teams to validate both new functionality and Nonfunctional Requirements (NFRs) in an environment that matches production. This mitigates risk, uncovers issues early, and ensures that what works in staging will likely work in production.

"Deploying increments to a production-equivalent staging environment ensures compatibility and readiness of both functionality and NFRs before moving to production."
(Source: SAFe 6.0 Framework: DevOps and Continuous Delivery; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 86

(Select 3) What primary roles are most responsible for ensuring successful execution at the Value Stream Level?

A. Solution Management
B. Value Stream Engineer
C. Solution Architect/Engineer
D. Customer
E. Release Management

Answer: A, B, C

Explanation:

At the Value Stream Level, SAFe identifies three primary roles responsible for execution:

Solution Management (A): Owns solution intent and prioritization.

Value Stream Engineer (B): Chief Scrum Master and facilitator for the Value Stream (similar to RTE at the ART level).

Solution Architect/Engineer (C): Provides architectural vision and technical guidance.

While customers and release management are important, they are not listed as the primary responsible roles at this level.

"Solution Management, Value Stream Engineer, and Solution Architect/Engineer are the key roles at the Value Stream level ensuring successful execution."
(Source: SAFe 6.0 Framework: Value Stream Roles; SPC 6.0 Guide "Enhancing the Portfolio")

Question: 87

(Select 3) What are the 3 primary outputs of PI Planning?

A. Program board
B. Team PI Objectives
C. Top 10 Features
D. Vote of confidence/commitment
E. Portfolio Vision
F. Iteration Goals

Answer: A, B, D

Explanation:

The three primary outputs of PI Planning are:

Program Board (A): Visualizes Features, dependencies, and delivery milestones across teams.

Team PI Objectives (B): Clear, measurable commitments from each team.

Vote of confidence/commitment (D): ART-wide commitment to the PI plan.

"Top 10 Features," "Portfolio Vision," and "Iteration Goals" are not standard outputs of the PI Planning event.

"The key PI Planning outputs are the Program Board, Team PI Objectives, and a collective confidence vote/commitment."
(Source: SAFe 6.0 Framework: PI Planning Outputs; SPC 6.0 Guide "Launching an Agile Release Train")

Question: 88

(Select 4) What are the 4 primary reasons why long queues are bad?

A. Higher variability
B. Decreased motivation
C. Less cross-training
D. More multitasking
E. Slower delivery
F. Lower quality

Answer: A, D, E, F

Explanation:

Long queues in product development systems create multiple problems:

Higher variability (A): Work spends more time waiting, which increases variability in lead times.

More multitasking (D): With many items in process, people switch between tasks, reducing effectiveness.

Slower delivery (E): The more work in the queue, the longer it takes to get through the system.

Lower quality (F): Long waits cause context loss, handoff errors, and rework, reducing quality.

"Long queues increase cycle times and variability, cause more multitasking, slow delivery, and lower quality."

(Source: SAFe 6.0 Framework: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths.)

Question: 89

(Select 2) What are the 2 biggest reasons to reduce batch size?

A. Make it easier to assess the state of smaller batches.
B. Decrease stress on the system.
C. Increase throughput.
D. Produce less measurement overhead.
E. Increase delivery reliability.

Answer: A, E

Explanation:

Reducing batch size:

Makes it easier to assess the state of smaller batches (A): Smaller batches provide faster feedback and reduce the unknowns.

Increases delivery reliability (E): Smaller, more frequent deliveries are less risky and more predictable.

"Reducing batch sizes makes work easier to track and manage, and smaller batches can be delivered more reliably."
(Source: SAFe 6.0 Framework: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths.)

Question: 90

(Select 3) What are the primary reasons to limit WIP?

A. Reduce multiplexing
B. Decrease wait times
C. Expand context switching
D. Make it easier to visualize the important work
E. Increase throughput

Answer: A, B, E

Explanation:

Limiting WIP:

Reduces multiplexing (A): Teams and individuals do less context switching and focus more.

Decreases wait times (B): Items flow through the system faster with less time spent waiting.

Increases throughput (E): Limiting WIP ensures more items complete in a given period.

"Limiting WIP decreases wait times, reduces context switching (multiplexing), and increases throughput."
(Source: SAFe 6.0 Framework: Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths.)

Question: 91

(Select 2) What factors help unlock the intrinsic motivation of knowledge workers?

A. Individual and team performance incentives.
B. Making a contribution.
C. Ranking individuals for transparency in their contributions to the organization.
D. Well-structured MBOs so people know exactly what's expected of them.

E. Autonomy.

Answer: B, E

Explanation:

SAFe, referencing Daniel Pink's "Drive," identifies that making a contribution (B) and autonomy (E) are major factors in unlocking intrinsic motivation for knowledge workers. External motivators (like incentives, rankings, or strict MBOs) are less effective for knowledge work.

"Knowledge workers are most motivated by autonomy, purpose (making a contribution), and

mastery, rather than extrinsic rewards."
(Source: SAFe 6.0 Framework: Principle #8 – Unlock the intrinsic motivation of knowledge workers.)

Question: 92

What responsibilities are associated with the System Team?

A. Defining Solution architecture.
B. Creating new automated test scenarios.
C. End-to-end system testing.
D. Building and maintaining a production-equivalent staging environment.
E. Deploying to staging.

Answer: C, D, E

Explanation:

The System Team in SAFe is a specialized Agile team that supports the ART by providing system-level integration, testing, and deployment infrastructure. Their primary responsibilities include:

End-to-end system testing (C)

Building and maintaining a production-equivalent staging environment (D)

Deploying to staging (E)

Defining Solution architecture (A) is the responsibility of Solution/System Architects. Creating new automated test scenarios (B) is typically a responsibility of the Agile Teams themselves.

"The System Team assists in building and maintaining development, test, and staging environments, performing end-to-end system integration and testing, and deploying to these environments." (Source: SAFe 6.0 Framework: System Team; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 93

What is NOT a SAFe-recommended practice for DevOps?

A. Maintain development and test environments to better match production.
B. Deploy to staging every sprint.
C. Put everything under version control.
D. Start automating the actual deployment process.
E. Build and maintain a production-equivalent staging environment.
F. Continuously synchronize all Feature and team branches.
G. Create the ability to automatically build environments.

Answer: F

Explanation:

SAFe recommends feature branching only when necessary and encourages frequent integration to avoid the overhead and risk associated with long-lived branches. "Continuously synchronize all Feature and team branches" implies maintaining multiple long-lived branches, which is contrary to SAFe's DevOps and continuous integration best practices.

"Minimize branching and integrate frequently. Long-lived branches and excessive synchronization are discouraged as they increase complexity and risk."
(Source: SAFe 6.0 Framework: DevOps; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 94

Leader as expert and leader as conductor can be appropriate leadership models.

A. True
B. False

Answer: A

Explanation:

SAFe recognizes a spectrum of leadership models, including leader as expert and leader as conductor, and encourages leaders to adapt their approach to context and organizational maturity. Both models are appropriate at different times and for different needs.

"Both 'leader as expert' and 'leader as conductor' are valid models, and effective leaders adapt their approach to the

needs of the team and situation."
(Source: SAFe 6.0 Framework: Lean-Agile Leadership; SPC 6.0 Guide "Becoming a Lean-Agile Leader")

Question: 95

(Select 2) The SAFe Economic Framework guides Value Stream investment decisions by: .

A. Prioritizing work by ROI.
B. Requiring lightweight business cases for Epics.
C. Empowering the Product Owners to sequence the Value Stream Backlog.
D. Finding Value Streams.

Answer: A, B

Explanation:

The SAFe Economic Framework supports investment decisions through:

Prioritizing work by ROI (A): Economic prioritization techniques (such as WSJF or ROI) ensure the highest value work is prioritized.

Requiring lightweight business cases for Epics (B): This ensures sound economic reasoning and justification before large investments are made.

Empowering Product Owners to sequence the Value Stream Backlog (C) is not a portfolio-level economic framework action. Finding Value Streams (D) is part of the implementation roadmap, not ongoing investment decisions.

"The Economic Framework guides decisions by requiring business cases and prioritizing work using economic factors such as ROI."
(Source: SAFe 6.0 Framework: Economic Decision Making; SPC 6.0 Guide "Exploring Lean Portfolio Management")

Question: 96

Why is capacity allocation important in SAFe?

A. So that team members collaborate better.
B. So that the team is able to meet its Iteration Goals.
C. So that teams continuously invest in the Architectural Runway.
D. It helps resolve conflicts between Feature teams and component teams.
E. So that the work can be better estimated.

Answer: C

Explanation:

Capacity allocation in SAFe is the explicit allocation of a portion of backlog capacity to Enablers, which include activities like building or maintaining the Architectural Runway. This ensures that

teams continuously invest in infrastructure and architectural work needed for sustainable development, rather than focusing solely on immediate feature delivery.

"Capacity allocation ensures that a portion of team and ART resources is always dedicated to Enabler work, such as building the Architectural Runway, allowing the enterprise to invest in future capabilities while delivering current value."

(Source: SAFe 6.0 Framework: Capacity Allocation; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 97

(Select 2) What activity does NOT happen on Day 1 of PI Planning?

A. ROAMing of risks.
B. Assignment of business value.
C. Management review and problem-solving meeting.
D. Team breakouts.
E. Hourly checkpoints.

Answer: A, B

Explanation:

During PI Planning, ROAMing risks (A) and assignment of business value to objectives (B) happen on Day 2. Day 1 is primarily focused on context-setting, team breakouts, and plan creation, while Day 2 includes management review, risk ROAMing, and business value assignment to PI Objectives.

"On Day 2 of PI Planning, teams assign business value to objectives and ROAM risks. Day 1 is for context and planning."

(Source: SAFe 6.0 Framework: PI Planning; SPC 6.0 Guide "Launching an Agile Release Train")

Question: 98

Enablers can build or enhance development infrastructure.

A. True
B. False

Answer: A

Explanation:

Enablers in SAFe are a special type of backlog item used to build or enhance architecture, infrastructure, and exploration activities that enable future business functionality. They are essential for creating and maintaining the development and delivery pipeline.

"Enablers build or enhance the Architectural Runway, development infrastructure, and support exploration necessary for future Features."
(Source: SAFe 6.0 Framework: Enablers; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

Question: 99

(select 2) What are the benefits of cadence and synchronization?

A. Synchronization enables multiple perspectives to be understood, resolved, and integrated at the same time.
B. They enable systems builders to operate reliably and with certainty within a safety buffer.
C. Synchronization enables reduction in WIP.
D. Cadence limits variance.
E. Cadence enables variability and makes wait times predictable.

Answer: A, D

Explanation:

Cadence and synchronization are foundational SAFe concepts:

Cadence limits variance (D): Regular, predictable intervals for events and deliverables help reduce variance.

Synchronization enables multiple perspectives to be understood, resolved, and integrated at the same time (A): Brings teams and stakeholders together for alignment and faster problem resolution.

Other options are not direct benefits per the SAFe principle.

"Cadence creates predictability and limits variance; synchronization causes multiple perspectives to be understood and resolved at the same time."
(Source: SAFe 6.0 Framework: Principle #7 – Apply cadence, synchronize with cross-domain planning.)

Question: 100

(Select 2) What is true about budgets in SAFe?

A. Budgets are allocated to projects.
B. Budgets are allocated to strategic themes.
C. Budgets are allocated to portfolios.
D. Budgets are allocated to teams.
E. Budgets are allocated to value streams.

Answer: C, E

Explanation:

SAFe applies Lean-Agile budgeting by allocating funding at the portfolio level (C) and, more granularly, to value streams (E)—not to individual projects or teams. Budgets are not directly allocated to strategic themes, which serve as investment guidance rather than funding vehicles.

"Lean-Agile budgeting allocates funding to value streams within a portfolio, empowering decentralized decision-making and continuous value flow."
(Source: SAFe 6.0 Framework: Lean Portfolio Management, Lean Budgets; SPC 6.0 Guide "Exploring Lean Portfolio Management")

Question: 101

Iteration Goals have business value assigned by the Product Owner.

A. True
B. False

Answer: B

Explanation:

PI Objectives (not Iteration Goals) are assigned business value by Business Owners at PI Planning. Iteration Goals are set by the team and Product Owner for focus during the iteration but are not assigned a separate business value metric.

"Business Owners assign business value to PI Objectives during PI Planning. Iteration Goals, which guide team focus during an iteration, are not assigned business value."
(Source: SAFe 6.0 Framework: PI Objectives, Iteration Goals)

Question: 102

What is NOT the responsibility of the Enterprise Architect?

A. Synchronize the technology stack and infrastructure across Value Streams.
B. Drive the strategy for maintaining the Enterprise's architecture.
C. Define the Solution design for Agile Release Trains.
D. Facilitate reuse of ideas and proven design patterns.

Answer: C

Explanation:

Enterprise Architects focus on cross-ART and cross-Value Stream strategy and technical alignment. Defining Solution design for Agile Release Trains (C) is the responsibility of Solution/System Architects at the ART or Solution Train level, not Enterprise Architects.

"Enterprise Architects define and communicate a shared technical and architectural vision for the enterprise. Solution and System Architects design at the ART/Solution Train level."
(Source: SAFe 6.0 Framework: Enterprise Architect, Solution Architect)

Question: 103

What is true about Epic implementation?

A. Once pulled into implementation, the Epic needs to be finished.
B. A budget reserve is established that can be used to fund Epics.
C. Agile Release Trains are empowered to decide whether or not they proceed with a Portfolio Epic.
D. Re-prioritization happens at every PI boundary, and the rest of the Epic can be postponed or canceled if there are more important new initiatives.

Answer: D

Explanation:

SAFe recommends regular re-prioritization at PI boundaries. An Epic does not need to be finished once started; if new, higher-priority work arises, the remaining part of the Epic can be postponed or even canceled.

"Epics may be re-prioritized or stopped if they are no longer the highest economic value work. This can occur at any PI boundary."
(Source: SAFe 6.0 Framework: Epic Owner, Portfolio Backlog Management)

Question: 104

(Select 3) You are invited to help a program where, even though not mandated by the external environment, management requires teams to make big, up-front, and detailed scope commitments for every release. What would you do to best coach the decision-makers?

A. Illustrate the power of feedback in content decision-making.
B. Emphasize the value of "Responding to change" from the Agile Manifesto.
C. Explain that too much up-front detail demotivates Product Owners as they have almost nothing to do thereafter.
D. Explain the "understand and exploit variability" principle of product development flow.
E. Explain why development doesn't need to commit to anything in Agile.

Answer: A, B, D

Explanation:

Coaching leaders away from big, up-front commitments is best achieved by:

A . Illustrating the power of feedback for adaptive planning and better outcomes.

B . Emphasizing “Responding to change”—a core Agile value.

D . Explaining the principle of “understand and exploit variability” from Lean Product Development, which underpins Agile’s adaptive nature.

The other options are not effective or do not align with SAFe or Agile principles.

“Agile development values responding to change and making use of feedback and variability. Big, upfront scope commitments limit adaptability and learning.”
(Source: SAFe 6.0 Framework: Principles, Agile Manifesto, Product Development Flow)

Question: 105

What are appropriate aspects of the System Architect's role in SAFe?

A. Collaborate with Scrum Masters to establish the emergent design.
B. Collaborate with PMs, POs, and Agile Teams to establish the Architectural Runway.
C. Approve teams' increments into the mainline branch.
D. Approve all the design work of teams before they can implement their user stories.
E. Provide the designs behind each user story.

Answer: B

Explanation:

The System Architect/Engineer's key responsibilities include collaborating with Product Management (PMs), Product Owners (POs), and Agile Teams to establish and evolve the Architectural Runway— the underlying technical infrastructure needed for current and near-term features. The architect does not serve as a gatekeeper for all designs or user stories but enables and supports emergent design and architecture.

"System Architects/Engineers collaborate with Product Management, Product Owners, and Agile Teams to define and maintain the Architectural Runway."
(Source: SAFe 6.0 Framework: System Architect/Engineer)

Question: 106

What is the ideal size of an ART?

A. 25 practitioners.
B. 25-50 practitioners.
C. 50-125 practitioners.
D. 126-200 practitioners.
E. Whatever the Value Stream requires.

Answer: C

Explanation:

SAFe recommends that an Agile Release Train (ART) is typically 50–125 practitioners (people). This range provides the optimal balance of cross-functional skills and manageable coordination overhead.

"ARTs are typically composed of 50–125 people, organized into Agile Teams, all working toward a common mission."
(Source: SAFe 6.0 Framework: Agile Release Train)

Question: 107

Backlog items in an Expedite class of service can break WIP limits.

A. True
B. False

Answer: A

Explanation:

"Expedite" is a Kanban class of service for critical items that require immediate attention. SAFe permits items in the Expedite lane to override or break WIP (Work In Process) limits to ensure urgent delivery.

"Expedite items are allowed to break WIP limits to ensure that urgent issues are addressed as quickly as possible."
(Source: SAFe 6.0 Framework: Kanban Classes of Service)

Question: 108

How does a team calculate its initial velocity during its first PI Planning meeting when teams don't have historic data?

A. Assign 8 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day.
B. It is not recommended to calculate velocity until the team has completed its first PI.
C. Allow teams to establish their own velocity and then roll them up to calculate the velocity of the train.
D. Assign 10 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day.

Answer: D

Explanation:

SAFe's guidance for new teams without historical velocity is to assign 8–12 points per team member (typically 10) except Scrum Master and Product Owner, subtracting points for planned absences.

"For initial velocity, a simple guideline is to assume 8–12 points per team member (excluding Scrum Master and Product Owner), then subtract 1 point for each day of vacation or holiday."
(Source: SAFe 6.0 Framework: PI Planning Preparation)

Question: 109

In SAFe, Dunbar's number provides guidance for:

A. The number of members on a self-managing, self-organizing ART.
B. The maximum number of tasks in a Program Increment for optimal predictability.
C. The number of Stories created during PI Planning to enable commitment.
D. The percent utilization that enables a sustainable pace.

Answer: A

Explanation:

Dunbar's number suggests a limit to the size of a cohesive, collaborative group, typically cited as 125–150 people. SAFe references Dunbar's number when suggesting the optimal size of an Agile Release Train (ART).

"Dunbar's number—around 125 people—provides a guideline for the maximum size of an ART." (Source: SAFe 6.0 Framework: Agile Release Train, Dunbar's Number)

Question: 110

(Select 2) What are the characteristics of queues and backlogs?

A. Queues are processed in the order in which items are entered.
B. Backlogs are continuously refined and can be re-prioritized.
C. Queues are continuously refined and cannot be re-prioritized.
D. Backlog items are estimated; queues are not.

Answer: A, B

Explanation:

A . Queues are typically processed first-in, first-out (FIFO), meaning in the order items are entered.

B . Backlogs in SAFe are actively managed and continuously re-prioritized and refined to ensure the most valuable work is always ready for selection.

"Backlogs are prioritized lists of work that are actively refined, while queues generally operate in a FIFO manner and are not reprioritized."
(Source: SAFe 6.0 Framework: Backlog Management, Principle #6)

Question: 111

A Program Epic requires budgetary approval and a lightweight business case only if it spans multiple PIs.

A. True
B. False

Answer: B

Explanation:

A Program Epic (as opposed to a Portfolio Epic) generally does not require a lightweight business case or portfolio-level approval, regardless of how many PIs it spans. Lightweight business cases and portfolio Kanban processes apply to Portfolio Epics.

"Portfolio Epics require a Lean Business Case and approval; Program Epics typically do not." (Source: SAFe 6.0 Framework: Epics, Portfolio Kanban, Program Backlog)

Question: 112

Where are Capabilities managed?

A. In the Portfolio Kanban.
B. In the Value Stream planning board.
C. In the ART Kanban.
D. In the Value Stream Kanban.

Answer: D

Explanation:

Capabilities are managed in the Value Stream Kanban, where they are prioritized and broken down into Features for ARTs.

"Capabilities live in the Value Stream Kanban and are split into Features for implementation by ARTs."
(Source: SAFe 6.0 Framework: Capabilities, Value Stream Kanban)

Question: 113

(Select 3) Who is typically involved in the ART Sync?

A. Scrum Masters
B. Product Owners
C. Business Owners
D. Release Train Engineer
E. Release Management
F. Solution Management

Answer: A, B, D

Explanation:

The ART Sync meeting combines the Scrum of Scrums and PO Sync. The typical participants are:

A . Scrum Masters (coordinate dependencies, remove impediments)

B . Product Owners (manage and align work, ensure backlog readiness)

D . Release Train Engineer (facilitates the meeting)

Business Owners, Release Management, and Solution Management may attend when needed but are not regular participants.

"ART Sync is attended by Scrum Masters, Product Owners, and is facilitated by the Release Train Engineer."
(Source: SAFe 6.0 Framework: ART Events, ART Sync)

Question: 114

Phase-gate Milestones are not a good predictor of project performance.

A. True
B. False

Answer: A

Explanation:

SAFe and Lean-Agile principles recognize that traditional phase-gate milestones (sign-offs at project checkpoints) do not accurately predict or ensure performance or outcomes. Empirical milestones— based on actual, working systems—are favored.

"Phase-gate milestones are not good predictors of progress or project performance; Lean-Agile development relies on objective evaluation of working systems."
(Source: SAFe 6.0 Framework: Lean-Agile Milestones)

Question: 115

What is the purpose of Solution Intent?

A. Record and communicate the necessary requirements and design decisions.
B. Create a comprehensive design document for approval before development begins.
C. Provide an up-front and static definition of the system's design.

Answer: A

Explanation:

Solution Intent in SAFe is the “single source of truth” for requirements, design decisions, and tests. It is evolving and just-in-time, not up-front or static, and communicates what the solution is intended to do and how it is intended to do it.

“Solution Intent records and communicates the current and intended requirements, design decisions, and tests for the solution.”
(Source: SAFe 6.0 Framework: Solution Intent)

Question: 116

(select 3) What does relentless improvement, as defined in SAFe, include?

A. Hold people accountable.
B. Hold employee reviews to provide fast feedback.
C. Optimize the whole.
D. Apply Lean problem-solving tools and techniques.
E. Reflect at key Milestones.

Answer: C, D, E

Explanation:

Relentless improvement is a SAFe Core Value. It includes:

C . Optimize the whole (improve end-to-end value delivery, not just local parts)

D . Apply Lean problem-solving tools and techniques (use root cause analysis, A3, etc.)

E . Reflect at key Milestones (Inspect & Adapt, Retrospectives)

“Hold people accountable” and “employee reviews” are not part of SAFe’s relentless improvement approach.

“Relentless improvement includes optimizing the whole, applying Lean tools and techniques, and reflecting at key milestones.”
(Source: SAFe 6.0 Framework: Relentless Improvement)

Question: 117

Enablers can be used for any activities that are necessary to support upcoming business features, but generally they fall in one of 3 categories:

A. Architecture
B. Team tasks
C. Exploration
D. Vertical slice of a feature
E. Infrastructure

Answer: A, C, E

Explanation:

Enablers in SAFe are a specific type of backlog item used to support business features. They generally fall into three categories:

Architecture (A): To build or extend the Architectural Runway.

Exploration (C): To research, evaluate, or experiment (such as spikes).

Infrastructure (E): To build or enhance tools, systems, or processes required for development and delivery.

Team tasks and vertical feature slices are not enabler categories.

"Enablers support exploration, architecture, or infrastructure that enables future business functionality."
(Source: SAFe 6.0 Framework: Enablers)

Question: 118

What do Value Streams deliver?

A. Strategic Themes
B. Solutions
C. Agile Release Trains
D. Cyber-physical systems

Answer: B

Explanation:

Value Streams in SAFe deliver Solutions—the products, services, or systems that deliver value to the customer. Strategic Themes provide investment direction; ARTs and cyber-physical systems are structures or types of solutions, but not what value streams deliver.

"Value Streams deliver Solutions—products, services, or systems that deliver value to the customer." (Source: SAFe 6.0 Framework: Value Streams)

Question: 119

An Iteration is a specific type of Plan-Do-Check-Adjust learning cycle.

A. True
B. False

Answer: A

Explanation:

The Iteration in SAFe is designed as a short, timeboxed Plan-Do-Check-Adjust (PDCA) learning cycle. This allows teams to plan work, do the work, check the results, and adjust as necessary.

"Each Iteration is a Plan-Do-Check-Adjust (PDCA) cycle, fostering continuous learning and improvement."

(Source: SAFe 6.0 Framework: Iteration, PDCA Cycle)

Topic 2, Exam Pool B

Question: 120

Who is the content authority for an Agile Team?

A. The Scrum Master/Team Coach
B. The Product Owner
C. The Product Manager
D. The System Architect

Answer: B

Explanation:

According to SAFe 6.0, "The Product Owner is the content authority for the team backlog. They are responsible for defining Stories and prioritizing the team backlog to streamline the execution of program priorities while maintaining the conceptual and technical integrity of the Features or components the team is responsible for." The Scrum Master/Team Coach facilitates team events and removes impediments, but does not own content decisions. Product Manager and System Architect provide input and guidance but are not the content authority at the team level. Reference:

SAFe 6.0, "Product Owner" article

SPC 6.0 Practice Guide, "Establishing Team and Technical Agility" module

Question: 121

SAFe is a dual-operating system for Business Agility. What is one element of the dual-operating system?

A. Value Stream Network
B. Solution Context
C. Agile Teams
D. A Lean portfolio

Answer: A

Explanation:

SAFe 6.0 describes the dual-operating system as "combining the existing hierarchical structure with a second operating system that is organized around value streams and Agile Release Trains." The Value Stream Network is a key element of this dual-operating system, allowing organizations to deliver value quickly and efficiently while maintaining stability in their functional hierarchy.

Reference:

SAFe 6.0, "Business Agility" article

SPC 6.0 Study Guide, "Thriving in the Digital Age and Business Agility" section

Question: 122

Which SAFe Principle advocates flexible designs to support changing requirements?

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

Answer: C

Explanation:

SAFe Principle #3 is "Assume variability; preserve options." This principle encourages organizations to maintain multiple requirements and design options for a longer period in the development cycle, enabling them to respond to changing needs with flexible designs. This mitigates risk and increases the chance of finding optimal solutions.

Reference:

SAFe 6.0, "SAFe Principles"

SPC 6.0 Guide, "Becoming a Lean-Agile Leader" module

Question: 123

What is one aspect of the Lean Governance dimension of Lean Portfolio Management?

A. Coordinate Value Streams

B. Coordinate continuous compliance
C. Maintain a portfolio vision
D. Establish Lean budgets and guardrails

Answer: D

Explanation:

Lean Governance is one of the three dimensions of Lean Portfolio Management in SAFe 6.0. Establishing Lean budgets and guardrails is specifically mentioned as a responsibility within Lean Governance, helping organizations align strategy and execution, ensure funding to value streams, and maintain compliance without excess central control.

Reference:

SAFe 6.0, "Lean Portfolio Management" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management" module

Question: 124

Which of the following is one key performance indicator to check the health of an ART?

A. Number of commitments per Iteration
B. Solution velocity
C. Number of retrospectives held
D. Predictability measure

Answer: D

Explanation:

One of the most important KPIs for an Agile Release Train (ART) is the "Predictability Measure." The SAFe 6.0 framework specifies that "the program predictability measure shows how reliably teams deliver business value" and is calculated by comparing the planned vs. actual business value delivered during a PI. It helps leadership and teams see if the ART is reliably delivering on its commitments, making it a key health indicator.
Reference:

SAFe 6.0, "ART Predictability Measure" in the "ART Execution" section

SPC 6.0 Practice Guide, "Coaching ART Execution"

Question: 125

Why launch an ART using the Quickstart approach?

A. It makes it much clearer to stakeholders that waterfall is not a good investment
B. It reduces the number of Scrum Masters/Team Coaches required to support the teams
C. It increases engagement and focuses everyone all at once with purpose and intent
D. It allows the teams to reinforce their knowledge by attending SAFe for Teams the day after PI Planning

Answer: C

Explanation:

The Quickstart approach for launching an ART is recommended in SAFe because it "engages all teams in the ART simultaneously, allowing for a fast start and aligning everyone with purpose and intent." The Quickstart focuses everyone all at once, drives collective ownership, and increases engagement, which is cited as its main benefit.
Reference:

SAFe 6.0, "ART Quickstart" guidance

SPC 6.0 Study Guide, “Launching an Agile Release Train”

Question: 126

When should a Lean portfolio be established?

A. When there is a minimum of six Agile Release Trains (ARTs) that require coordination B. When the lack of alignment between strategy and execution impacts value delivery
C. When it is part of training the executives
D. When it is necessary to operate in a completely centralized environment

Answer: B

Explanation:

SAFe 6.0 notes that “a Lean portfolio should be established when the lack of alignment between strategy and execution impedes value delivery.” The primary purpose of Lean Portfolio Management is to bridge the gap between strategy and execution, ensuring ongoing alignment and faster, more efficient value flow. There is no strict minimum number of ARTs, nor does it depend on centralization

or executive training.

Reference:

SAFe 6.0, “Lean Portfolio Management” article

SPC 6.0 Guide, “Exploring Lean Portfolio Management”

Question: 127

Which of the following is a Lean Thinking Principle?

A. Deliver working software frequently
B. Agile processes promote sustainable development
C. Simplicity is essential
D. Identify the Value Stream for each product

Answer: D

Explanation:

"Identify the Value Stream for each product" is directly referenced as one of the Lean Thinking Principles in SAFe. This principle comes from Lean and underpins the SAFe emphasis on organizing around value and optimizing the flow from concept to delivery. The other choices are derived from Agile Manifesto principles, not Lean Thinking.

Reference:

SAFe 6.0, "Lean-Agile Mindset" and "Lean Thinking" articles

SPC 6.0 Guide, "Becoming a Lean-Agile Leader"

Question: 128

What primary reason for change makes it easiest to drive a transformation across the Enterprise?

A. The competition has made this change
B. Customers are asking for changes to delivery processes
C. The existing way of working is inadequate to achieve a new solution in time
D. Leadership has mandated this change with a specific completion date

Answer: C

Explanation:

The most powerful driver for enterprise transformation is a compelling need—often described as the "burning platform"—where "the existing way of working is inadequate to achieve a new solution in time." When the current system cannot meet the urgent demands of the business, this creates widespread alignment and motivation for change. Mandates and external pressure (such as competitors or customers) are less effective than a deep, intrinsic need for transformation.

Reference:

SAFe 6.0, "Reaching the SAFe Tipping Point" article: "A compelling reason for change is the most significant factor in ensuring a successful transformation."

SPC 6.0 Practice Guide, "Leading the Change" module

Question: 129

Which of the following is one of the eight flow accelerators?

A. Minimize context switching
B. Remove silos
C. Reduce queue lengths
D. Optimize % utilization

Answer: C

Explanation:

SAFe 6.0 identifies “Reduce queue lengths” as one of the eight flow accelerators. Excessive queue lengths create delays, increase wait times, and reduce overall flow efficiency. Managing and reducing queues is key to improving value delivery. While minimizing context switching and removing silos are important Lean and Agile concepts, only “reduce queue lengths” is explicitly named as a flow accelerator.

Reference:

SAFe 6.0, “Accelerate Flow with Eight Flow Accelerators”

SPC 6.0 Guide, “Accelerating to Business Agility” module

Question: 130

How can an organization gain trust between the business and the development teams?

A. Ensure development leadership and Epic Owners meet regularly
B. Deliver predictably
C. Decentralize decision-making to the teams
D. Reduce the number of Features

Answer: B

Explanation:

Delivering predictably is essential for building trust between the business and development.
“Predictable delivery” is repeatedly emphasized by SAFe as the foundation for trust, as it demonstrates teams can reliably meet commitments. Other options are helpful practices, but predictability is the key measure for trust.

Reference:

SAFe 6.0, “ART Predictability Measure”

SPC 6.0 Guide, “Coaching ART Execution” and “Establishing Trust”

Question: 131

What is an example of applying cadence and synchronization in SAFe?

A. Conducting a System Demo

B. Creating cross-functional teams
C. Releasing on demand
D. Using a Portfolio Kanban system

Answer: A

Explanation:

A System Demo is a key SAFe event that "applies cadence and synchronization" by showcasing integrated work from all teams at regular intervals. This ensures alignment, rapid feedback, and transparency. System Demos exemplify how cadence (regular timing) and synchronization (multiple teams working together) support SAFe delivery.

Reference:

SAFe 6.0, "Cadence and Synchronization" article

SPC 6.0 Practice Guide, "Establishing Team and Technical Agility"

Question: 132

Which activity is associated with the release-on-demand step of the continuous delivery pipeline?

A. Hypothesize
B. Test end-to-end
C. Learn
D. Deploy

Answer: D

Explanation:

The Continuous Delivery Pipeline in SAFe includes four steps: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand. "Deploy" is the activity most directly associated with the "Release on Demand" step, where solutions are made available to end users whenever the business needs it.

Reference:

SAFe 6.0, "Release on Demand" in the "Continuous Delivery Pipeline" article

SPC 6.0 Guide, "Building Solutions with Agile Product Delivery"

Question: 133

Which of the following is one way that Lean budget guardrails guide Value Stream investment decisions?

A. Prioritizing work by return on investment
B. Establishing capacity allocation
C. Empowering the Product Owners to sequence the Solution Train Backlog
D. Planning work based on time criticality

Answer: B

Explanation:

Lean budget guardrails in SAFe 6.0 help guide investment decisions by "establishing capacity allocation," which ensures appropriate allocation of funding and effort across different types of work

(such as new development, maintenance, and exploration) within value streams. This supports alignment with strategic themes and allows for decentralized decision-making within set limits. Reference:

SAFe 6.0, "Lean Budget Guardrails" section in "Lean Portfolio Management"

SPC 6.0 Practice Guide, "Exploring Lean Portfolio Management"

Question: 134

Which SAFe role helps to coordinate between multiple ARTs within a Value Stream?

A. Solution Train Engineer
B. Solution Management
C. Enterprise Architect
D. Lean-Agile Center of Excellence

Answer: A

Explanation:

The Solution Train Engineer (STE) is the servant leader and coach who facilitates and guides the work of all ARTs within a Solution Train (which aligns with the Value Stream). The STE is responsible for coordination between multiple ARTs, similar to how the Release Train Engineer (RTE) operates at the ART level.

Reference:

SAFe 6.0, "Solution Train Engineer" role article

SPC 6.0 Guide, "Designing the Implementation"

Question: 135

Why is it important to train Product Owners and Product Management before launching the Agile Release Train (ART)?

A. To help facilitate the first PI Planning event
B. Because training the leaders for the first time should not occur with the teams
C. To have a better-prepared ART Backlog for the first PI Planning
D. It will help them determine how to organize the ART

Answer: C

Explanation:

Training Product Owners and Product Management before the ART launch ensures the ART Backlog is well-prepared for the first PI Planning. This training allows them to understand their roles, align on priorities, and develop a clear and actionable backlog, which is crucial for a successful ART launch and the first PI Planning event.

Reference:

SAFe 6.0, "ART Readiness Checklist" and "Train Product Owners/Product Managers" before PI Planning

SPC 6.0 Study Guide, "Launching an Agile Release Train"

Question: 136

What metric measures the organization's proficiency in the practices that enable Business Agility?

A. Competency
B. Outcome
C. Performance
D. Flow

Answer: A

Explanation:

SAFe 6.0 uses "Competency" as the primary metric to measure an organization's proficiency in the seven core competencies that enable Business Agility. These are assessed using the SAFe Business Agility Assessment and the SAFe Core Competency Assessments. The results show how well the organization is performing in practices that drive Business Agility.

Reference:

SAFe 6.0, "Measuring Business Agility" and "SAFe Core Competency Assessments"

SPC 6.0 Guide, “Accelerating to Business Agility”

Question: 137

Who is part of the development Value Stream?

A. Everyone in the organization
B. Everyone who builds Solutions
C. Everyone that uses systems to do their work
D. Everyone who is part of the operational Value Stream

Answer: B

Explanation:

A development Value Stream is defined as “the people and processes that develop solutions used by customers, whether internal or external.” In SAFe, it’s everyone who is involved in building, evolving, and delivering Solutions—this includes business and technical roles, not just engineering.

Reference:

SAFe 6.0, “Value Streams” article

SPC 6.0 Guide, “Building Solutions with Agile Product Delivery”

Question: 138

Which basic Agile quality practice ensures consistent quality measures for each work product?

A. Standards and Definition of Done
B. Pairing and peer-review
C. Workflow automation
D. Collective ownership

Answer: A

Explanation:

The “Definition of Done” and established quality standards are basic Agile practices that ensure every work product meets agreed-upon quality criteria before it is considered complete. This approach drives consistency, transparency, and reliable outcomes across teams and ARTs.

Reference:

SAFe 6.0, “Built-In Quality” article

SPC 6.0 Practice Guide, “Establishing Team and Technical Agility”

Question: 139

A change agent is invited to help an ART where management requires the teams to make big, upfront, and detailed scope commitments for every release. These commitments are not mandated by the external environment. What can the change agent do to best coach the decision makers?

A. Explain the benefits of releasing at the end of the PI
B. Explain the need to satisfy the commitments immediately and improve later
C. Explain the value of assuming variability; preserving options
D. Explain that too much up-front detail demotivates Product Owners

Answer: C

Explanation:

SAFe Principle #3, “Assume variability; preserve options,” addresses this scenario directly. The change agent should coach decision makers on the value of maintaining flexibility in scope and design, rather than committing up-front to detailed plans. This principle helps reduce risk and ensures better outcomes as new information emerges.

Reference:

SAFe 6.0, “SAFe Principles” (Principle #3)

SPC 6.0 Guide, “Leading the Change” and “Coaching Change Agents”

Question: 140

The Innovation and Planning (IP) Iteration allows time for which of the following activities?

A. Continuing education
B. Creating Strategic Themes
C. Fixing deferred defects
D. Architectural Runway implementation

Answer: A

Explanation:

The Innovation and Planning (IP) Iteration is a vital part of SAFe's Program Increment (PI) cycle. Its

main purposes include innovation, planning for the next PI, and supporting activities such as continuing education, infrastructure work, and hackathons. While it can be used for fixing defects or technical work, its explicit inclusion of continuing education distinguishes it from routine development.

Reference:

SAFe 6.0, "Innovation and Planning Iteration" article

SPC 6.0 Practice Guide, "Coaching ART Execution"

Question: 141

Which of the following is often a cause of too much work in process (WIP)?

A. Teams do not task-switch well
B. All teams on the ART are cross-functional
C. The Stories are too small
D. Features in the ART Backlog are defined for each layer of the system

Answer: D

Explanation:

Defining Features in the ART Backlog for each system layer (rather than as vertical slices of value) can lead to excess WIP. This approach fragments work and creates dependencies across teams, resulting in too many partially completed items in process at once. SAFe strongly recommends organizing Features and Stories as thin, vertical slices of value to reduce WIP and improve flow.

Reference:

SAFe 6.0, "Optimize Flow" and "Reducing WIP" sections

SPC 6.0 Guide, "Accelerating to Business Agility"

Question: 142

In a SAFe Portfolio, what defines the development Value Streams, the Solutions they deliver, and the customers they

serve?

A. Portfolio Canvas
B. Portfolio Roadmap
C. Portfolio Kanban
D. Portfolio Vision

Answer: A

Explanation:

The Portfolio Canvas in SAFe is a strategic artifact that defines the development Value Streams, Solutions, and the customers they serve. It offers a high-level overview of how value flows from concept to customer and is used for portfolio definition and alignment.

Reference:

SAFe 6.0, "Portfolio Canvas" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 143

What can assist with planning for a Lean Portfolio Management (LPM) implementation?

A. Running the Portfolio Sync every two weeks
B. Facilitating the Getting Started with LPM workshop
C. Leveraging the LPM practice content in Studio
D. Measuring the results of Portfolio Strategic Themes

Answer: B

Explanation:

Facilitating the "Getting Started with LPM" workshop is a key SAFe recommendation for organizations planning a Lean Portfolio Management implementation. This workshop helps leaders align on LPM concepts, define portfolio roles, and create an actionable roadmap for implementation. Reference:

SAFe 6.0, "Getting Started with LPM" workshop in "Lean Portfolio Management"

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 144

According to John Kotter, why is it important to build a guiding coalition?

A. It enables better exploration of customer needs B. It can build connections between Business and IT C. It creates a cross-functional team
D. It can help lead the transformation

Answer: D

Explanation:

John Kotter's model for organizational change, which is adopted in SAFe, emphasizes the need to build a "guiding coalition." This group has the influence, authority, and credibility to lead the transformation and sustain change. They guide, coordinate, and communicate the transformation vision, making it possible to overcome resistance and drive enterprise-wide change.

Reference:

SAFe 6.0, "Reaching the SAFe Tipping Point" (based on Kotter's 8-step process)

SPC 6.0 Guide, "Leading the Change" module

Question: 145

During PI Planning, which of the following exposes dependencies between teams that may require coordination?

A. ART PI retrospective
B. ART PI Context
C. ART Planning Board
D. ART Top 10 Features

Answer: C

Explanation:

The ART Planning Board is a visual tool used during PI Planning to highlight and track dependencies between teams. Teams use it to indicate where their work is dependent on others, which helps surface and coordinate cross-team dependencies for successful PI execution.

Reference:

SAFe 6.0, "PI Planning" article (ART Planning Board)

SPC 6.0 Practice Guide, "Launching an Agile Release Train"

Question: 146

Which of the following connects the Portfolio to Enterprise strategy?

A. Portfolio Vision
B. Core Values
C. Strategic themes
D. Lean budget guardrails

Answer: C

Explanation:

Strategic themes are the SAFe mechanism for connecting a Portfolio to Enterprise strategy. They provide business objectives and context, ensuring that the portfolio's initiatives align with overall business goals and directions.

Reference:

SAFe 6.0, "Strategic Themes" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 147

Who facilitates ART events?

A. The Agile Release Manager B. The Release Train Engineer C. The Solution Train Engineer D. The Lead Delivery Manager

Answer: B

Explanation:

The Release Train Engineer (RTE) is described in SAFe as the "servant leader and coach for the ART." The RTE's key responsibilities include facilitating ART events, including PI Planning, ART Sync, and Inspect and Adapt.

Reference:

SAFe 6.0, "Release Train Engineer" role article

SPC 6.0 Practice Guide, "Coaching ART Execution"

Question: 148

Which of the following tools helps identify strategic options to create a better future state for the Portfolio?

A. SWOT
B. Portfolio Kanban
C. TOWS
D. Portfolio Canvas

Answer: C

Explanation:

The TOWS matrix (an extension of SWOT analysis) helps identify strategic options by matching external opportunities and threats with internal strengths and weaknesses. SAFe explicitly recommends the TOWS tool for creating and evaluating strategic options to improve the portfolio's future state.

Reference:

SAFe 6.0, "Portfolio Vision and Strategy" (TOWS and SWOT comparison)

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 149

What is one of the primary enablers for Implementing SAFe?

A. Prepare for ART Launch
B. Coach ART execution
C. Create a Lean-Agile Center of Excellence (LACE)
D. Enhance the Portfolio

Answer: C

Explanation:

A Lean-Agile Center of Excellence (LACE) is called out by SAFe as one of the primary enablers of a successful SAFe implementation. The LACE is a cross-functional team that drives and sustains the Lean-Agile transformation by providing guidance, training, and support throughout the journey. Reference:

SAFe 6.0, "Create the Implementation Plan" and "Establish a LACE"

SPC 6.0 Guide, “Leading the Change” and “Implementing SAFe”

Question: 150

What is one way Lean-Agile leaders lead by example?

A. By shifting from a fixed mindset to a growth mindset
B. By acting with honesty, authenticity, and transparency
C. By applying empathic design and focusing on Customer Centricity
D. By implementing Lean Portfolio Management

Answer: B

Explanation:

Lean-Agile leaders are expected to “lead by example.” Acting with honesty, authenticity, and transparency is explicitly called out in SAFe as a model behavior for leaders, building trust and fostering a culture of openness and improvement.

Reference:

SAFe 6.0, “Lead by Example” (Core Leadership Behavior)

SPC 6.0 Guide, “Becoming a Lean-Agile Leader”

Question: 151

Which discipline is necessary for a learning organization?

A. Continuous Exploration
B. Design Thinking
C. Lean budgets
D. Personal mastery

Answer: D

Explanation:

SAFe draws on Peter Senge’s work on learning organizations, which identifies “Personal Mastery” as one of the five disciplines necessary for organizational learning and adaptability. Personal mastery encourages individuals to

continually grow, learn, and pursue excellence, making it foundational for a true learning organization.

Reference:

SAFe 6.0, "Learning Organization" (Personal Mastery)

SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility"

Question: 152

Which dimension of Lean Portfolio Management (LPM) supports ART execution?

A. Lean governance
B. Strategy and investment funding
C. Agile portfolio operations
D. Value Stream coordination

Answer: C

Explanation:

"Agile portfolio operations" is one of the three dimensions of Lean Portfolio Management (LPM) and directly supports Agile Release Train (ART) execution. This dimension ensures ongoing coordination and synchronization among value streams and ARTs and provides coaching and support for Agile practices at scale.

Reference:

SAFe 6.0, "Lean Portfolio Management" (LPM Dimensions)

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 153

What is one issue when organizing around hierarchical functions?

A. It creates leaders at all levels
B. It creates Agile business teams
C. It moves the decisions to where the information is
D. It makes communication difficult

Answer: D

Explanation:

Organizing around hierarchical functions often creates communication barriers, silos, and delays in decision-making.

SAFe emphasizes organizing around value and cross-functional teams to address the communication and collaboration challenges inherent in traditional functional hierarchies. Reference:

SAFe 6.0, “Organize Around Value”

SPC 6.0 Guide, “Reaching the SAFe Tipping Point”

Question: 154

The teams on the ART just finished the second Iteration in the PI and have nothing to demonstrate at the System Demo. What steps should be taken next?

A. Continue to work on new functionality and reserve time to fully integrate the system during the IP Iteration.
B. Stop working on any new functionality and fully integrate and test the system; adjust scope based on learnings
C. Re-architect the system so that there are no dependencies between the teams, and integration is not needed
D. Require every team to demonstrate their team increment to the stakeholders separately in the team branch

Answer: B

Explanation:

SAFe recommends immediately integrating and testing the system when there is nothing to demonstrate, rather than continuing with new work. This helps surface integration issues early and allows for scope adjustment based on the learnings, supporting the principle of “integrating frequently” and “demonstrating working software.”

Reference:

SAFe 6.0, “System Demo” and “PI Execution” articles

SPC 6.0 Guide, “Coaching ART Execution”

Question: 155

Which of the following is used to manage the flow of Features?

A. The ART Backlog
B. The SAFe Lean startup cycle
C. The ART Kanban
D. The Epic to Feature Funnel

Answer: C

Explanation:

The ART Kanban is specifically used to manage the flow of Features from idea through analysis, implementation, and completion. It visualizes and limits Work in Process (WIP), helps identify bottlenecks, and ensures continuous flow through the ART.

Reference:

SAFe 6.0, "ART Kanban" article

SPC 6.0 Guide, "Building Solutions with Agile Product Delivery"

Question: 156

Which of the following is an activity for coaching flow?

A. Facilitate Value Stream & ART Identification
B. Facilitate Strategic Themes creation
C. Facilitate Value Stream mapping
D. Facilitate a SAFe Advanced Scrum Master training

Answer: C

Explanation:

Facilitating Value Stream mapping is a direct activity for coaching flow. Value Stream mapping helps teams and organizations visualize and understand their current process, identify bottlenecks, and find opportunities to improve flow and reduce waste, which is a key Lean practice advocated by SAFe.

Reference:

SAFe 6.0, "Accelerating Flow" and "Value Stream Mapping" articles

SPC 6.0 Guide, "Accelerating to Business Agility"

Question: 157

Which process is used for Epics to accelerate learning and development and reduce risk?

A. Using the SAFe Lean Startup cycle
B. Creating a Lean business case
C. Defining non-functional requirements (NFRs)
D. Applying weighted shortest job first (WSJF)

Answer: A

Explanation:

SAFe recommends the Lean Startup cycle for managing Epics. This process accelerates learning, guides hypothesis-driven development, and reduces risk by enabling incremental evaluation and fast feedback before full investment in new business ideas.

Reference:

SAFe 6.0, "Epic" and "Lean Startup Cycle" articles

SPC 6.0 Guide, "Building Solutions with Agile Product Delivery"

Question: 158

'Visualize work' aligns with which SAFe Core Value?

A. Alignment
B. Relentless Improvement
C. Transparency
D. Respect for People

Answer: C

Explanation:

"Visualize work" is specifically called out as a practice that supports the SAFe Core Value of Transparency. Making work visible allows teams, ARTs, and stakeholders to see progress, manage flow, and surface issues early, all of which build trust and foster a culture of openness.

Reference:

SAFe 6.0, "Core Values" (Transparency)

SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility"

Question: 159

The first SAFe Lean-Agile Principle includes 'Agile economics' and what else?

A. Deliver value incrementally
B. Apply systems thinking

C. Decentralize decision-making
D. Apply cadence

Answer: B

Explanation:

SAFe Lean-Agile Principle #1 is: "Take an economic view." This principle incorporates both "Agile economics" and "Apply systems thinking" to optimize decision-making, value delivery, and overall outcomes by considering the entire system and focusing on economic impact.

Reference:

SAFe 6.0, "SAFe Lean-Agile Principles" (Principle #1)

SPC 6.0 Guide, "Becoming a Lean-Agile Leader"

Question: 160

Which of the following is a benefit of a community of practice?

A. They provide an opportunity for managers to be kept up to date on progress
B. They provide a forum for knowledge sharing
C. They reduce work in process (WIP)
D. It reduces the need to have an ART Sync as often

Answer: B

Explanation:

A community of practice (CoP) is a group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly. In SAFe, CoPs provide a forum for knowledge sharing, foster continuous learning, and spread best practices across teams and the organization.

Reference:

E. Fe 6.0, "Communities of Practice" article

SPC 6.0 Guide, "Establishing Team and Technical Agility"

Question: 161

How does SAFe provide a second operating system that enables Business Agility?

A. By focusing on customers, products, innovation, and growth
B. By optimizing operational value streams
C. By creating stability and hierarchy
D. By replacing the hierarchy with a network

Answer: A

Explanation:

SAFe creates a second operating system—alongside the existing hierarchical structure—by establishing a value stream network that focuses on customers, products, innovation, and growth. This enables organizations to respond quickly to opportunities without dismantling their existing structure, supporting true business agility.

Reference:

SAFe 6.0, "SAFe as a Dual Operating System" and "Business Agility" articles

SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility"

Question: 162

Well-written Objectives and Key Results (OKRs) can effectively align individuals and teams to measurable outcomes. What is one quality of a well-written Objective?

A. Understandable
B. Gradable
C. Inspirational
D. Specific

Answer: C

Explanation:

A well-written Objective in the context of OKRs should be inspirational. It should motivate and challenge the team or organization while providing a clear direction. Inspirational Objectives help ensure buy-in and alignment, making them a key quality according to SAFe guidance on OKRs. Reference:

SAFe 6.0, "Objectives and Key Results (OKRs)" article

SPC 6.0 Guide, "Accelerating to Business Agility"

Question: 163

Which of the following is a responsibility of a Lean-Agile Center of Excellence (LACE)?

A. To help foster relentless improvement
B. To coordinate Portfolio events
C. To select the Agile Team Product Owners
D. To implement a new organizational structure

Answer: A

Explanation:

A Lean-Agile Center of Excellence (LACE) is responsible for fostering relentless improvement across the enterprise. This includes driving the adoption of Lean-Agile practices, sustaining the SAFe implementation, and ensuring the organization continually improves its way of working. Reference:

SAFe 6.0, "Lean-Agile Center of Excellence (LACE)" article

SPC 6.0 Guide, "Leading the Change"

Question: 164

There are two types of Value Streams in SAFe. One is the Operational Value Stream. What is the other?

A. Solution Value Stream
B. Development Value Stream
C. Continuous Delivery Value Stream
D. Network Value Stream

Answer: B

Explanation:

SAFe defines two types of value streams: Operational Value Streams (which deliver value to the customer) and Development Value Streams (which build the systems and solutions that operational value streams use). Development Value Streams are essential for building the capabilities that operational value streams leverage.

Reference:

SAFe 6.0, "Value Streams" article

SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility"

Question: 165

Selecting the first ART for launch is an important step when creating an implementation plan. Which factors should be considered when deciding which ART to launch first?

A. Significant challenge or opportunity
B. Organizational change impact
C. Geographic distribution
D. Size of the ART

Answer: A

Explanation:

When selecting the first Agile Release Train (ART) to launch, SAFe recommends considering where there is a significant business challenge or opportunity. This ensures strong business relevance, management attention, and clear value delivery from the transformation. Other factors like size, distribution, and change impact matter, but the most important is the presence of a pressing challenge or opportunity.

Reference:

SAFe 6.0, "Create the Implementation Plan" (Selecting the First ART)

SPC 6.0 Guide, "Designing the Implementation"

Question: 166

What is one benefit of creating the implementation plan as a three PI rolling roadmap?

A. It provides leaders with certainty around the implementation plan
B. It ensures all implementation plan decisions are centralized
C. It enables incremental implementation
D. It ensures all capacity is used for implementation activities

Answer: C

Explanation:

A three PI rolling roadmap is designed to enable incremental implementation. This approach allows organizations to adjust plans based on feedback and learning, rather than committing to a fixed longterm plan, and supports a Lean-Agile mindset for large-scale change.

Reference:

SAFe 6.0, “Implementation Roadmap” (Three PI Rolling Roadmap)

SPC 6.0 Guide, “Leading the Change”

Question: 167

Which activity occurs during the management review and problem-solving meeting at the end of the first day of PI Planning?

A. Assigning business value to the teams' draft PI Objectives
B. Negotiating scope changes
C. ROAMing risks
D. Review the team's plans and make appropriate changes

Answer: D

Explanation:

At the end of day one of PI Planning, a management review and problem-solving meeting is held. During this meeting, management reviews the teams’ draft plans and makes any necessary changes to ensure alignment and address issues such as scope, resources, and dependencies before teams finalize their plans on day two.

Reference:

SAFe 6.0, “PI Planning” (Management Review and Problem-Solving)

SPC 6.0 Guide, “Launching an Agile Release Train”

Question: 168

During PI Planning, which statement is true about the activities of team breakouts?

A. In team breakout #2, teams establish a draft of their business objectives
B. In team breakout #1, teams meet with Business Owners to assign business value
C. In team breakout #2, teams work to create their final plans
D. In team breakout #1, teams finalize ART PI Risks, impediments, and dependencies

Answer: C

Explanation:

During PI Planning, there are two main team breakout sessions. In team breakout #2, teams address issues identified in the management review, rework their plans as needed, and finalize their PI Objectives and plans. This second breakout is specifically dedicated to refining and finalizing the team plans before the confidence vote.

Reference:

SAFe 6.0, “PI Planning” (Team Breakout Sessions)

SPC 6.0 Guide, “Launching an Agile Release Train”

Question: 169

What is this statement defining: "A series of activities that have proven to be effective in successfully implementing SAFe"?

A. Train everyone, launch ARTs
B. Essential SAFe
C. The SAFe Implementation Roadmap
D. The SAFe Quickstart Approach

Answer: C

Explanation:

The SAFe Implementation Roadmap is a sequence of proven activities and steps to guide organizations through a successful SAFe transformation. It lays out the key milestones, training, and preparation needed for sustainable change and successful adoption of SAFe.

Reference:

SAFe 6.0, “SAFe Implementation Roadmap”

SPC 6.0 Guide, “Leading the Change”

Question: 170

Which of the following is a dimension of the Organizational Agility competency?

A. Customer Centricity and Design Thinking
B. Innovation Culture
C. Strategy and Investment Funding
D. Strategy Agility

Answer: D

Explanation:

"Strategy Agility" is one of the three dimensions of the Organizational Agility competency in SAFe. It refers to the organization's ability to sense and respond quickly to changing strategic needs, which is essential for thriving in the digital age.

Reference:

SAFe 6.0, "Organizational Agility" article

SPC 6.0 Guide, "Thriving in the Digital Age and Business Agility"

Question: 171

Which of the following is a reason to manage Epic flow with the Portfolio Kanban?

A. It removes the need to analyze Epics
B. It brings structure to decision-making
C. It creates a container for work to be visible
D. It enables independent decision-making by stakeholders

Answer: B

Explanation:

Managing Epic flow with the Portfolio Kanban brings structure to decision-making by providing a visual and managed process for reviewing, analyzing, and approving Epics. It enables stakeholders to make transparent, data-driven decisions about portfolio-level investments.

Reference:

SAFe 6.0, "Portfolio Kanban" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 172

Which legacy practice slows the move to Lean Portfolio Management?

A. Demand management
B. Bringing the work to the people
C. Centralized work intake
D. Objective milestones

Answer: C

Explanation:

Centralized work intake is a legacy practice that creates bottlenecks, slows decision-making, and prevents decentralized, Lean governance. SAFe Lean Portfolio Management emphasizes

decentralized decision-making and flow-based portfolio management; centralized work intake is specifically identified as a barrier to Lean portfolio flow.

Reference:

SAFe 6.0, "Lean Portfolio Management" and "Anti-Patterns"

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

Question: 173

What is one way Design Thinking measures success?

A. Scalable
B. Reliable
C. Marketable
D. Desirable

Answer: D

Explanation:

One of the key measures of success in Design Thinking, as highlighted in SAFe, is whether the solution is "desirable" — that is, if it meets real customer needs. Desirability is one of the three core aspects evaluated (desirable, feasible, viable) in Design Thinking.

Reference:

SAFe 6.0, "Design Thinking" article

SPC 6.0 Guide, "Building Solutions with Agile Product Delivery"

Question: 174

When is the ROAM technique used to categorize ART PI risks during PI Planning?

A. During the draft plan review
B. After the final plan review
C. During the final plan review
D. During the management review and problem-solving meeting

Answer: C

Explanation:

The ROAM (Resolved, Owned, Accepted, Mitigated) technique is used to categorize and address PI risks during the final plan review at PI Planning. Teams and stakeholders collaboratively ROAM the identified risks to ensure alignment and transparency before the confidence vote.

Reference:

SAFe 6.0, "PI Planning" (ROAM Risks in Final Plan Review)

SPC 6.0 Guide, "Launching an Agile Release Train"

Question: 175

Which option should be the next Agile Release Train (ART) to launch to leverage the full flow of value?

A. A train in a different value stream
B. The next train to volunteer
C. A train in the same value stream
D. A train in a different portfolio

Answer: C

Explanation:

To maximize the flow of value, SAFe recommends launching the next ART in the same value stream. This approach builds synergy, enables better integration, and accelerates end-to-end value delivery by reducing cross-ART dependencies and optimizing flow within the value stream.

Reference:

SAFe 6.0, "Designing the Implementation" (Selecting Next ARTs)

SPC 6.0 Guide, "Designing the Implementation"

Question: 176

Which statement is a value from the Agile Manifesto?

A. Working software over following a plan
B. Customer collaboration over comprehensive documentation
C. Responding to change over contract negotiation
D. Individuals and interactions over processes and tools

Answer: D

Explanation:

"Individuals and interactions over processes and tools" is one of the four original values stated in the Agile Manifesto. This value is foundational to Agile and SAFe, emphasizing people and communication as key drivers of effective delivery.

Reference:

Agile Manifesto (agilemanifesto.org)

SAFe 6.0, "Lean-Agile Mindset" article

SPC 6.0 Guide, "Becoming a Lean-Agile Leader"

Question: 177

Which flow accelerator focuses on the effective throughput of value?

A. Remediate legacy practices and policies
B. Address bottlenecks
C. Minimize handoffs and dependencies
D. Get faster feedback

Answer: B

Explanation:

Addressing bottlenecks is a flow accelerator in SAFe that directly focuses on increasing the effective throughput of value in the system. By identifying and resolving bottlenecks, teams and ARTs can deliver more value, faster.

Reference:

SAFe 6.0, "Eight Flow Accelerators" article

SPC 6.0 Guide, "Accelerating to Business Agility"

Question: 178

Which of the following must be in place to launch an ART?

A. An Iteration and PI cadence
B. A strategy for unit testing and test automation
C. Shared Services
D. The System Team

Answer: A

Explanation:

To launch an Agile Release Train (ART), it is essential to have a clear and synchronized Iteration and PI cadence. This cadence aligns all teams on the ART, establishes the rhythm for delivery, and is a key readiness criterion for launching.

Reference:

SAFe 6.0, "ART Readiness Checklist"

SPC 6.0 Guide, "Launching an Agile Release Train"

Question: 179

What is a customer-centric development process that creates desirable, profitable, and sustainable products?

A. Empathy mapping
B. Persona development
C. Design Thinking
D. Continuous exploration

Answer: C

Explanation:

Design Thinking is the customer-centric development process referenced in SAFe. It helps organizations develop products and solutions that are desirable for customers, profitable for the business, and sustainable for society.

Reference:

SAFe 6.0, "Design Thinking" article