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SAFe Release Train Engineer (RTE)

Scaled Agile SAFe-RTE

Version Demo

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Topic Break Down

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QUESTION NO: 1

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

A. Agile Teams

B. Scrum Master

C. Product Management

D. System Architect

ANSWER: A

Explanation:

Agile Teams own the planning of Stories into Iterations during PI Planning. PI Planning aligns all teams on a shared mission, objectives, features, dependencies, risks, and the Program Increment plan, but the people doing the work are accountable for determining how much work they can realistically forecast and when it can be completed. Each Agile Team reviews the prioritized work, considers its capacity and velocity, identifies dependencies, and distributes the Stories it intends to deliver across the upcoming Iterations. This creates a credible, team-based plan rather than one imposed externally.

Team ownership is essential because the team has the closest understanding of its technical approach, skills, available capacity, and implementation constraints. The resulting iteration-by-iteration plan supports the team's PI Objectives and provides the visibility needed for ART-level coordination. As planning proceeds, the team collaborates with business and technical stakeholders to clarify priorities and resolve dependencies, while retaining responsibility for its own delivery forecast. This reflects SAFe's principle that plans are made by the people who perform the work and are refined through alignment across the ART. See the SAFe guidance on PI Planning and Iteration Planning.

QUESTION NO: 2

Which core competency describes the ability to deliver continuous value?

A. Organizational Agility

B. Lean Portfolio Management

C. Business Agility

D. Agile Product Delivery

ANSWER: D

Explanation:

Agile Product Delivery is correct because this SAFe core competency is specifically focused on an organization's ability to continuously deliver innovative products and services that delight customers. It brings together customer-centricity and design thinking, developing on cadence with a continuous flow of value, and building in quality so that solutions can be released frequently, reliably, and in alignment with customer needs. In practice, Agile Product Delivery helps Agile Release Trains and their teams understand customer needs, define and validate valuable solutions, and use the Continuous Delivery Pipeline to make value available when the market and customers need it. This competency is not limited to completing development work; it emphasizes the full product-delivery lifecycle, including discovery, delivery, feedback, and ongoing adaptation based on outcomes. SAFe identifies Agile Product Delivery as one of the seven core competencies of Business Agility and describes it as the capability to deliver innovative products and services continuously. See the official SAFe overview of Agile Product Delivery and the Business Agility guidance.

QUESTION NO: 3

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

A. Provide a team vision

B. Encourage continuous learning

C. Encourage skill specialization

D. Ensure time is allocated for innovation and planning

E. Facilitate conflict

ANSWER: B D

Explanation:

Encourage continuous learning is correct because an RTE helps cultivate an environment in which Agile teams, leaders, and the ART regularly build knowledge and improve their ways of working. This includes supporting learning opportunities, communities of practice, coaching, and the Inspect and Adapt mindset. A culture of continuous learning develops broader capability across the ART and helps teams become more effective over time.

Ensure time is allocated for innovation and planning is also correct because SAFe deliberately reserves capacity in the Innovation and Planning iteration. This iteration gives teams time to innovate, address technical debt, participate in PI Planning, complete learning activities, and make improvements identified through Inspect and Adapt. Protecting this time enables sustainable improvement rather than forcing all capacity into immediate feature delivery. The RTE supports the ART's cadence and events, helping ensure that this planned capacity is used to strengthen teams and the train's overall ability to deliver value. These actions align with SAFe's emphasis on a continuous learning culture and its built-in Innovation and Planning iteration. See SAFe Continuous Learning Culture and SAFe Innovation and Planning Iteration.

QUESTION NO: 4

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

A. To measure the team's capacity to load ratio

B. To increase predictability

C. To collect team performance metrics

D. To improve quality

E. To gauge team predictability

ANSWER: B D

Explanation:

To increase predictability and To improve quality are benefits of a team Definition of Done (DoD). A team DoD establishes a shared, explicit agreement about the activities and quality criteria that must be satisfied before a backlog item can be considered complete. It makes completion consistent across the team rather than dependent on individual interpretations. By requiring work such as appropriate testing, integration, reviews, documentation, and validation to be completed as part of the item, the DoD embeds quality into daily delivery and supports SAFe's Built-In Quality practices.

A consistently applied DoD also improves predictability. When the team only counts work as complete after it meets the same agreed standard, completed work more accurately represents usable, potentially releasable value. This creates more reliable flow and delivery data over time, helping the team and ART make planning and forecasting decisions with greater confidence. The DoD can evolve as the team improves its engineering, testing, automation, and deployment capabilities, while continuing to provide a transparent standard for what "done" means. See the SAFe guidance on Definition of Done and Built-In Quality.

QUESTION NO: 5

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

A. Facilitate team problem-solving

B. Focus on business value delivery

C. Drive toward specific outcomes

D. Fix problems for the team

E. Ask the team for the answer

F. Focus on deadlines

ANSWER: A B E

Explanation:

“Facilitate team problem-solving,” “Focus on business value delivery,” and “Ask the team for the answer” reflect the shift to a coaching-oriented leadership style in SAFe. A coach creates the conditions in which teams can explore issues, learn, and develop their own capability rather than becoming dependent on someone else to supply solutions. Facilitating problem-solving supports collaboration and encourages teams to use structured thinking, experimentation, and continuous improvement to address impediments. Focusing on business value delivery keeps coaching connected to the purpose of Agile product development: delivering valuable outcomes for customers and stakeholders, not merely completing activity. Asking the team for the answer uses inquiry to draw out the team’s knowledge, assumptions, and ideas. This builds ownership, confidence, and accountability while helping team members strengthen their problem-solving skills. These behaviors align with SAFe’s Lean-Agile leadership guidance, which emphasizes leaders as coaches who enable others to achieve better outcomes and foster a culture of learning and relentless improvement. See the SAFe guidance on Lean-Agile Leadership and the Lean-Agile Mindset.

QUESTION NO: 6

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

A. Aligning around organizational value streams

B. Centralized risk management

C. Decouple deployment from release

D. Change board community of practice

E. Continuous Integration

ANSWER: C E

Explanation:

Decouple deployment from release is essential to Release on Demand because it lets the ART deploy technically ready functionality into the production environment without making it immediately available to every end user. The business can then release capabilities when market conditions, customer readiness, compliance needs, or operational considerations warrant it. Techniques such as feature toggles, dark launches, and controlled rollout mechanisms make this separation practical and reduce the risk associated with large, synchronized releases.

Continuous Integration is equally important because Release on Demand depends on having a solution that is continuously integrated, built, and validated. Frequent integration, automated testing, and fast feedback provide the confidence that changes can move through the delivery pipeline safely. This enables the ART to keep the solution in a deployable state and makes release timing a business decision rather than an event constrained by late integration or manual stabilization work. Together, these practices support the SAFe flow of delivering value continuously while allowing customers to receive value at the appropriate time. See SAFe’s Release on Demand guidance and its Continuous Integration article.

QUESTION NO: 7

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

A. Ensure engineering managers are directing the development process

B. Coach the teams to create exploration Enablers

C. Ask for a presentation of a detailed design before the PI Planning meeting

D. Make sure all the technical specifications are written before PI execution

ANSWER: B

Explanation:

Coach the teams to create exploration Enablers is correct because exploration Enablers are intended to reduce uncertainty associated with new technology, architecture, approaches, or other areas requiring learning before substantial delivery work is committed. In this situation, the technology risk is not simply a scheduling concern; the teams need validated knowledge about feasibility, integration implications, performance, or implementation choices. An exploration Enabler creates a timeboxed, hypothesis-driven opportunity to investigate those unknowns through activities such as prototypes, technical spikes, proofs of concept, or evaluations. The resulting evidence allows teams and product-management stakeholders to make better-informed prioritization, estimation, and planning decisions during PI Planning and PI execution. The RTE can facilitate readiness by ensuring this work is visible, appropriately sequenced, and understood as risk-reduction work that supports future Feature delivery. This aligns with SAFe's definition of Enablers as backlog items that support exploration, architecture, infrastructure, and compliance activities, including the research and learning needed to address technical uncertainty. It also supports decentralized decision-making by enabling the teams closest to the work to discover and validate the technical path. See the SAFe Enablers guidance and the SAFe Program Increment overview.

QUESTION NO: 8

Which two measures can help an ART understand whether its delivery process is improving? (Choose two.)

A. Flow time

B. Flow load

C. Individual utilization percentage

D. Number of hours worked by each team member

E. Percentage of Features assigned to the RTE

ANSWER: A B

Explanation:

Flow time is useful because it measures the elapsed time from when work begins until it is completed. Monitoring flow time helps the ART identify delays, assess the effect of process changes, and improve the speed at which value moves through the system.

Flow load is also useful because it measures the number of work items currently in progress. Excessive flow load can indicate too much work in process, which often increases wait time, obscures bottlenecks, and reduces predictability. These measures should be used to improve the system of work rather than evaluate individual performance. See SAFe Flow and SAFe Measure and Grow.

QUESTION NO: 9

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

A. Business Owners

B. Lean-Agile Leaders

C. Portfolio Managers

D. Product Management

ANSWER: B

Explanation:

Lean-Agile Leaders is correct because creating an environment in which people are engaged, empowered, and motivated is a core leadership responsibility in SAFe. An RTE is a servant leader and coach for the Agile Release Train, but many demotivating policies and procedures—such as excessive approvals, command-and-control decision-making, or measures that discourage collaboration—exist beyond the RTE's direct authority. Lean-Agile Leaders have the organizational influence to identify and remove these systemic barriers while modeling the Lean-Agile mindset and fostering psychological safety, autonomy, mastery, purpose, and continuous improvement.

Working together, the RTE and Lean-Agile Leaders can use feedback from ART events, improvement items, and value-stream metrics to expose policies that create delays or reduce employee engagement. They can then simplify governance, decentralize decisions to the appropriate level, and ensure that working agreements and management practices support flow and innovation. This reflects SAFe's emphasis on leaders as teachers, coaches, and facilitators of an organizational culture where people can do their best work. See SAFe's guidance on Lean-Agile Leadership and the Release Train Engineer role.

QUESTION NO: 10

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

A. Team capabilities

B. Commitment to the plan

C. Measurements

D. A cross-functional skill set

ANSWER: A

Explanation:

Team capabilities is correct because meaningful business planning depends on a realistic understanding of what the people doing the work can actually deliver. In SAFe, Agile Teams are the fundamental building blocks of the Agile Release Train, and their capacity, skills, technical knowledge, and ability to take work from concept through delivery determine what can credibly be planned for a Program Increment. Teams use this understanding while decomposing features into stories, estimating work, identifying dependencies and risks, and developing PI Objectives during PI Planning.

This does not mean that teams merely receive a fixed plan and promise to execute it. Rather, the business provides strategic context, priorities, and desired outcomes, while teams provide the delivery knowledge needed to shape an achievable plan. The resulting alignment allows business stakeholders to make informed trade-off and prioritization decisions based on actual delivery capability. This reflects SAFe's emphasis on decentralized decision-making and planning at the appropriate level of detail, with those closest to the work supplying essential information about feasibility and capacity. See the SAFe guidance on PI Planning and Agile Teams.

QUESTION NO: 11

What behavior is an important part of the Release Train Engineer (RTE) role?

A. Encourage teams to self-organize

B. Manage dependencies for teams

C. Provide teams with answers about Features

D. Drive teams to specific outcomes

ANSWER: A

Explanation:

Encourage teams to self-organize is an important RTE behavior because the RTE serves the Agile Release Train as a servant leader and coach, rather than as a command-and-control manager. The RTE creates the conditions in which ART teams can effectively coordinate, solve problems, make decisions at the appropriate level, and improve how they work. This includes fostering psychological safety, facilitating meaningful ART events, making impediments visible, and using coaching techniques that help people develop their own solutions and ownership. Self-organizing teams are central to Agile ways of working: those closest to the work collaborate to determine how to achieve agreed objectives while aligning to the ART's shared mission, priorities, and commitments. By encouraging this behavior, the RTE strengthens decentralized decision-making, accountability, continuous improvement, and cross-team collaboration without taking ownership away from the teams. SAFe describes the RTE as a servant leader and coach for the ART who facilitates processes and execution; this role requires enabling teams and ART members to become increasingly effective and self-managing. See the SAFe guidance on the Release Train Engineer role and the framework's Lean-Agile Leadership article.

QUESTION NO: 12

Which two practices support decentralized decision-making on an Agile Release Train? (Choose two.)

A. Providing clear decision-making guardrails

B. Requiring leadership approval for all technical decisions

C. Making relevant information available to teams

D. Assigning all cross-team decisions to Product Management

E. Using detailed task plans to direct team implementation

ANSWER: A C

Explanation:

Providing clear decision-making guardrails supports decentralized decision-making because teams need to understand the boundaries within which they can act autonomously. Guardrails can include strategic priorities, architectural constraints, spending limits, compliance needs, and intended outcomes.

Making relevant information available to teams is also essential. Teams can make timely, informed decisions when priorities, objectives, dependencies, measures, and constraints are transparent. Decentralization does not mean teams operate without alignment; it means decisions are made by the people closest to the work whenever possible. See SAFe Lean-Agile Leadership and SAFe Lean-Agile Principles.

QUESTION NO: 13

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

A. Break down Features into Stories

B. Escalate ART impediments

C. Provide the go/no-go decision for large initiatives

D. Analyze Epics in the Portfolio Kanban

E. Facilitate Program Increment (PI) Planning

ANSWER: B E

Explanation:

The Release Train Engineer (RTE) serves as the servant leader and chief Scrum Master for the Agile Release Train, helping the ART operate effectively as a team of Agile teams. **Facilitate Program Increment (PI) Planning** is a core responsibility because the RTE organizes and facilitates this ART-wide, cadence-based planning event. During PI Planning, the RTE helps create an environment in which teams and Business Owners align on a shared mission, identify dependencies, surface risks, and establish PI Objectives.

Escalate ART impediments is also part of the RTE role. The RTE works to identify, track, and remove obstacles that affect ART flow and delivery. When an impediment cannot be resolved within the ART's authority or requires broader organizational support, the RTE appropriately escalates it to the relevant leaders or stakeholders. This supports continuous improvement and helps preserve predictable value delivery. These responsibilities reflect SAFe's description of the RTE as a facilitator of ART events and processes and a leader who assists with impediment removal and risk management. See the SAFe Release Train Engineer role guidance and the SAFe PI Planning overview.

QUESTION NO: 14

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

A. Collaboration over documentation is a key recommendation of the Agile Manifesto

B. Workshops are more engaging than document writing

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

ANSWER: C

Explanation:

It makes improvements actionable through backlog items for the next Program Increment is correct because the Inspect and Adapt problem-solving workshop is designed to turn identified systemic issues into concrete improvement actions. Rather than ending with observations that may be recorded and later forgotten, participants use a structured problem-solving approach to identify significant problems, analyze root causes, and define improvement items. These items are then captured in the improvement backlog, where they can be prioritized, planned, owned, and implemented during a subsequent Program Increment. This creates an explicit feedback loop from measurement and reflection to meaningful operational change.

For a Release Train Engineer, this outcome is especially important: the workshop helps the Agile Release Train improve its delivery capability, quality, flow, and ways of working through visible, managed work. Improvement backlog items also make progress transparent to ART stakeholders and support follow-through across teams and leadership. This is a practical expression of SAFe's relentless improvement mindset: inspect outcomes, adapt based on evidence, and invest in improvements that increase value delivery over time. SAFe describes the Inspect and Adapt event and its problem-solving workshop at SAFe Inspect and Adapt; related guidance on managing improvement work is available at SAFe Team and Technical Agility.

QUESTION NO: 15

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

A. Modified Fibonacci

B. Fishbone diagram

C. Dot voting

D. Pareto analysis

ANSWER: A

Explanation:

Modified Fibonacci is typically not used during the Problem-Solving Workshop. In SAFe, a modified Fibonacci scale is primarily associated with confidence voting, where participants express their confidence in a plan or objective using a graduated numeric scale. Confidence voting is most notably used near the end of PI Planning, after teams have developed plans and addressed risks, to determine whether the ART has sufficient shared confidence to proceed.

The Problem-Solving Workshop, by contrast, is an Inspect and Adapt event focused on identifying and addressing the systemic causes of important problems. Its facilitation flow emphasizes defining the problem, identifying root causes, selecting improvement actions, and prioritizing those actions. The workshop uses structured root-cause-analysis and prioritization practices to turn quantitative and qualitative findings into actionable improvement backlog items. SAFe describes the workshop as a collaborative, evidence-based activity intended to improve ART performance continuously rather than as a planning-confidence assessment. See the SAFe guidance on the Problem-Solving Workshop and its description of PI Planning for the role of confidence voting.

QUESTION NO: 16

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

A. Time for teams to plan, demo and improve together

B. Occasional buffer time to deliver more predictably

C. Higher flow of program-level business value

D. Improved dependency management between teams

E. Shorter lead times before Feature delivery

ANSWER: A B

Explanation:

“Time for teams to plan, demo and improve together” is a core benefit because the Innovation and Planning Iteration creates protected capacity for essential Agile Release Train activities that need cross-team participation. This includes the Inspect and Adapt event, where teams and stakeholders review outcomes, identify systemic improvement opportunities, and agree on improvement backlog items. It also provides time immediately before the next Planning Interval planning event for preparation, planning, and alignment. These activities strengthen shared understanding and enable continuous improvement across the train.

“Occasional buffer time to deliver more predictably” is also correct. SAFe identifies the Innovation and Planning Iteration as an estimating buffer within the Planning Interval. Teams use this capacity to address the normal uncertainty inherent in complex development, including unplanned work, integration needs, and completion of work required to meet Planning Interval objectives. Reserving this iteration rather than scheduling every iteration to full capacity supports a sustainable cadence and improves the train’s ability to make and meet reliable commitments. The iteration also supports innovation, learning, and infrastructure work when capacity permits. See the SAFe Innovation and Planning Iteration guidance and the SAFe Inspect and Adapt guidance.

QUESTION NO: 17

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

A. It provides guardrails for decision making

B. It demonstrates Respect for People

C. It centralizes decision making

D. It helps fund Value Streams

ANSWER: B

Explanation:

It demonstrates Respect for People because mutual influence means people interact as trusted contributors rather than merely receiving direction. In a SAFe enterprise, leaders create the conditions for people closest to the work to share knowledge, raise concerns, contribute ideas, and participate in decisions. This reciprocal exchange acknowledges the expertise and judgment of team members and reinforces that every individual's perspective can improve the outcome. Respect for People is therefore visible in day-to-day behaviors: listening actively, enabling collaboration across roles and organizational boundaries, providing appropriate autonomy, and supporting people in solving problems. These conditions help unlock the intrinsic motivation of knowledge workers, which is essential when building complex solutions that require learning, adaptation, and decentralized decision-making. Mutual influence also strengthens trust: people are more likely to surface risks early, challenge assumptions constructively, and align around a shared purpose when they know their input can genuinely shape the work. SAFe identifies respect for people and culture as a core competency and emphasizes Lean-Agile leadership behaviors that foster psychological safety, empowerment, and collaboration. See the SAFe Respect for People guidance and the SAFe Lean-Agile Leadership article.

QUESTION NO: 18

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

A. To minimize lost capacity when people are on vacation or holidays

B. To plan work for the IP Iteration during PI Planning

C. To allow for sufficient capacity in the Program Roadmap

D. To wait for the IP Iteration to fix defects

E. To ensure all Stories and teams' PI plans are completed prior to the IP Iteration

ANSWER: B D

Explanation:

The IP Iteration is intentionally reserved as an estimating buffer for achieving PI Objectives and as dedicated time for innovation, learning, PI Planning, and the Inspect and Adapt event. "To plan work for the IP Iteration during PI Planning" is an anti-pattern because teams should not fill this iteration with precommitted feature or story work. Doing so removes the buffer that makes the PI plan more realistic and reduces the capacity available for innovation and improvement activities that emerge during the PI.

"To wait for the IP Iteration to fix defects" is also an anti-pattern. Teams should maintain built-in quality throughout every iteration, addressing defects close to when they are created rather than accumulating them for a later cleanup period. Preserving this discipline keeps the IP Iteration focused on its intended planning, learning, innovation, and system-improvement purposes. SAFe explicitly identifies both practices as IP Iteration anti-patterns. See the SAFe Innovation and Planning Iteration guidance and SAFe Built-In Quality guidance.

QUESTION NO: 19

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

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

B. Norming - Teams begin to form communities

C. Storming - Fostering continuous improvement

D. Collaborating - Pairing and sharing across the ART

E. Forming - The leaders will start to emerge

ANSWER: A B

Explanation:

“Norming - Teams begin to form communities” and “Performing - Creating a flow of knowledge across the teams and the ART” are the stages that demonstrate an ART operating as a one-team culture. During norming, the teams move beyond early relationship-building and establish shared ways of working. Communities of Practice and other cross-team connections help people align around common technical, delivery, and learning concerns. This creates the social structure needed for the ART to behave as a coordinated team of teams rather than as isolated delivery groups.

In performing, those relationships and working agreements become effective, repeatable collaboration. Knowledge, practices, and learning flow across team boundaries, enabling the ART to improve its overall delivery capability and achieve shared PI Objectives. This reflects SAFe’s intent that an Agile Release Train is a long-lived team of Agile teams aligned to a common mission, with collaboration extending beyond an individual team’s local work. The RTE supports this evolution by fostering communication, collaboration, and continuous improvement across the ART. See the SAFe Agile Release Train guidance and the SAFe Communities of Practice guidance.

QUESTION NO: 20

Which SAFe Core Competency incorporates guidance on coordinating trains and suppli-ers?

A. Enterprise Solution Delivery

B. Business Agility

C. Measure and Grow

D. Lean Portfolio Management

ANSWER: A

Explanation:

Enterprise Solution Delivery is the SAFe Core Competency that provides the practices needed to build and evolve large, complex solutions. These solutions commonly require the coordinated work of multiple Agile Release Trains, suppliers, and other external stakeholders, often across technical, organizational, and contractual boundaries. The competency therefore addresses how to align and synchronize these contributors around a shared solution vision, intent, architecture, roadmap, and integrated delivery objectives.

In this context, coordination is not simply project tracking. It includes applying Lean-Agile and systems-thinking practices to manage dependencies, integrate work frequently, validate solution behavior, and ensure that the full solution delivers value. SAFe describes Enterprise Solution Delivery as the competency for enterprises that must develop and deploy sophisticated systems involving multiple ARTs and suppliers. It also includes guidance for roles and events such as Solution Train Engineer, Solution Demo, Pre- and Post-PI Planning, and Solution Intent, which help establish alignment at solution scale.

For the official SAFe description, see Enterprise Solution Delivery and the SAFe value-stream guidance.

QUESTION NO: 21

Which of the Core Competencies of Business Agility includes aligning strategy with exe-cution?

A. Organizational Agility

B. Lean Portfolio Management

C. Agile Product Delivery

D. Lean-Agile Leadership

ANSWER: B

Explanation:

Lean Portfolio Management is correct because it is the Business Agility competency that connects enterprise strategy to execution across the portfolio. It provides the practices and governance needed to translate strategic themes and business priorities into actionable portfolio investments, then continuously steer those investments based on outcomes, changing market conditions, and organizational capacity. A key part of this work is aligning portfolio strategy and investment funding with the value delivery performed by Agile Release Trains and teams. Lean Portfolio Management also supports this alignment through portfolio vision, roadmaps, Lean budgets, guardrails, portfolio flow, and measurement of strategic and operational outcomes. Rather than treating strategy as an annual planning exercise separate from delivery, this competency establishes an ongoing feedback loop between leadership decisions and the work being implemented. This allows the enterprise to make decentralized, economically sound decisions while maintaining alignment to its larger objectives. Scaled Agile describes Lean Portfolio Management as applying Lean and systems thinking to strategy and investment funding, Agile portfolio operations, and governance, which directly enables strategy-to-execution alignment. See the official Lean Portfolio Management competency guidance and the Business Agility overview.

QUESTION NO: 22

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

A. Do research and data collection for cost of delay factors

B. Determine job size by surveying Scrum Masters of impacted teams

C. Facilitate stakeholder collaboration

D. Coordinate Lean Portfolio Management by providing feedback for cost of delay factors

E. Understand and facilitate weighted shortest job first

ANSWER: C E

Explanation:

A Release Train Engineer supports economic prioritization by facilitating stakeholder collaboration and by understanding and facilitating weighted shortest job first. Economic prioritization requires active participation from Business Owners, Product Management, System Architects, and other relevant stakeholders, who contribute the knowledge needed to assess value, time criticality, risk reduction or opportunity enablement, and job size. The Release Train Engineer provides neutral, structured facilitation so that these perspectives can be shared, aligned, and translated into transparent prioritization decisions across the Agile Release Train.

Weighted shortest job first is SAFe's economic prioritization model for sequencing work. It uses cost of delay divided by job size to help identify the work that should be delivered first to maximize economic outcomes. The Release Train Engineer need not personally invent the business inputs; instead, they enable the collaborative process, ensure participants apply the method consistently, and help ART stakeholders make visible, informed trade-off decisions. This combines facilitation expertise with a practical understanding of the WSJF approach. See SAFe's Weighted Shortest Job First guidance and its description of the Release Train Engineer role.

QUESTION NO: 23

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

A. Share and receive feedback from other RTEs in a community of practice

B. Post it in an internal communications forum and inspire others to try this technique as well

C. Ask leadership to decide whether or not this technique should be used with the Agile Release Train

D. Start a discussion with the Architects to see how they would re-design the retro-spectives

ANSWER: A

Explanation:

Share and receive feedback from other RTEs in a community of practice is correct because Communities of Practice provide a structured, peer-based forum for people with a shared role or area of expertise to exchange practical knowledge, develop skills, and improve how they work. An RTE can use an RTE-focused community of practice to describe the planned retrospective technique, learn from colleagues who have facilitated similar sessions, identify preparation needs and common facilitation risks, and obtain reusable materials or coaching advice. This supports the RTE's servant-leader responsibilities while preserving the local context and autonomy needed to facilitate an effective Inspect and Adapt event.

SAFe describes Communities of Practice as groups that collaborate to share knowledge, solve problems, and advance their expertise. This makes peer feedback especially valuable when an RTE is experimenting with an improvement practice and wants to reduce avoidable pitfalls before using it with an Agile Release Train. Inspect and Adapt is itself a significant improvement event, and effective preparation benefits from experience shared across trains and teams. See the SAFe guidance on Communities of Practice and the Inspect and Adapt event.

QUESTION NO: 24

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

A. Drive teams to specific outcomes

B. Provide answers about Features

C. Coach leaders to increase alignment

D. Encourage teams to self-organize

E. Manage dependencies for teams

ANSWER: C D

Explanation:

"Coach leaders to increase alignment" is central to the Release Train Engineer's servant-leader role. The Release Train Engineer helps leaders, teams, and stakeholders adopt Lean-Agile ways of working, build a shared understanding of priorities, and align execution to the ART's objectives and value delivery. This coaching supports the cross-functional collaboration and transparency needed for an Agile Release Train to operate as a cohesive team of teams.

"Encourage teams to self-organize" is also essential. Rather than directing solution details or assigning work, the Release Train Engineer creates the conditions in which Agile teams can plan, coordinate, solve problems, and continuously improve autonomously. This includes facilitating ART events, removing systemic impediments, fostering collaboration, and enabling decentralized decision-making within appropriate guardrails. Empowered, self-organizing teams can respond more effectively to changing circumstances while remaining aligned to the shared mission and Program Increment objectives. SAFe describes the Release Train Engineer as a servant leader and coach who facilitates ART processes and execution while supporting continuous improvement. See the SAFe Release Train Engineer guidance and the SAFe Lean-Agile Leadership article.

QUESTION NO: 25

Which statement is true about nonfunctional requirements?

A. They stay in the Portfolio Backlog until implementation capacity is available

B. They are split into Features and acceptance criteria is established

C. They operate as constraints on the design of the system

ANSWER: C

Explanation:

They operate as constraints on the design of the system. In SAFe, nonfunctional requirements (NFRs) describe qualities and constraints that a solution must satisfy, rather than discrete user-facing capabilities. They commonly address areas such as performance, security, reliability, availability, scalability, usability, compliance, and maintainability. Because these qualities influence architectural decisions and implementation choices across many features, teams need to consider them continuously as the solution is designed, built, integrated, and validated—not as an isolated item of functionality added at the end. For example, a response-time target constrains service design, data-access patterns, capacity planning, and test strategy; a security requirement similarly shapes authentication, authorization, encryption, and operational controls. SAFe emphasizes that NFRs guide the design of the system and are used to ensure the evolving solution achieves the needed quality attributes. They may be expressed as measurable constraints and incorporated into backlog items, acceptance criteria, and the team's Definition of Done where appropriate, so that the ART can objectively verify compliance throughout delivery. See Scaled Agile's Nonfunctional Requirements guidance and its Architecture article.