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QUESTION NO: 1

Who is responsible for accepting a completed Story on an Agile Team?

A. Product Owner

B. Scrum Master

C. Release Train Engineer

D. System Architect

ANSWER: A

Explanation:

The Product Owner is responsible for accepting a completed Story. The Product Owner collaborates with customers, stakeholders, and the Agile Team to define and prioritize Stories, clarify acceptance criteria, and determine whether the completed work satisfies the intended need.

Acceptance does not diminish the team's accountability for Built-In Quality or compliance with its Definition of Done. The Agile Team remains responsible for developing, testing, and integrating the Story to the agreed quality standard. The Product Owner verifies that the work meets the expected functional and business acceptance criteria. See SAFe guidance on the Product Owner and Stories.

QUESTION NO: 2

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:

By focusing on customers, products, innovation, and growth is correct because SAFe describes Business Agility as the ability to compete and thrive in the digital age through fast, effective response to market opportunities and threats. It supports this capability with a value-stream network that operates alongside, rather than requiring the removal of, the organization's existing functional hierarchy. This network aligns the enterprise around the continuous delivery of value: understanding customer needs, developing and evolving products and solutions, fostering innovation, and pursuing sustainable growth. Agile teams, Agile Release Trains, and value streams provide the collaboration and flow mechanisms needed to make decisions and deliver outcomes across organizational boundaries. Meanwhile, the hierarchy continues to provide important structures such as governance, people management, and operational stability. The resulting dual operating model helps organizations retain necessary accountability while gaining the speed, customer centricity, and adaptability required for Business Agility. SAFe's Business Agility guidance explains this enterprise-wide capability and its emphasis on delivering innovative products and services more quickly. See SAFe Business Agility and SAFe Organizational Agility.

QUESTION NO: 3

(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:

Management acts as an enabling function in SAFe by creating the conditions in which Lean-Agile teams can make effective decisions, collaborate across organizational boundaries, and continually improve. **Communicating the Solution Vision with the teams** provides the shared purpose and context needed for decentralized decision-making, aligning teams to the intended customer and business outcomes. **Working with other departments to establish better communication among teams** enables collaboration across value streams and helps reduce organizational impediments that individual teams cannot resolve alone.

Developing skills and career paths for team members is an investment in people and long-term capability. It supports the growth of T-shaped skills, resilience, and autonomy necessary for agile teams to deliver value sustainably. **Creating an environment of mutual influence** reflects the SAFe leadership principle of leading by example and fostering psychological safety, trust, and shared ownership. In such an environment, managers influence through vision, coaching, and support while also remaining open to feedback and learning from the people doing the work. These actions exemplify servant leadership and the shift from directing work to enabling people and teams to succeed. See SAFe guidance on Lean-Agile Leadership and Leading by Example.

QUESTION NO: 4

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:

Involve representatives of department teams in Iteration Planning and Demos. is the strongest application of systems thinking because it improves the interactions, feedback loops, and decision-making across the broader value-delivery system. SAFe defines systems thinking as recognizing that solution development occurs within a complex system of interdependent people, processes, technology, suppliers, and customers. Improving outcomes therefore requires looking beyond the boundaries of one Scrum team and considering how work and learning flow end to end.

Bringing relevant representatives from other departments into Iteration Planning helps surface dependencies, constraints, sequencing needs, and shared priorities before they become delays. Including them in Demos creates earlier, richer feedback from stakeholders connected to the value stream, enabling teams to validate whether the increment is producing the intended system-level outcome. These practices can reduce handoffs, accelerate learning, improve alignment, and support coordinated adaptation across organizational boundaries. This reflects SAFe's emphasis on optimizing the whole rather than improving an isolated activity. See the SAFe guidance on Systems Thinking and its explanation of the Lean-Agile Mindset.

QUESTION NO: 5

(Select 2) What are benefits of organizing Agile Teams around flow of value?

A. It reduces handoffs between functional silos.

B. It improves the ability to deliver end-to-end value.

C. It eliminates the need for architectural guidance.

D. It assigns each person to a single specialty.

E. It removes the need to manage dependencies.

ANSWER: A B

Explanation:

Organizing around the flow of value reduces handoffs because the people and skills needed to define, build, test, and deliver a meaningful outcome are brought closer together. This reduces delays caused by functional silos and improves the team's ability to take collective ownership of customer outcomes.

It also improves the ability to deliver end-to-end value. Cross-functional teams can collaborate across activities that would otherwise be separated among departments, enabling faster feedback and more frequent delivery of integrated increments. SAFe emphasizes organizing around value to improve flow, reduce dependencies, and support customer-centric product delivery. See Organize Around Value and Agile Teams.

QUESTION NO: 6

(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 or product development flow.

E. Explain why development doesn't need to commit to anything in Agile.

ANSWER: A B D

Explanation:

"Illustrate the power of feedback in content decision-making," "Emphasize the value of "Responding to change" from the Agile Manifesto," and "Explain the "understand and exploit variability" principle or product development flow" are the most effective coaching actions. SAFe applies Lean-Agile thinking to product development, where uncertainty is normal and knowledge emerges through implementation, customer use, technical discovery, and frequent integration. Fast feedback enables leaders to make content decisions using current evidence instead of relying on speculative detail created long before delivery. This improves the economic quality of release decisions by allowing investment to move toward the highest-value work as learning occurs.

Emphasizing responding to change reinforces the Agile Manifesto's recognition that plans are useful but must not prevent adaptation when new information changes priorities, solution direction, or market needs. Coaching should help management replace rigid scope certainty with transparent, evidence-based decision points.

The Lean product development flow principle of understanding and exploiting variability supports this approach: variability should be managed intentionally, options should remain open when uncertainty is high, and commitments should become more specific as knowledge increases. SAFe's principle of building incrementally with fast, integrated learning cycles

provides the practical mechanism for doing this while retaining alignment and accountability. See the Agile Manifesto and SAFe's Lean-Agile Principles.

QUESTION NO: 7

The Spanning Palette can apply to the Team level.

A. True

B. False

ANSWER: A

Explanation:

True is correct because the SAFe Spanning Palette represents the competencies that cut across, and support, the framework's configurations and levels—including the Team level. It is not a separate organizational level or a set of practices reserved exclusively for portfolio, large-solution, or program/ART activities. Rather, its competencies provide the organizational and technical capabilities needed to make value delivery effective throughout SAFe.

At the Team level, people directly use several of these cross-cutting competencies in their daily work. For example, Team and Technical Agility supports Agile Teams in applying Agile practices and built-in quality; Agile Product Delivery helps teams collaborate around customer-centric solutions and value; and DevOps and Release on Demand supports the technical practices and flow required to deliver solutions reliably. Lean-Agile Leadership and a Continuous Learning Culture also influence how teams are coached, empowered, and improved over time.

SAFe's Big Picture presents the Spanning Palette as applicable across the framework rather than limiting it to one level. Therefore, saying it *can* apply to the Team level accurately reflects its cross-cutting purpose. See the SAFe Big Picture and Business Agility guidance.

QUESTION NO: 8

(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 research or exploration activity undertaken when a team needs information before it can confidently estimate, plan, or implement a solution. Its value is the learning and evidence it produces, rather than a production-ready increment. Therefore, an effective spike demonstration communicates the knowledge gained by the spike, including conclusions, discoveries, assumptions validated, and decisions that the team can now make with greater confidence. A prototype produced for the spike is also an appropriate demo artifact because it can make a technical approach, design, integration, or feasibility finding tangible to stakeholders without implying that it is deployable product functionality. Finally, quantitative data that will prove useful in developing future user stories demonstrates objective findings from the investigation, such as capacity, latency, performance, cost, or sizing measurements. These results help refine backlog items, reduce uncertainty, and support subsequent estimation and implementation decisions. SAFe describes spikes as activities for gaining the knowledge needed to reduce uncertainty, while Agile guidance similarly emphasizes research, experimentation, and learning outcomes. See the SAFe Spikes guidance and the Agile Alliance definition of a spike.

QUESTION NO: 9

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: B C

Explanation:

“Take time to provide more detailed specifications for each Epic” is appropriate because WSJF depends on a shared, relative assessment of Cost of Delay and Job Size. When an Epic is described only broadly, stakeholders can make materially different assumptions about its intended users, expected outcomes, timing, risks, scope, and implementation effort. Improving the Epic’s definition—such as clarifying the problem or opportunity, expected benefit, success measures, key assumptions, and boundaries—gives the group a common factual basis for estimating the WSJF inputs. This supports more consistent comparison without trying to create false precision.

“Use strategic themes to help the group understand how an Epic contributes to the realization of the enterprise business strategy” is also appropriate. Strategic Themes communicate differentiated business objectives and provide the strategic context needed to assess value, urgency, and opportunity enablement consistently. Connecting each Epic to those themes helps the group evaluate its economic impact in relation to enterprise priorities rather than relying solely on individual perspectives or local concerns. SAFe describes WSJF as an economic prioritization model and identifies Strategic Themes as a mechanism for aligning portfolio work to enterprise strategy. See SAFe WSJF and SAFe Strategic Themes.

QUESTION NO: 10

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: A

Explanation:

Assign 8 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day. This is the SAFe guideline for establishing an initial planning velocity when a new Agile Team has no completed-iteration data on which to base a forecast. The team begins with a simple capacity-based approximation: each full-time development team member contributes eight story points for an iteration. The Scrum Master and Product Owner are excluded because their primary responsibilities are facilitation, coaching, backlog ownership, and value prioritization rather than delivery work represented by team story points. Known absences then reduce the estimate by one point per person-day, making the initial forecast more realistic for the actual time available during the planning horizon.

This number is intentionally a starting hypothesis for PI Planning rather than a permanent productivity target. Once the team has completed iterations, it should use its observed velocity and inspect-and-adapt learning to improve future forecasts.

SAFe describes PI Planning as the event where Agile Teams plan and estimate their work and capacity together; this initial calculation enables a new team to participate credibly even before historical delivery data exists. See SAFe PI Planning and SAFe Iteration Planning.

QUESTION NO: 11

(Select 3) What are Lean Budget Guardrails?

A. Guiding investments by horizon.

B. Applying capacity allocation.

C. Establishing approval thresholds.

D. Funding each Story through a separate business case.

E. Assigning all technical decisions to portfolio leadership.

ANSWER: A B C

Explanation:

Guiding investments by horizon is a Lean Budget Guardrail because it helps portfolio leaders balance investment between near-term commitments, emerging opportunities, and longer-term innovation. This prevents all funding from being consumed by immediate demands while preserving capacity for future value.

Applying capacity allocation is also a guardrail. Capacity allocation provides agreed investment boundaries for different work types, such as business features, enablers, technical debt, and maintenance, so that essential longer-term work is not repeatedly displaced by urgent short-term demand.

Establishing approval thresholds provides appropriate financial governance while allowing smaller decisions to be made quickly by those closest to the work. Thresholds define when investments require additional portfolio-level review rather than imposing centralized approval on every item of work. See SAFe guidance on Lean Budgets and Lean Portfolio Management.

QUESTION NO: 12

What is the purpose of an Innovation and Planning Iteration?

A. Provide time for innovation, PI planning, and improvement activities.

B. Complete all Features that were missed during the PI.

C. Perform annual budget approval for each ART.

D. Freeze the Program Backlog until the next PI begins.

ANSWER: A

Explanation:

The Innovation and Planning Iteration provides a dedicated timebox for innovation, continuing education, PI planning, and Inspect and Adapt activities. It occurs at the end of a PI and gives teams and the ART an opportunity to address work that may not fit cleanly into feature delivery iterations, including innovation activities, infrastructure improvements, exploration, and preparation for the next PI.

The IP Iteration is not intended to be a buffer for routinely completing unfinished feature work. Although urgent circumstances may require an ART to adjust, using the iteration primarily as a spillover period hides planning and flow problems. SAFe uses the IP Iteration to support innovation, learning, planning, and relentless improvement. See Innovation and Planning Iteration and Inspect and Adapt.

QUESTION NO: 13

(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:

“Queues are processed in the order in which items are entered” is correct because a queue represents work waiting to be handled and is normally managed using a first-in, first-out flow discipline. This predictable ordering supports flow by making the next item to pull clear and limiting unnecessary reshuffling of work that has already entered the system. Teams visualize and manage such workflow states with Kanban systems, helping them observe flow and manage work in process.

“Backlogs are continuously refined and can be re-prioritized” is also correct because SAFe backlogs are ordered collections of potential work, not static waiting lines. Product Management, Product Owners, and relevant stakeholders continually refine backlog items as they learn more about customer needs, solution behavior, dependencies, risk, and delivery capacity. Refinement may include adding detail, splitting items, estimating, or removing work that no longer provides sufficient value. Ordering can change as economic priorities and new information emerge, ensuring that upcoming implementation work remains aligned to the most valuable outcomes. See the SAFe guidance on backlogs and Kanban systems.

QUESTION NO: 14

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:

“The Customer is satisfied with the User Experience.” is not a good Definition of Done because it is subjective and cannot be consistently verified as an objective completion criterion for every Increment. A Definition of Done establishes a shared, transparent quality bar that allows the Agile Team and stakeholders to determine whether work is truly complete and potentially releasable. To serve that purpose, its criteria must be observable, testable, and repeatable—for example, through evidence from automated tests, review activities, or documented compliance checks.

Customer satisfaction with an experience is valuable product feedback, but it depends on individual perceptions, usage context, and validation over time. It is therefore better assessed through customer interviews, usability testing, telemetry, surveys, and ongoing feedback loops. Those techniques inform product discovery and backlog decisions rather than acting as a binary completion gate for a single item of work. SAFe describes the Definition of Done as the agreed quality standard for completed work and emphasizes built-in quality throughout development. The Scrum Guide likewise defines the DoD as a formal description of the state of the Increment when it meets required quality measures. See SAFe Definition of Done and The Scrum Guide.

QUESTION NO: 15

(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:

Solution Management, Value Stream Engineer, and Solution Architect/Engineer form the core leadership group for a Solution Train, coordinating the delivery of large and complex solutions across multiple Agile Release Trains and suppliers. Solution Management owns the solution vision, roadmap, and capabilities, while continuously aligning solution intent and priorities with customer and market needs. This provides the content direction needed for coordinated value delivery.

The Value Stream Engineer is the servant leader and chief facilitator for the Solution Train. This role supports the flow of value across the train, facilitates key events and coordination, helps remove systemic impediments, and fosters relentless improvement among the participating trains and stakeholders. The Solution Architect/Engineer supplies the technical leadership required to evolve the solution architecture, preserve technical integrity, and align implementation decisions across the broader solution.

Together, these roles integrate business, delivery, and technical accountability at the value-stream scope. Their collaboration ensures that solution priorities, execution flow, and architecture remain aligned as the solution is built and evolved. See the SAFe guidance for Solution Trains and the Value Stream Engineer.

QUESTION NO: 16

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:

SAFe defines Enablers as backlog items that support the exploration, architecture, infrastructure, and other activities needed to make future business functionality possible. The three general Enabler categories are **Architecture**, **Exploration**, and **Infrastructure**. Architecture Enablers build or extend the Architectural Runway, providing the technical foundation that allows Agile Teams to develop and deliver upcoming features with less delay and risk. Exploration Enablers reduce uncertainty through research, evaluation, prototyping, and technical spikes; this work helps validate approaches before significant feature-development investment is made. Infrastructure Enablers create or improve the environments, tooling, automation, platforms, pipelines, and development or delivery processes required to efficiently build, test, deploy, and operate solutions. Together, these categories ensure that technical readiness advances alongside business-facing functionality, rather than becoming an impediment to delivery later. SAFe may represent Enablers at different backlog levels,

but their purpose remains to support future solution development and delivery. See the SAFe guidance on Enablers and the Architectural Runway.

QUESTION NO: 17

What is the role of the Release Train Engineer during PI Planning?

A. Facilitate the ART's PI Planning event.

B. Assign Features to individual Agile Teams.

C. Approve each team's Story estimates.

D. Own the product Vision and Roadmap.

ANSWER: A

Explanation:

The Release Train Engineer facilitates PI Planning for the Agile Release Train. As the ART's servant leader and coach, the RTE helps ensure that planning activities occur effectively, that teams and stakeholders collaborate on dependencies and risks, and that the event produces an aligned, feasible plan. The RTE also supports the ART in resolving impediments and improving its planning and execution practices over time.

The RTE does not assign Features to teams or determine the business priority of the Program Backlog. Product Management provides the content direction and priorities, while teams create their plans and objectives in collaboration with Business Owners and other stakeholders. See Release Train Engineer and PI Planning.

QUESTION NO: 18

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: D

Explanation:

Building and maintaining a production-equivalent staging environment is a core System Team responsibility because it gives every team on the Agile Release Train a reliable, integrated environment in which to validate work as a complete system. A production-equivalent environment is designed to resemble the live operating context closely enough to support meaningful integration, system-level validation, demonstrations, and readiness activities before release. Maintaining this shared environment includes ensuring that the required infrastructure, interfaces, data arrangements, and deployment capabilities are available and stable for the ART's needs.

In SAFe, the System Team provides specialized support for the ART's development, integration, testing, and deployment ecosystem. This work helps establish the technical foundation needed for frequent integration and objective assessment of the integrated solution. A dependable staging environment is especially important because features delivered by separate Agile Teams must operate together under realistic conditions; validating only within individual team environments is not sufficient for system-level confidence. By owning and supporting this shared capability, the System Team enables the ART to continuously evaluate integrated quality and prepare solution increments for release. See the official SAFe System Team guidance and the Continuous Delivery Pipeline article.

QUESTION NO: 19

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 a Scrum Master is to use servant leadership to help the team perform at its best. In SAFe, Scrum Masters are servant leaders and coaches who enable Agile Teams to deliver value effectively. They facilitate key team events, support effective collaboration, help remove or escalate impediments, coach team members in Agile and Scrum practices, and foster an environment of continuous improvement. Their focus is not directing individuals' work; it is helping the team become increasingly self-managing, high-performing, and capable of meeting its objectives. Scrum Masters also help the broader organization understand and apply Lean-Agile ways of working, which improves the team's ability to operate within the Agile Release Train. This servant-leader stance is central because it builds team ownership while providing the coaching, facilitation, and support needed for reliable delivery. SAFe describes the Scrum Master/Team Coach as a servant leader who helps the team improve its practices and achieve better outcomes. See the SAFe Scrum Master/Team Coach guidance and the Scrum Master overview from Scrum.org.

QUESTION NO: 20

(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:

SAFe teams that use a Kanban-based, flow-oriented way of working remain full participants in their Agile Release Train's alignment and integration cadence. **PI Planning** is required because it provides the ART-wide planning event where teams collaborate with Business Owners and other stakeholders, identify dependencies, align to the PI Vision and priorities, and establish PI Objectives. A flow team may forecast work differently from a Scrum team, but it still needs to make its capacity, intended outcomes, and dependencies visible as part of the ART plan.

System Demo is also required because it is the integrated demonstration of the ART's progress toward delivering value. Teams using Kanban contribute completed, integrated work to this shared demonstration so stakeholders can evaluate the evolving solution and provide feedback. This participation supports transparency across teams and verifies that work is being integrated at the system level rather than assessed only within an individual team's workflow. SAFe therefore preserves these ART-level synchronization points while allowing Kanban teams to manage and pull work continuously within their own flow system. See SAFe Team Kanban and SAFe PI Planning.