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NEW QUESTION: 1

When is the Inspect and Adapt event held?

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 2

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

- A. Determine Epic job size using the Lean business case
- B. Launch Agile Release Trains
- C. Implement the Lean Portfolio Management core competency
- D. Coordinate all Agile Release Trains to provide feedback for cost of delay factors

Answer: C (LEAVE A REPLY)

The best way to foster flow of value, innovation, and apply Lean budgeting in an enterprise is to implement the Lean Portfolio Management (LPM) core competency. LPM connects the Lean-Agile principles and practices to the business strategy of the enterprise¹. It provides a governance and alignment model for the portfolios within the enterprise, ensuring that they are aligned and funded to create and maintain the solutions needed to meet business targets¹.

LPM is one of the seven core competencies of the SAFe framework and is essential for achieving Business Agility. It involves three primary dimensions: Strategy and Investment Funding, Agile Portfolio Operations, and Lean Governance¹. By implementing LPM, an organization can:

- * Align its strategy and execution by applying Lean and Agile principles at the portfolio level.
- * Establish a Lean-Agile budgeting model that supports the flow of value and enables innovation.
- * Use Portfolio Kanban to visualize and manage the flow of epics through the portfolio.
- * Support operational excellence and coordinate across value streams.

Implementing LPM allows an enterprise to adapt to the fast-changing market conditions and to deliver innovative solutions more rapidly, which is crucial for maintaining a competitive edge in the digital era¹.

NEW QUESTION: 3

What occurs without a shared understanding of the principles?

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

Answer: (SHOW ANSWER)

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

For example, if a team adopts the SAFe principle of decentralized decision-making without a shared understanding of the Lean-Agile mindset, they might make decisions that are not aligned with the overall goals of the organization. Similarly, if the principle of transparency is not commonly understood, teams may not communicate effectively, leading to mistrust and reduced collaboration.

A shared understanding ensures that everyone in the organization is aligned on the 'why' behind the practices, which helps in effectively applying them to achieve the desired

business outcomes. It also enables the organization to adapt these practices systematically to their local context while still maintaining the integrity of the SAFe framework.

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

NEW QUESTION: 4

What is the recommended duration of an Iteration in SAFe?

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 5

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

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 6

What does transparency mean in a scrum environment?

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

Answer: B (LEAVE A REPLY)

In a scrum environment, transparency is crucial as it allows all stakeholders to have visibility into the project's progress and challenges. This visibility is essential for trust, timely feedback, and alignment of expectations.

It ensures that everyone has a clear understanding of the work being done, which is fundamental in Agile practices. Transparency in SAFe is achieved through various means, such as making the Program Board visible during PI Planning, conducting System Demos, and summarizing Team PI Objectives into Program PI Objectives for visibility¹². This

approach helps in creating a shared understanding and enables informed decision-making throughout the course of the project.\

NEW QUESTION: 7

Which statement is true about scrum?

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

Answer: B (LEAVE A REPLY)

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

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

The Release Train Engineer (RTE) plays a crucial role in this process by facilitating ART events and processes, supporting teams in delivering value, and driving relentless improvement. The RTE helps to ensure that the Scrum framework is applied consistently across teams and that the principles of Lean and Agile are upheld within the ART¹.

NEW QUESTION: 8

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 9

When should Agile Teams make time for innovation?

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 10

How can a Release Train Engineer (RTE) stay informed about employee satisfaction?

- A. Survey full-time employees
- B. Gather employee metrics immediately after the ART launches
- C. Address and resolve any problems areas
- D. Conduct an employee Net Promoter Score (NPS) survey

Answer: D (LEAVE A REPLY)

To stay informed about employee satisfaction, a Release Train Engineer (RTE) can conduct an employee Net Promoter Score (NPS) survey. This method is a standard practice for gauging overall employee engagement and satisfaction within an organization. The NPS survey provides insights into how likely employees are to recommend their workplace to others, which is a strong indicator of their satisfaction and loyalty¹. By regularly conducting these surveys, an RTE can track trends over time, identify areas of improvement, and take action to enhance the work environment, thereby supporting the teams in delivering value more effectively. This practice aligns with the SAFe principle of respecting individuals and culture, which emphasizes the importance of understanding and empathizing with others, and encourages the personal development of each individual and the development of teams².

NEW QUESTION: 11

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

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

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 12

What is an example of Scrum Master servant leader behavior?

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

Answer: (SHOW ANSWER)

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

A Scrum Master who uses persuasion instead of authority:

- * Encourages the team to collaborate on solutions and respects their ability to self-manage.
- * Helps the team to understand the 'why' behind decisions and actions, which promotes buy-in and commitment.
- * Facilitates discussions that lead to consensus and shared understanding, rather than dictating terms or solutions.
- * Empowers team members to take ownership of their work and the processes they follow, leading to a more engaged and motivated team.

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

NEW QUESTION: 13

What is one method for developing a sufficient Architectural Runway for the ART?

- A.** Create alignment with the System Architect and Product Management that the first PI is all about Enablers to plan for creating business value in the second PI
- B.** Ask the Business Owner which Enablers have high business value
- C.** Ask the teams to commit only to Enablers as their PI Objectives during the PI Planning and address Features as uncommitted objectives for the first PI
- D.** Work with Product Management and System Architects to identify future Features and determine the Enablers to achieve them

Answer: (SHOW ANSWER)

The Architectural Runway in SAFe is built to support the implementation of near-term features with minimal redesign and delay. It enables a continuous flow of value through the Continuous Delivery Pipeline, providing the technology required to quickly define, build, validate, and release Features and Capabilities. To develop a sufficient Architectural Runway for the ART, it is essential to balance emergent design with intentional architecture. This requires some centralized planning and cross-team coordination, which is achieved by working with Product Management and System Architects to identify future Features and determine the Enablers to achieve them. These enablers are then implemented to extend the Architectural Runway, ensuring that it evolves in support of dynamic business needs¹.

NEW QUESTION: 14

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

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

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 15

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

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

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 16

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

- A. Encourage the team to perform regular self-assessments and discuss findings
- B. Conduct a survey to identify the worst problems the team is having
- C. Observe the team's ceremonies and share observations

D. Run longer I&A meetings to brainstorm improvement items

Answer: (SHOW ANSWER)

The Release Train Engineer (RTE) plays a crucial role in facilitating the Agile Release Train's (ART) progress by supporting teams in delivering value. One of the key responsibilities of an RTE is to drive relentless improvement within the ART. To support teams that are having difficulty identifying areas for process improvement, the RTE can encourage them to perform regular self-assessments and discuss their findings.

This approach aligns with the principles of SAFe, which emphasize the importance of reflection and continuous improvement.

Self-assessments allow teams to evaluate their performance and processes critically. By discussing the outcomes of these assessments, teams can identify areas where they excel and areas that require improvement.

The RTE can facilitate these discussions, helping teams to prioritize and implement the necessary changes effectively. This practice not only fosters a culture of transparency and accountability but also empowers teams to take ownership of their improvement journey. Moreover, the RTE can provide guidance and coaching to help teams develop the skills needed to conduct effective self-assessments. This includes establishing clear criteria for evaluation, creating a safe environment for open discussion, and ensuring that the process leads to actionable insights. By supporting teams in this way, the RTE helps to build a high-performing ART that is capable of delivering continuous value.

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NEW QUESTION: 17

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 18

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

- A. Create mitigation plans for each risk
- B. Resolve dependencies with other teams

C. Raise team level risks

D. Facilitate the coordination with other teams for dependencies

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 19

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

A. Backlog refinement

B. Solution planning

C. Iteration planning

D. Solution Demo

Answer: (SHOW ANSWER)

The event where all team members determine how much of the team's backlog they can commit to delivering during an upcoming Iteration is known as Iteration Planning. This is a core event in the Scaled Agile Framework (SAFe) where teams select stories from the Team Backlog and commit to executing a set of them in the upcoming Iteration. The purpose of Iteration Planning is to organize the work and define a realistic scope for the Iteration, ensuring that the team's capacity and the complexity, size, and dependencies of each story are considered¹.

During Iteration Planning, the following activities take place:

* The Product Owner (PO) typically starts the event by presenting high-priority stories from the Team Backlog and any preliminary Iteration Goals.

* The team then collaborates to define, organize, and commit to the work for the next Iteration, summarizing this work as a set of committed Iteration Goals.

* The Iteration Planning meeting is timeboxed to ensure focus and efficiency, and it results in a clear commitment from the team to the Iteration Goals¹.

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

NEW QUESTION: 20

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

A. Completed Epic acceptance criteria

B. Capacity allocation

C. Team Backlog prioritization

Answer: B (LEAVE A REPLY)

NEW QUESTION: 21

During PI Planning, who owns Feature priorities?

A. Release Train Engineer

B. Solution Architect/Engineer

C. Product Management

D. Business Owner

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 22

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

A. An estimating guard band

B. An opportunity to integrate and perform end-to-end testing

C. Building in quality and compliance

D. Additional planned work

Answer: (SHOW ANSWER)

The IP Iteration in SAFe provides a regular, cadence-based opportunity for every Program Increment (PI) for teams to work on activities that are difficult to fit into a continuous, incremental value delivery pattern. This includes time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events.

Additionally, the IP Iteration serves as an estimating buffer for meeting PI objectives and enhances the predictability of PI performance. One of the specific activities planned and supported during the IP Iteration is the opportunity to integrate and perform end-to-end testing, which is essential for ensuring that all components of the system work together as expected before the release¹.

NEW QUESTION: 23

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

A. Conduct a System Demo

B. Generate a velocity trend report

C. Conduct a retrospective

D. Arrange for a separate meeting with Business Owners

Answer: (SHOW ANSWER)

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

NEW QUESTION: 24

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 25

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 26

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 27

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

- A. Enabler Epics
- B. Enabler Features
- C. Enabler Capabilities

D. Enabler Stories

Answer: (SHOW ANSWER)

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

NEW QUESTION: 28

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 29

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

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

Answer: D (LEAVE A REPLY)

This event allows multiple teams to coordinate and work together to deliver complex solutions. It's a scaled agile method that helps ensure alignment and collaboration among the teams.

NEW QUESTION: 30

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

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

Answer: A (LEAVE A REPLY)

The SAFe framework emphasizes the importance of visualizing work to identify bottlenecks in the flow of value. This is aligned with Lean-Agile principles, which advocate for making work visible to help teams understand the current state of the system, identify bottlenecks, and improve flow. By visualizing the flow of all work and tracking the progress of individual items, teams can quickly see where issues are occurring and take steps to address them. This practice is a key responsibility of the Release Train Engineer (RTE), who facilitates

Agile Release Train (ART) events and processes, and supports teams in delivering value. The RTE helps manage risks, escalates impediments, and drives relentless improvement, which includes identifying and addressing bottlenecks in the flow of work¹².

NEW QUESTION: 31

Why do teams have an Iteration retrospective?

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

Answer: (SHOW ANSWER)

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

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

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

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NEW QUESTION: 32

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 33

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

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

Answer: (SHOW ANSWER)

In the context of SAFe, becoming a coach involves a shift from traditional management behaviors to those that support and enable Agile and Lean practices. The old behaviors that a coach needs to move away from include:

- * Focusing on deadlines (A): Traditional management often emphasizes strict adherence to deadlines, which can lead to a focus on output rather than outcome and value.
- * Fixing problems for the team (B): This behavior undermines the team's ability to self-organize and solve problems on their own, which is a key aspect of Agile teams.
- * Driving toward specific outcomes : While having goals is important, a coach should encourage teams to explore various paths to achieve outcomes, fostering innovation and adaptability rather than prescribing specific solutions.

These behaviors contrast with new behaviors expected of a SAFe coach, such as facilitating team problem-solving (E) and focusing on business value delivery (F), which align with Agile principles of empowerment and customer-centricity¹.

NEW QUESTION: 34

The Agile Release Train (ART) is near the end of the final Iteration of their first Program Increment.

Integration into staging is more challenging than estimated. They add a week to the Innovation and Planning (IP) Iteration for integration and testing. Why is this a bad idea?

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

Answer: C (LEAVE A REPLY)

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

Adding time to the IP Iteration for integration and testing could lead to several negative outcomes:

- * **Disruption of Cadence:** The ART relies on a set rhythm for iterations and PIs. Changing this rhythm can cause confusion and misalignment among teams.

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

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

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

NEW QUESTION: 35

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 36

Which tool is useful in facilitating scrum of scrums meetings?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 37

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

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 38

What is the recommended duration of an Iteration in SAFe?

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

Answer: B (LEAVE A REPLY)

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

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

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

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

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

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

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

NEW QUESTION: 39

Which core competency describes the ability to deliver continuous value?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 40

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

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

Answer: B,D (LEAVE A REPLY)

NEW QUESTION: 41

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 42

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

- A. Iteration Review

- B. ART planning board inspection
- C. Coach Sync
- D. Business Owner feedback meeting

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 43

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

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

Answer: (SHOW ANSWER)

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

* Option B is an anti-pattern because planning work for the IP Iteration during PI Planning can lead to

* overloading the IP Iteration with planned work, which contradicts its purpose as a buffer and time for innovation¹.

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

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

NEW QUESTION: 44

What is one primary responsibility of a Release Train Engineer?

- A. Manage and optimize the Release on Demand process

- B. Support the Product Owner
- C. Manage and optimize the flow of value through the Agile Release Train
- D. Eliminate impediments

Answer: (SHOW ANSWER)

NEW QUESTION: 45

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

- A. Creating cross-functional ARTs and Agile teams
- B. Allocating budgets to Value Streams
- C. Using a Portfolio Kanban system
- D. Conducting a PI Planning event

Answer: D (LEAVE A REPLY)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, cadence and synchronization are core principles used to align multiple teams and stakeholders, reduce complexity, and enable predictable delivery across the Agile Release Train (ART). The most prominent and explicit example of applying cadence and synchronization is conducting a PI Planning event.

PI Planning occurs on a fixed, regular schedule-typically every 8-12 weeks-and brings all ART participants together to align on a shared mission, objectives, dependencies, and risks. This regular cadence establishes a predictable rhythm for planning, execution, and learning across teams.

Synchronization is achieved during PI Planning by aligning teams to the same Program Increment boundaries, iteration schedules, system demos, and Inspect and Adapt events. This ensures that teams integrate frequently, manage cross-team dependencies effectively, and deliver integrated value at the end of each PI. SAFe emphasizes that cadence creates routine and reduces variability, while synchronization enables alignment and integration across complex systems.

The other options reflect important SAFe practices but do not directly demonstrate cadence and synchronization. Creating cross-functional ARTs focuses on organizational design. Allocating budgets to Value Streams is a Lean Portfolio Management activity. Using a Portfolio Kanban system supports flow at the portfolio level. None of these explicitly establish a recurring, timeboxed rhythm that aligns all teams simultaneously. Therefore, PI Planning is the clearest and most direct application of cadence and synchronization in SAFe, supporting flow, alignment, transparency, and successful execution within the SAFe Release domain.

NEW QUESTION: 46

(Who is one collaborator with the Release Train Engineer (RTE) to support the ART?)

- A. System Architect
- B. Release Management

C. Scrum Master/Team Coach (SM/TC)

D. Product Owner (PO)

Answer: C (LEAVE A REPLY)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, the Release Train Engineer (RTE) serves as the chief servant leader and coach for the Agile Release Train. A key collaborator who supports the RTE in enabling high-performing teams is the Scrum Master/Team Coach (SM/TC). SAFe explicitly states that RTEs work closely with Scrum Masters to facilitate ART events, improve team-level execution, remove impediments, and foster relentless improvement.

Scrum Masters and Team Coaches operate at the team level, coaching Agile teams in Scrum, Kanban, and flow practices while helping teams deliver increments of value every iteration. The RTE coordinates and aligns this work across all teams on the ART, creating a network of servant leaders that reinforces consistent practices, transparency, and flow. This collaboration is especially important during PI Planning, System Demos, and Inspect and Adapt events.

While the RTE collaborates with many roles, including System Architects and Product Management, the Scrum Master/Team Coach is the primary partner in day-to-day ART execution and team enablement.

Release Management is not a defined SAFe role, and Product Owners focus on team backlog prioritization rather than ART-level facilitation.

Therefore, the Scrum Master/Team Coach is a key collaborator who directly supports the RTE in enabling ART effectiveness within the SAFe Release domain.

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NEW QUESTION: 47

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

A. The Solution Owner

B. The Scrum Master

C. The team

D. The Product Owner

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 48

What foundational issue most often leads to team dysfunction?

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

Answer: ([SHOW ANSWER](#))

The foundational issue that most often leads to team dysfunction is the absence of trust. In the context of SAFe, trust is a critical component of an effective Agile Release Train (ART). Without trust, teams may not effectively collaborate, which can lead to various dysfunctions such as fear of conflict, lack of commitment, avoidance of accountability, and inattention to results.

* **Trust and the SAFe Framework:** SAFe emphasizes the importance of trust among team members and between teams and management. Trust is essential for creating an environment where team members feel safe to take risks, communicate openly, and work towards common goals.

* **Impact on PI Planning:** During Program Increment (PI) planning, trust enables teams to be open about challenges and dependencies, ensuring that issues are addressed and that the plan is realistic and achievable.

* **Role of the RTE:** The Release Train Engineer (RTE) plays a pivotal role in fostering trust within the ART. By acting as a servant leader and coach, the RTE helps resolve conflicts, facilitates collaboration, and supports teams in delivering value.

* **Continuous Improvement:** Trust is also vital for the relentless improvement process within SAFe.

Teams that trust each other are more likely to engage in constructive dialogue and problem-solving, leading to continuous growth and improvement.

* **Building Trust:** Trust is built through actions such as making and meeting commitments, being transparent, and creating a blame-free environment where learning from mistakes is encouraged.

In conclusion, the absence of trust is the most significant issue leading to team dysfunction, and it is addressed throughout the SAFe framework by encouraging transparency, servant leadership, and a culture of continuous learning and improvement.

NEW QUESTION: 49

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

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

Answer: (SHOW ANSWER)

When a team consistently meets 100% of their PI Objectives, it may indicate that they are under-committing.

The Release Train Engineer (RTE) should coach the team on this tendency. While meeting all objectives might seem positive, it can also suggest that the team is not challenging themselves enough or that they could contribute more. The SAFe framework encourages teams to make ambitious yet achievable commitments, pushing for growth and continuous improvement. By coaching the team to set more aggressive objectives, the RTE helps ensure that the team is fully leveraging their capabilities to deliver maximum value¹.

NEW QUESTION: 50

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

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

Answer: A,E (LEAVE A REPLY)

In the context of SAFe 6.0, version control is a critical practice that supports Continuous Deployment (CD) and, by extension, the entire Continuous Delivery Pipeline (CDP). The items that should be kept under version control include:

* Test data: Keeping test data under version control is essential for maintaining consistency across different environments and ensuring that tests can be reliably repeated. This is important for validating the functionality and performance of the system as changes are made over time.

* Configuration Items: Configuration items include all the components of the infrastructure and code that are necessary to create a consistent and repeatable deployment process. By maintaining these items under version control, teams can quickly rollback changes if needed and have a clear history of changes to the system's configuration¹.

Version control is not just about tracking changes to code; it also encompasses the environments and the various elements that contribute to the deployment pipeline. This ensures that every aspect of the software delivery process is reproducible, auditable, and reversible, which is a cornerstone of Agile and DevOps practices within SAFe¹.

NEW QUESTION: 51

Which three attributes summarize DevOps? (Choose three.)

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

Answer: B,E,F ([LEAVE A REPLY](#))

NEW QUESTION: 52

What does an effective Scrum Master help the team with?

- A. Risk mitigation
- B. Relentless improvement
- C. Team metrics
- D. Deploying work

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 53

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

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

Answer: A,E ([LEAVE A REPLY](#))

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

NEW QUESTION: 54

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 55

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

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

Answer: A (LEAVE A REPLY)

Backlog refinement and daily stand-up are both team-level events within the SAFe framework.

* Backlog refinement is a recurring event for Agile teams where team members collaborate to clarify and understand backlog items, ensuring that the backlog remains populated with items that are ready to be pulled into upcoming iterations¹.

* Daily stand-up is a short, time-boxed event for the Agile team that happens at the start of each day to synchronize activities and create a plan for the next 24 hours. This meeting is an opportunity for team members to discuss what they did the day before, what they plan to do today, and any impediments they are facing¹.

Both of these events are crucial for maintaining the flow of value through continuous delivery and are consistent with the principles of Lean and Agile found in the SAFe framework. They are designed to foster better communication, collaboration, and transparency among team members, which are key aspects of the SAFe core values¹.

NEW QUESTION: 56

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

- A. Verify that each team's uncommitted objectives have lower business value than the committed PI Objectives in order to reflect proper prioritization
- B. Facilitate all teams when they are presenting their final plans to the entire Agile Release Train
- C. Encourage discussion of each team's product Vision as part of the final plan re-view
- D. Facilitate the ROAMing of each team's risks

Answer: B (LEAVE A REPLY)

NEW QUESTION: 57

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

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

Answer: A (LEAVE A REPLY)

The core value of Transparency in SAFe is key to creating an environment where "facts are always friendly." This is because transparency encourages an open culture where information is shared openly, and everyone has access to the facts, which allows for better

decision-making and fosters trust within the organization. The SAFe Core Values page explains that transparency is one of the four core values that guide the behaviors and actions of everyone participating in a SAFe portfolio. It emphasizes that work and decisions must be visible, debated, resolved, and transparent to ensure alignment and enable the building of trust through a culture where facts can be discussed openly¹.

NEW QUESTION: 58

(Which role does the RTE work with to prioritize Enablers?)

- A.** System Architect
- B.** Solution Management
- C.** Product Owner
- D.** Development Manager

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, Enablers are work items that support future business functionality by addressing architecture, infrastructure, compliance, or exploration needs. At the Program level, Enablers are essential for sustaining flow, reducing technical debt, and enabling the Continuous Delivery Pipeline. The Release Train Engineer (RTE) works closely with the System Architect to ensure Enablers are properly identified, prioritized, and planned within the Program Backlog and Program Increment.

The System Architect has primary responsibility for defining and evolving the architectural runway and identifying the technical and architectural Enablers required to support upcoming features. The RTE facilitates collaboration, alignment, and decision-making to ensure these Enablers are visible, sequenced appropriately, and balanced with business features during PI Planning and execution. This partnership is critical to maintaining system integrity and long-term agility.

Solution Management operates at the Large Solution level and focuses on solution vision and capabilities, not ART-level Enabler prioritization. Product Owners prioritize Team Backlogs, not Program-level Enablers.

Development Manager is not a defined SAFe role.

By working with the System Architect, the RTE helps the ART maintain architectural integrity, improve flow, and reduce risk, which directly supports the SAFe Release domain's goals of predictable, high-quality value delivery.

NEW QUESTION: 59

What is the primary purpose of PO sync?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 60

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

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

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 61

Which behavior exemplifies servant leadership?

- A. Creating an environment of mutual influence
- B. Protecting the teams and train from negative reviews
- C. Ensuring appropriate justice is served if things go wrong
- D. Looking out for the interests of customers and stakeholders

Answer: A (LEAVE A REPLY)

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

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NEW QUESTION: 62

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

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

Answer: C (LEAVE A REPLY)

Starting an Agile Release Train (ART) without a System Team in place can lead to reduced collaboration between teams during the Program Increment (PI) Planning event. The System Team plays a vital role in supporting the ART by addressing system-level issues and enabling integration across different teams.

Without this support, teams may face challenges in integrating their work with others, leading to silos and reduced collaboration. The presence of a System Team is essential for facilitating effective communication and collaboration during PI Planning, ensuring that teams can work together efficiently and that dependencies are managed properly¹².

NEW QUESTION: 63

How are the 5 Whys used?

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

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 64

What is an example of Scrum Master servant leader behavior?

- A. Focuses on the day-to-day team activities
- B. Keeps their opinions to themselves

- C. Strives to create a conflict-free environment
- D. Uses persuasion instead of authority

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 65

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 66

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

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

Answer: ([SHOW ANSWER](#))

Backlog refinement and daily stand-up are both team-level events within the SAFe framework.

* Backlog refinement is a recurring event for Agile teams where team members collaborate to clarify and understand backlog items, ensuring that the backlog remains populated with items that are ready to be pulled into upcoming iterations¹.

* Daily stand-up is a short, time-boxed event for the Agile team that happens at the start of each day to synchronize activities and create a plan for the next 24 hours. This meeting is an opportunity for team members to discuss what they did the day before, what they plan to do today, and any impediments they are facing¹.

Both of these events are crucial for maintaining the flow of value through continuous delivery and are consistent with the principles of Lean and Agile found in the SAFe framework. They are designed to foster better communication, collaboration, and transparency among team members, which are key aspects of the SAFe core values¹.

NEW QUESTION: 67

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

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

Answer: B,D ([LEAVE A REPLY](#))

NEW QUESTION: 68

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

- A. Business Owners
- B. Solution Managers
- C. Lean-Agile Leaders
- D. Objective Owners

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 69

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

(Choose two.)

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

Answer: ([SHOW ANSWER](#))

The Release Train Engineer (RTE) plays a crucial role in ensuring that the teams within the Agile Release Train (ART) understand the business value of their work. When teams feel that the business value does not reflect their effort and progress, the RTE can intervene in two key ways:

* Coach the Business Owners' review of objectives (Option B): The RTE can facilitate a better understanding between the teams and the Business Owners by ensuring that the scoring of objectives during the PI Planning reflects the specific details negotiated with the teams¹. This involves coaching the Business Owners to appreciate the nuances of the teams' efforts and the complexities involved in their work, leading to a more accurate reflection of the business value achieved.

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

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

NEW QUESTION: 70

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

- A.** Coach the Scrum Masters on good retrospective techniques and ensure teams are defining and taking a systems view approach to improvements
- B.** Share the quantitative measurement results with Product Management and leadership and ask for their input
- C.** Diagnose the differences between the measurements and the results and suggest improvement items to each team
- D.** Work with the team that is struggling the most to discover patterns that can be applied to the other teams

Answer: A (LEAVE A REPLY)

When individual teams report high levels of success through their quantitative measurements, but the system results indicate otherwise, the Release Train Engineer (RTE) plays a crucial role in aligning team perceptions with actual system outcomes.

Here's how an RTE can help the teams deliver more value:

- * **Coach on Retrospective Techniques:** The RTE can coach the Scrum Masters on effective retrospective techniques to ensure that teams can reflect on and improve their processes¹.
- * **Systems View Approach:** Encourage teams to adopt a systems view approach to understand how their work fits into the larger context and impacts the overall system¹.
- * **Facilitate Problem-Solving Workshops:** Organize problem-solving workshops during the Inspect and Adapt (I&A) events to collaboratively identify systemic issues and improvement actions².
- * **Encourage ART Synchronization:** Assist teams in synchronizing with other teams on the Agile Release Train (ART) to ensure alignment and collective responsibility for delivering value¹.
- * **Drive Relentless Improvement:** Emphasize the importance of relentless improvement and foster a culture where continuous growth is valued and pursued¹.

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

NEW QUESTION: 71

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

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

Answer: B (LEAVE A REPLY)

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

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

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

- * Identifying the Impediment: Recognizing that the System Team's uncertainty about testing is an impediment to progress.
- * Facilitating Collaboration: Arranging a meeting between the System Team and Product Management to discuss and resolve the testing challenges.
- * Encouraging Problem-Solving: Guiding the discussion to ensure that it is focused on finding practical solutions for testing the Features.
- * Supporting Implementation: Once a solution is agreed upon, the RTE would assist in implementing the solution and ensuring that it is effectively integrated into the PI execution process.

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

NEW QUESTION: 72

What is a characteristic of an effective Scrum Master?

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 73

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

- A. Bottlenecks can be hard to identify and resolve
- B. Teams have no time for fixing bugs

- C. Delivery can be blocked
- D. Technical debt can grow uncontrollably

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 74

What is one purpose of iterations?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 75

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

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

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 76

(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. Stop working on any new functionality and fully integrate and test the system; adjust scope based on learnings

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

Answer: (SHOW ANSWER)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, the System Demo is a critical event in the Release domain that provides objective evidence of progress by demonstrating fully integrated, end-to-end working solutions at least every iteration. If, after the second iteration of a PI, there is nothing to demonstrate, this indicates a serious breakdown in continuous integration, built-in quality, and flow. SAFe guidance is explicit that this situation must be addressed immediately rather than deferred.

The correct response is to stop starting new work, focus on integration and testing, and adjust scope based on what is learned. This aligns with Lean principles and the SAFe Flow Accelerators, particularly "Stop starting, start finishing" and "Make value flow without interruptions." Continuing to add new functionality without integration increases risk, delays feedback, and undermines predictability.

SAFe emphasizes that integration should happen continuously, not at the end of the PI or during the IP Iteration. Reserving integration for later violates SAFe guidance and often results in late discovery of defects and dependencies. Separate team demos or working in isolated branches fail to provide the integrated system view required for effective stakeholder feedback. Re-architecting solely to avoid integration is unrealistic and contradicts system-level thinking.

By halting new work and focusing on integration and testing, the ART restores alignment with SAFe's Release practices, enables meaningful System Demos, and ensures transparency, learning, and adaptive planning based on real progress.

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NEW QUESTION: 77

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 78

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 79

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

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

Answer: C (LEAVE A REPLY)

Within the Inspect and Adapt (I&A) event, the presentation of differences between planned and actual business value occurs during the quantitative and qualitative measurement portion. Here's why:

- * Quantitative Measurement: Business Owners work with Agile teams to score the actual business value achieved against their planned Team PI Objectives. This scoring creates a clear metric for comparison between planned and achieved value.
- * Qualitative Measurement: Teams discuss trends in data and other qualitative insights. This discussion often highlights reasons for discrepancies between what was planned and what was delivered.

References:

- * Scaled Agile Framework (SAFe) Inspect and Adapt article: Directly describes the quantitative measurement activity and its purpose.

<https://v5.scaledagileframework.com/inspect-and-adapt/>

NEW QUESTION: 80

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 81

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

- A. Dependency review
- B. Feature delivery
- C. Problem solving
- D. Program predictability

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 82

What is the primary purpose of PO sync?

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

Answer: B ([LEAVE A REPLY](#))

The PO Sync is a regularly scheduled event for Product Owners (POs) and product management (PMs) with several important purposes. One of the primary purposes is to provide visibility into how well the Agile Release Train (ART) is progressing towards its Program Increment (PI) objectives. This involves assessing any scope changes to work and adjusting scope and priority as needed. The PO Sync enables the RTE, PMs, and POs to inspect and adapt the plan for the current PI, ensuring that the ART is on track to achieve its objectives and making necessary adjustments to the Program Backlog¹.

NEW QUESTION: 83

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

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

Answer: A (LEAVE A REPLY)

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

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

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

NEW QUESTION: 84

(Which event facilitated by the Release Train Engineer (RTE) is designed to keep the ART on the tracks?)

- A. Solution Demo
- B. Iteration Review
- C. Team Sync
- D. Coach Sync

Answer: C (LEAVE A REPLY)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, the Team Sync is a key ART-level event facilitated by the Release Train Engineer (RTE) and is explicitly designed to keep the Agile Release Train on track during Program Increment execution. The Team Sync replaces the traditional Scrum of Scrums and is a short, frequent coordination event where team representatives discuss progress, dependencies, impediments, and risks. Its purpose is to ensure alignment across teams and enable fast problem-solving to maintain flow.

SAFe guidance states that the Team Sync focuses on how teams are progressing toward PI Objectives, what issues may impact delivery, and what coordination is needed to address cross-team dependencies. By making problems visible early, the RTE can facilitate timely decision-making and escalation when needed. This directly supports the Release domain's emphasis on transparency, alignment, and predictable execution. The other options do not serve this purpose. Solution Demos are facilitated at the Solution level to demonstrate integrated solution increments. Iteration Reviews occur at the team level and focus on team progress. Coach Sync is used to align Scrum Masters and Team Coaches on systemic improvement actions, not to manage day-to-day ART execution.

Therefore, the Team Sync is the RTE-facilitated event designed to keep the ART on the tracks throughout the PI.

NEW QUESTION: 85

(Which of the SAFe Core Values enables trust across the ART?)

- A. Transparency
- B. Adaptation
- C. Built-in Quality
- D. Decentralized decision-making

Answer: (SHOW ANSWER)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

SAFe 6.0 defines four Core Values-Alignment, Built-in Quality, Transparency, and Program Execution- that guide behavior and decision-making across the enterprise. Among these, Transparency is the core value that explicitly enables trust across the Agile Release Train. SAFe emphasizes that trust is built when work, progress, risks, and challenges are visible to everyone. Transparency enables fact-based decision-making and fosters open communication across teams and stakeholders.

Practices such as System Demos, visible backlogs, PI Objectives, and objective metrics reinforce transparency by providing shared understanding and honest insight into the current state of the system. In the Release domain, transparency ensures that issues are surfaced early, dependencies are managed effectively, and teams can collaborate to resolve problems before they escalate. Without transparency, trust erodes, alignment weakens, and execution suffers.

The other options are not SAFe Core Values. Adaptation is part of the Inspect and Adapt cycle. Decentralized decision-making is a SAFe principle. Built-in Quality is a core value but focuses on ensuring quality at every step rather than explicitly enabling trust across the ART.

Therefore, Transparency is the SAFe Core Value that enables trust and supports effective collaboration, alignment, and execution across the Agile Release Train.

NEW QUESTION: 86

What does transparency mean in a scrum environment?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 87

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

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

Answer: (SHOW ANSWER)

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

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

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

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

NEW QUESTION: 88

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

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

Answer: (SHOW ANSWER)

Ensuring facility readiness for the Program Increment (PI) Planning event involves several logistical preparations. Two key ways to ensure this readiness include:

* Secure communication channels for remote participants: Given the current times and the possibility of distributed teams, it's crucial to have reliable and secure communication channels. This ensures that all participants, whether they are attending physically or remotely, can collaborate effectively during the PI Planning event¹.

* Engage audio-visual technical support: Having robust audio-visual support is essential, especially when the PI Planning event includes remote participants. This support helps in managing presentations, discussions, and breakout sessions, ensuring that all attendees can see, hear, and contribute to the planning process¹.

These steps are part of the broader preparation activities facilitated by the Release Train Engineer (RTE) to ensure that the PI Planning event runs smoothly and that all teams on the Agile Release Train (ART) are aligned to a shared mission and vision².

NEW QUESTION: 89

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

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

Answer: A (LEAVE A REPLY)

The System Demo is the only true objective measure of an Agile Release Train (ART) within the SAFe framework. It is a significant event that occurs at the end of each Iteration where the current state of the Solution is demonstrated to stakeholders. This event reflects the integrated efforts of all the teams on the ART and provides a clear, objective measure of progress¹.

The System Demo serves several critical purposes:

- * It provides a regular, objective assessment of the solution's evolving functionality.
- * It offers a platform for feedback from stakeholders, which is vital for the iterative improvement of the solution.
- * It fosters transparency and alignment among teams and stakeholders.

By showcasing the working system, the demo ensures that everyone has a shared understanding of what has been accomplished and what is still in progress. This aligns with the SAFe principle of transparency and enables informed decision-making based on the actual state of the solution¹.

NEW QUESTION: 90

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

- A. Organizational readiness - Strategic alignment; roles, teams, and train setup
- B. Architectural readiness - Defining the Architectural Runway
- C. Operational readiness - Facilitating PI events such as scrum of scrums, Iteration Planning, and System demo
- D. Facilities readiness - Space and logistics for the event
- E. Process readiness - The operational rhythm that enables SAFe governance

Answer: (SHOW ANSWER)

The Release Train Engineer (RTE) is responsible for ensuring that the Agile Release Train (ART) is prepared for the Program Increment (PI) Planning event. This involves a focus on several key areas to support a successful event:

- * **Organizational Readiness:** The RTE must ensure that the organization is strategically aligned with the goals of the PI Planning. This includes confirming that the roles are clearly defined, teams are properly formed, and the train setup is conducive to collaboration and communication¹. Organizational readiness ensures that everyone involved understands

the context and objectives of the PI Planning, facilitating a more efficient and effective event.

* **Facilities Readiness:** The logistics of the PI Planning event are critical. The RTE should ensure that the space and logistics are well-managed to support the event¹. This includes arranging the physical or virtual space where the PI Planning will take place, ensuring that it is equipped with the necessary tools and technology, and that it can accommodate all participants comfortably. Proper facilities readiness helps in creating an environment that is conducive to collaboration and minimizes disruptions during the event.

These two areas are essential for the RTE to focus on as they directly impact the ability of the ART to effectively plan and execute the PI. Organizational readiness aligns the teams and stakeholders, while facilities readiness ensures that the event can proceed without logistical issues. Together, they create the foundation for a successful PI Planning event.

NEW QUESTION: 91

What can a Release Train Engineer use to support relentless improvement for the Program Increment?

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

Answer: A (LEAVE A REPLY)

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

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

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

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NEW QUESTION: 92

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

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

Answer: D (LEAVE A REPLY)

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

NEW QUESTION: 93

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

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

Answer: (SHOW ANSWER)

NEW QUESTION: 94

What is the purpose of Iteration Goals?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 95

What does the success of implementing a Lean-Agile mindset depend on within the SAFe (Scaled Agile Framework) framework?

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

Answer: (SHOW ANSWER)

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

For example, if a team adopts the SAFe principle of decentralized decision-making without a shared understanding of the Lean-Agile mindset, they might make decisions that are not aligned with the overall goals of the organization. Similarly, if the principle of transparency is not commonly understood, teams may not communicate effectively, leading to mistrust and reduced collaboration.

A shared understanding ensures that everyone in the organization is aligned on the 'why' behind the practices, which helps in effectively applying them to achieve the desired business outcomes. It also enables the organization to adapt these practices systematically to their local context while still maintaining the integrity of the SAFe framework.

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

NEW QUESTION: 96

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

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

Answer: B,E (LEAVE A REPLY)

According to the SAFe 6 Release Train Engineer documentation, the Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). The RTE's role involves facilitating ART events and processes, assisting teams in delivering

value, communicating with stakeholders, escalating impediments, managing risk, and driving relentless improvement.

Key collaborators with the RTE include:

* System Architects/Engineers¹: They collaborate with the RTE to ensure that the architectural vision and technical aspects are integrated into the ART's work, supporting the teams in delivering a solution that is technically robust and aligns with the organization's strategic goals.

* Product Management¹: They work closely with the RTE to align the ART with the product vision and roadmap, ensuring that the features developed by the teams contribute to the overall strategy and deliver value to the customers.

These roles are essential for the effective functioning of the ART, providing the necessary technical guidance and strategic alignment to support the RTE in leading the ART towards successful delivery.

NEW QUESTION: 97

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

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

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 98

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 99

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

- A. Educate teams that business value provides the Enterprise with a Metric of how fast the team executed work during the PI

- B.** Coach the Business Owner's review of objectives to see that scoring is against the specific details negotiated with the team during PI Planning
- C.** Illustrate the linkage between business values and the market communications/release objectives tied to the three to six month Enterprise strategy
- D.** Work with the team to ensure they are actively involved when the Business Owners score the business value achieved

Answer: B,D (LEAVE A REPLY)

Publish the team business values and coach teams that these values are for tracking each Agile Release Train deliverable

NEW QUESTION: 100

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

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 101

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

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

Answer: C (LEAVE A REPLY)

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

NEW QUESTION: 102

Which behavior exemplifies servant leadership?

- A.** Creating an environment of mutual influence
- B.** Ensuring appropriate justice is served if things go wrong
- C.** Protecting the teams and train from negative reviews
- D.** Looking out for the interests of customers and stakeholders

Answer: (SHOW ANSWER)

NEW QUESTION: 103

Which two actions can be taken immediately during the management review and problem-solving meeting?

(Choose two.)

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

Answer: A,D (LEAVE A REPLY)

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

NEW QUESTION: 104

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

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

Answer: (SHOW ANSWER)

The creation of a Vision within the SAFe framework involves the Product Management team answering several critical questions, one of which is identifying the problem that the solution will solve. This is essential as it sets the direction for the development efforts and ensures that the solution is customer-centric and addresses real needs.

The SAFe documentation emphasizes that the Vision should be a compelling description of the future that the solution seeks to create, providing a long-term context and purpose for the Agile Release Train (ART). It should inspire and guide the teams, helping them understand why they are building what they are building.

The Vision is crafted through a Continuous Exploration process, which drives the synthesis of a Vision, a Roadmap, and Backlogs, ensuring strategic alignment and readiness for planning. It is not merely about the features already released or the themes on the roadmap; it is fundamentally about the customer's problem that the solution aims to address¹.

NEW QUESTION: 105

What is a benefit of capacity allocation?

- A. It ensures all value streams in the portfolio are appropriately funded

- B. It enables more effective time tracking
- C. It ensures different types of backlog items are not compared against one another

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 106

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

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

Answer: C,E ([LEAVE A REPLY](#))

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NEW QUESTION: 107

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 108

Which statement is true about the SAFe backlog model?

- A. Stories are in the Solution Backlog
- B. Features are in the Program Backlog
- C. Capabilities are in the Program Backlog

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 109

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 110

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 111

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

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

Answer: D ([LEAVE A REPLY](#))

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

NEW QUESTION: 112

What best describes what stream-aligned teams do?

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 113

Iteration Goals serve what purpose?

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

Answer: A (LEAVE A REPLY)

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

- * They align team members to a common purpose, ensuring everyone is working towards the same objectives.
- * They support the alignment of teams to common Program Increment (PI) Objectives and manage dependencies.
- * They provide transparency and management information, allowing all stakeholders to have a shared language for maintaining alignment, managing dependencies, and making necessary adjustments during the execution of the Planning Interval¹.

Iteration goals help create coherence and focus within the team, encouraging collaboration and improving flow by limiting work in process (WIP). In the context of the Agile Release Train (ART), iteration goals help maintain a larger view of what the team intends to accomplish in each iteration and what to present in the upcoming System Demo¹.

NEW QUESTION: 114

When planning for a distributed PI Planning with a significant difference in time zones, what is a key preparation and facilitation focus?

- A. Share the outcomes of preparation meetings with local Scrum Masters/Team Coaches (SM/TCs) so they can arrange local rooms
- B. Split up the PI Planning event per time zone and then have the final plan review, confidence vote, and planning retrospective as one centralized meeting
- C. Have a single Release Train Engineer (RTE) and technical support person that acts as a central point of communication for all locations
- D. Adjust the PI agenda to 2.5-3 days, allowing for overlapping hours

Answer: (SHOW ANSWER)

When planning for a distributed PI Planning event with significant time zone differences, it's crucial to adjust the PI planning agenda to accommodate the time zones involved¹.

This may involve extending the agenda to

2.5-3 days to allow for overlapping hours where all participants can be actively involved¹.

The goal is to ensure that every team member, regardless of their location, can contribute to the planning process and that the necessary collaboration and communication occur effectively. This adjustment helps in overcoming the challenges posed by the time zone

differences and supports a more inclusive and integrated planning experience for all members of the Agile Release Train (ART)¹.

NEW QUESTION: 115

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

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

Answer: B (LEAVE A REPLY)

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

NEW QUESTION: 116

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

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

Answer: (SHOW ANSWER)

The Release Train Engineer (RTE) plays a crucial role in facilitating the Agile Release Train's (ART) progress by supporting teams in delivering value. One of the key responsibilities of an RTE is to drive relentless improvement within the ART. To support teams that are having difficulty identifying areas for process improvement, the RTE can encourage them to perform regular self-assessments and discuss their findings. This approach aligns with the principles of SAFe, which emphasize the importance of reflection and continuous improvement.

Self-assessments allow teams to evaluate their performance and processes critically. By discussing the outcomes of these assessments, teams can identify areas where they excel and areas that require improvement.

The RTE can facilitate these discussions, helping teams to prioritize and implement the necessary changes effectively. This practice not only fosters a culture of transparency and accountability but also empowers teams to take ownership of their improvement journey. Moreover, the RTE can provide guidance and coaching to help teams develop the skills needed to conduct effective self-assessments. This includes establishing clear criteria for evaluation, creating a safe environment for open discussion, and ensuring that the process leads to actionable insights. By supporting teams in this way, the RTE helps to build a high-performing ART that is capable of delivering continuous value.

NEW QUESTION: 117

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

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

Answer: ([SHOW ANSWER](#))

An anti-pattern for a Release Train Engineer (RTE) facilitating a scrum of scrums meeting is focusing on individual team performance. The purpose of the scrum of scrums is to enhance collaboration and alignment across teams, not to assess or review the performance of individual teams.

* Purpose of Scrum of Scrums: The scrum of scrums is a coordination meeting that helps teams discuss interdependencies and progress towards achieving the Program Increment (PI) objectives. It is not a status meeting or a performance review session¹.

* Role of the RTE: As a servant leader, the RTE's role is to facilitate these meetings to ensure that teams are on track to meet the PI objectives, not to evaluate team performance. The RTE should focus on removing impediments and fostering an environment where teams can collaborate effectively¹.

* Focus on Collaboration: The RTE should encourage teams to share information about their progress, impediments, and dependencies, rather than focusing on individual team metrics or performance. This approach promotes a collaborative and problem-solving culture¹.

* Anti-Patterns to Avoid: Reviewing individual team performance can lead to a lack of trust and openness, as teams may feel they are being judged or compared. This can hinder the collaborative spirit necessary for the success of the ART¹.

* Encouraging System Thinking: The RTE should promote system thinking, where the focus is on the overall success of the ART rather than the performance of individual teams. This helps in identifying systemic issues and working towards collective improvement¹.

In conclusion, the RTE should avoid the anti-pattern of reviewing individual team performance during the scrum of scrums meeting. Instead, the RTE should facilitate a

collaborative environment that focuses on the progress and impediments related to PI execution.

NEW QUESTION: 118

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

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

Answer: (SHOW ANSWER)

Product Management is responsible for defining and supporting the building of desirable, feasible, viable, and sustainable products that meet customer needs over the product-market lifecycle. To do this effectively in a SAFe environment, they must collaborate with various stakeholders to determine the capacity allocation for upcoming Enabler work. Enabler work refers to the activities that support the development of business features, such as exploration, architecture, infrastructure, and compliance. These are necessary to advance the Solution and build its architectural runway. The capacity allocation for Enabler work is a collaborative effort between Product Management, System Architects/Engineering, and other stakeholders. This ensures that sufficient capacity is allocated for both feature and enabler work, balancing the need to address technical debt, architectural advancements, and other necessary activities that enable future delivery of value.

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

NEW QUESTION: 119

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

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

Answer: D (LEAVE A REPLY)

The Agile Product Delivery is a core competency of the SAFe framework that emphasizes a customer-centric approach to defining, building, and releasing a continuous flow of valuable products and services. It is focused on delivering value through validated learning in short, fast increments¹. This competency aligns teams to a common goal via the Agile Product Delivery model, which combines Design Thinking to ensure the solution is desirable, Feasible, Viable, and Sustainable. It also includes DevOps and the Continuous Delivery Pipeline, which helps to automate the delivery process and make it more efficient².

The key aspects of Agile Product Delivery include:

- * Developing on Cadence and Releasing on Demand
- * Building quality in
- * Product Management
- * DevOps and Release on Demand
- * Business Solutions and Lean Systems Engineering

These elements ensure that the solutions are built incrementally and iteratively, allowing for fast feedback and adaptation based on customer needs and market changes. This competency ensures that the enterprise's work is aligned with customer needs and strategic goals, thereby enhancing business agility¹².

NEW QUESTION: 120

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

- A.** Analyzes the flow of value through the Agile Release Train (ART) and looks for systemic bottlenecks or dependencies that impede progress
- B.** Tracks individual team performance metrics to foster healthy competition among teams
- C.** Implements strict adherence to process and documentation standards, ensuring all teams follow the defined procedures regardless of context
- D.** Focuses the teams on meeting individual deadlines and commitments, ensuring each team stays on track

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

In SAFe 6.0, Systems Thinking is a foundational Lean-Agile principle that guides leaders, including the Release Train Engineer, to optimize the whole rather than local components. Applying systems thinking means understanding how people, processes, technology, and governance interact to produce outcomes across the Agile Release Train. The behavior that best reflects this principle is analyzing the flow of value through the ART and identifying systemic bottlenecks or dependencies that impede progress.

SAFe emphasizes optimizing the end-to-end value stream, not individual teams or functions in isolation. By examining how work flows across teams, integrations, and external dependencies, the RTE can help remove constraints, reduce delays, and improve

overall delivery performance. This aligns with SAFe's Flow Accelerators and Release domain focus on improving predictability and time-to-market.

Tracking individual team metrics to create competition promotes local optimization and undermines collaboration. Enforcing rigid processes regardless of context contradicts SAFe's emphasis on adaptability and decentralized decision-making. Focusing solely on individual deadlines ignores system-level constraints and can increase work-in-progress and delays.

Therefore, analyzing value flow and systemic constraints is the correct expression of systems thinking for an RTE in SAFe 6.0.

NEW QUESTION: 121

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 (LEAVE A REPLY)

The Release Train Engineer (RTE) plays a crucial role in facilitating team growth within the SAFe framework.

Two actions that an RTE can take to support this are:

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

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

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NEW QUESTION: 122

(Which statement is a value from the Agile Manifesto?)

- A. Individuals and interactions over processes and tools
- B. Customer collaboration over following a plan
- C. Apply systems thinking
- D. Customer collaboration over a constant indefinite pace

Answer: A (LEAVE A REPLY)

Comprehensive and Detailed 250 to 250 words of Explanation From Exact Extract of SAFe 6.0, including the SAFe Release domains:

SAFe 6.0 is firmly grounded in the Agile Manifesto, and its principles and practices directly reflect the four Agile values. One of these foundational values is "Individuals and interactions over processes and tools," which emphasizes that people, collaboration, and communication are more critical to successful outcomes than rigid adherence to tools or prescribed processes. SAFe reinforces this value by promoting empowered, self-organizing Agile teams, face-to-face communication, and strong collaboration across roles within the Agile Release Train.

This value is essential in complex system development, where adaptability, trust, and fast feedback are required to respond to change effectively. SAFe encourages leaders to foster an environment where teams can collaborate freely, solve problems together, and continuously improve their ways of working rather than relying solely on standardized procedures. This aligns directly with SAFe's Lean-Agile mindset and the Release domain's emphasis on alignment, transparency, and relentless improvement.

Option B, while also an Agile Manifesto value, is not the correct answer in this context because the question asks for a value, and option A is the canonical and exact Agile Manifesto statement as presented in SAFe guidance. Option C, "Apply systems thinking," is a SAFe principle, not an Agile Manifesto value. Option D is incorrect and not part of either Agile or SAFe terminology.

Thus, Individuals and interactions over processes and tools is the correct and verified Agile Manifesto value recognized and reinforced throughout SAFe 6.0.

NEW QUESTION: 123

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 (LEAVE A REPLY)

The core competency that describes the ability to deliver continuous value in SAFe is Agile Product Delivery.

This competency is focused on developing and delivering products and services that meet customer needs and provide sustainable competitive advantage. It emphasizes the

importance of a customer-centric approach, developing on cadence, releasing on demand, and building in quality from the beginning. Agile Product Delivery ensures that the right solutions are delivered at the right time, enabling a flow of value to customers with speed and efficiency¹.

NEW QUESTION: 124

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

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

Answer: (SHOW ANSWER)

Enabler Epics within the SAFe framework are designed to advance the Architectural Runway. This is crucial for supporting upcoming Business Epics by ensuring that the necessary technical infrastructure and architecture are in place to facilitate the smooth development and delivery of business value.

The Architectural Runway provides the necessary technical foundation that allows Agile Release Trains (ARTs) to implement new features without excessive delays and rework. Enabler Epics contribute to this runway by addressing technical debt, establishing new infrastructure, and ensuring that the system's architecture can support future business functionality¹.

By focusing on the Architectural Runway, Enabler Epics help maintain and extend the system's capacity to incorporate new features and capabilities, which is essential for the long-term adaptability and scalability of the enterprise solution².

NEW QUESTION: 125

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

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

Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 126

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

- A. Serving as a customer proxy
- B. Writing stories and enablers
- C. Managing architectural runway
- D. Supporting delivery using Agile practices

Answer: D (LEAVE A REPLY)

NEW QUESTION: 127

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

- A. Business Owners
- B. Lean-Agile Leaders
- C. Objective Owners
- D. Solution Managers

Answer: (SHOW ANSWER)

The Release Train Engineer (RTE) is responsible for facilitating ART events and processes, and one of their key roles during the Program Increment (PI) planning is to assist with the assignment of business value to team PI Objectives. This is a critical activity that requires collaboration with Business Owners. According to the SAFe framework, Business Owners are a small group of stakeholders who have the primary responsibility for governance, compliance, and return on investment (ROI) for a solution developed by an Agile Release Train (ART). They are key stakeholders on the ART, who have the ultimate responsibility for the business outcomes of the train.

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

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

NEW QUESTION: 128

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 129

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 130

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

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

Answer: A,C,D (LEAVE A REPLY)

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

- * Capacity and Load Estimates: Teams present their capacity for the upcoming PI and how much of that capacity they plan to allocate to various PI Objectives. This helps in understanding the workload and ensuring that the objectives are realistic and achievable within the given capacity¹.
- * Draft PI Objectives: These are the tentative goals that the teams aim to achieve during the PI. They are drafted based on the team's understanding of the work and are subject to review and adjustment. The draft PI Objectives provide a preliminary view of what the teams intend to deliver and serve as a basis for discussion and feedback¹.
- * Risks and Impediments: Identifying potential risks and impediments early on is crucial for proactive mitigation planning. Teams discuss any foreseen challenges that might impact

their ability to meet the PI Objectives. This allows for collective problem-solving and support from other teams and stakeholders¹.

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

NEW QUESTION: 131

Which statement is true about estimating Features using Story points?

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

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 132

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

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

Answer: C,D [\(LEAVE A REPLY\)](#)

NEW QUESTION: 133

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

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

Answer: A [\(LEAVE A REPLY\)](#)

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

NEW QUESTION: 134

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 135

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

(Choose three.)

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

Answer: [A,B,C](#) ([LEAVE A REPLY](#))

In the context of SAFe, becoming a coach involves a shift from traditional management behaviors to those that support and enable Agile and Lean practices. The old behaviors that a coach needs to move away from include:

- * Focusing on deadlines (A): Traditional management often emphasizes strict adherence to deadlines, which can lead to a focus on output rather than outcome and value.
- * Fixing problems for the team (B): This behavior undermines the team's ability to self-organize and solve problems on their own, which is a key aspect of Agile teams.
- * Driving toward specific outcomes : While having goals is important, a coach should encourage teams to explore various paths to achieve outcomes, fostering innovation and adaptability rather than prescribing specific solutions.

These behaviors contrast with new behaviors expected of a SAFe coach, such as facilitating team problem-solving (E) and focusing on business value delivery (F), which align with Agile principles of empowerment and customer-centricity¹.

NEW QUESTION: 136

What promotes alignment between the business owners and product management?

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

Answer: (SHOW ANSWER)

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

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NEW QUESTION: 137

What is the most accurate definition of DevOps?

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

Answer: (SHOW ANSWER)

DevOps is defined within the SAFe framework as a mindset, a culture, and a set of technical practices. It is not just a set of tools or a single process, but rather a combination of cultural philosophies, practices, and tools that increases an organization's ability to deliver applications and services at high velocity. This definition aligns with option C, which emphasizes the importance of close cooperation between development and operations teams to provide value to the customer.

The SAFe framework further elaborates that DevOps is part of the Agile Product Delivery competency and is essential for a Continuous Delivery Pipeline (CDP). It helps break down organizational silos and enables the fast flow of planned work into production, while achieving stability, reliability, availability, and security. The goal of DevOps is to deliver value whenever there is a business need, and it is supported by the CALMR approach- Culture, Automation, Lean-flow, Measurement, and Recovery-which guides the implementation of DevOps in a SAFe enterprise¹.

NEW QUESTION: 138

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 139

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 140

When is the Inspect and Adapt event held?

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

Answer: (SHOW ANSWER)

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