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NEW QUESTION: 1

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 2

What is NOT a SAFE-recommended Metric?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 3

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

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

Answer: A,E (LEAVE A REPLY)

NEW QUESTION: 4

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

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

Answer: C (LEAVE A REPLY)

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

References:

SAFe 6.0, "SAFe Principles" (Principle #3)

SPC 6.0 Guide, "Leading the Change" and "Coaching Change Agents"

NEW QUESTION: 5

The Spanning Palette can apply to the Team Level.

- A. True
- B. False

Answer: A (LEAVE A REPLY)

The Spanning Palette is a set of roles and artifacts that may apply across multiple SAFe levels, including Team, ART, Solution Train, and Portfolio. The Spanning Palette includes functions like System Architect, Release Management, Shared Services, and more. SAFe explicitly notes that these elements are used "as needed at each level, including the Team level, depending on context." References:

SAFe 6.0 Website: Spanning Palette

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

NEW QUESTION: 6

Cultural change must come before you start a SAFe implementation.

- A. False
- B. True

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

In SAFe, Dunbar's number provides guidance for:

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

Answer: ([SHOW ANSWER](#))

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

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

NEW QUESTION: 8

Who typically facilitates the ART Sync meeting?

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

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

NEW QUESTION: 9

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

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

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

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

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

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

References:

SAFe 6.0 Website: Portfolio Kanban

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

NEW QUESTION: 10

Which of the following is an activity for coaching flow?

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

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

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

References:

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

SPC 6.0 Guide, "Accelerating to Business Agility"

NEW QUESTION: 11

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

What statement is NOT part of the Agile Manifesto?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

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

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

Answer: (SHOW ANSWER)

SAFe provides multiple coordination mechanisms across Value Streams:

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

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

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

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

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

NEW QUESTION: 14

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

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

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0, "Measuring Business Agility" and "SAFe Core Competency Assessments" SPC 6.0 Guide, "Accelerating to Business Agility"

NEW QUESTION: 15

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

- A. Assign business value to Team Objectives during PI Planning.

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

Answer: A,B (LEAVE A REPLY)

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

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

Assigning value to Epics/Features (C) is the responsibility of Product Management.

Ensuring the Solution Demo (D) is a shared leadership responsibility, not specific to Business Owners. Determining the roadmap (E) is owned by Product Management.

References:

SAFe 6.0 Website: Business Owners

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

NEW QUESTION: 16

What does the SAFe budgeting model suggest?

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

Answer: (SHOW ANSWER)

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NEW QUESTION: 17

(Select 4) Lean-Agile Leaders _____.

- A. Run successful Agile Release Trains.
- B. Proactively eliminate impediments.
- C. Embrace the values of Lean.
- D. Manage the most critical day-to-day activities of team members.
- E. Facilitate relentless improvement
- F. Lead the teams

Answer: B,C,E,F (LEAVE A REPLY)

NEW QUESTION: 18

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

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

Answer: B,E (LEAVE A REPLY)

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

"Knowledge workers are most motivated by autonomy, purpose (making a contribution), and mastery, rather than extrinsic rewards." (Source: SAFe 6.0 Framework: Principle #8 - Unlock the intrinsic motivation of knowledge workers.)

NEW QUESTION: 19

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

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

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0, "Organizational Agility" article

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

NEW QUESTION: 20

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

- A. Hold people accountable.

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

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

Relentless improvement is a SAFe Core Value. It includes:

C). Optimize the whole (improve end-to-end value delivery, not just local parts) D). Apply Lean problem-solving tools and techniques (use root cause analysis, A3, etc.) E). Reflect at key Milestones (Inspect & Adapt, Retrospectives)

"Hold people accountable" and "employee reviews" are not part of SAFe's relentless improvement approach.

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

NEW QUESTION: 21

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

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

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

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

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

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

Standard (D): Normal priority work items.

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

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

NEW QUESTION: 22

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

- A. Allow teams to establish their own velocity and then roll them up to calculate the velocity of the train.

- B.** Assign 8 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day.
- C.** It is not recommended to calculate velocity until the team has completed its first PI.
- D.** Assign 10 points per team member (not counting the Scrum Master and Product Owner) and subtract 1 point for each holiday or vacation day.

Answer: (SHOW ANSWER)

NEW QUESTION: 23

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

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

Answer: C (LEAVE A REPLY)

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

References:

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

NEW QUESTION: 24

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

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

Answer: (SHOW ANSWER)

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

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

NEW QUESTION: 25

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

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

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

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

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

Development expense,

Lead time,

Product cost,

Value,

Risk.

From the options given:

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

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

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

References:

SAFe 6.0 Framework: Economic Decision Making

Don Reinertsen, "The Principles of Product Development Flow"

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

NEW QUESTION: 27

What contributes to establishing trust in SAFe?

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

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

NEW QUESTION: 28

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

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

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

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

References:

SAFe 6.0, "Portfolio Canvas" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

NEW QUESTION: 29

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

- A. True
- B. False

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

NEW QUESTION: 30

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

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

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

John Kotter's model for organizational change, which is adopted in SAFe, emphasizes the need to build a

"guiding coalition." This group has the influence, authority, and credibility to lead the transformation and sustain change. They guide, coordinate, and communicate the transformation vision, making it possible to overcome resistance and drive enterprise-wide change.

References:

SAFe 6.0, "Reaching the SAFe Tipping Point" (based on Kotter's 8-step process) SPC 6.0 Guide, "Leading the Change" module

NEW QUESTION: 31

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

A. True

B. False

Answer: (SHOW ANSWER)

While Program Epics originating from Portfolio Epics are important and align with broader organizational strategy, they do not automatically take precedence over all local priorities. SAFe advocates a collaborative approach where business owners and Product Management decide priorities together, balancing Portfolio- level and local context. "Portfolio Epics provide strategic direction but do not automatically override all local priorities; prioritization is a collaborative process." (Source: SAFe 6.0 Framework: Portfolio Backlog, ART Backlog Management; SPC 6.0 Guide "Exploring Lean Portfolio Management")

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NEW QUESTION: 32

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

A. Queues are processed in the order in which items are entered.

B. Backlogs are continuously refined and can be re-prioritized.

C. Queues are continuously refined and cannot be re-prioritized.

D. Backlog items are estimated; queues are not.

Answer: A,B (LEAVE A REPLY)

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

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

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

NEW QUESTION: 33

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

A. False

B. True

Answer: B (LEAVE A REPLY)

NEW QUESTION: 34

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

A. Demonstrate working software at each Solution Demo.

B. Develop her own Vision and Roadmap.

C. Attend key Value Stream events.

Answer: C (LEAVE A REPLY)

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

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

NEW QUESTION: 35

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

A. Governance, strategy and investment funding, program management.

B. Program management, stakeholder management, PI Planning.

C. Lightweight business case, Epic specification workshop, Budget allocation.

D. Governance, investment funding, product strategy.

Answer: A (LEAVE A REPLY)

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

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

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

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

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

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

References:

SAFe 6.0 Website: Lean Portfolio Management

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

NEW QUESTION: 36

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

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

Answer: B,D (LEAVE A REPLY)

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

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

The current products which the company sells (D): Products are often a clear indicator of value delivery.

Mapping products helps trace value from concept to customer.

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

References:

SAFe 6.0 Website: Identify Value Streams and ARTs

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

NEW QUESTION: 37

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

- A. True
- B. False

Answer: A (LEAVE A REPLY)

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

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

SAFe 6.0 Framework: Solution Train and Value Stream Level

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

NEW QUESTION: 38

What is the primary role of a Scrum Master?

- A. To write all the user stories so that the team can focus on coding and testing.
- B. To task team members in the efficient manner possible based on their skills.
- C. To provide management with status reports on the team's progress.
- D. To use servant leadership to help the team perform at its best.

Answer: D (LEAVE A REPLY)

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

"The Scrum Master is a servant leader and coach for the Agile Team. They help educate the team in Scrum, Extreme Programming (XP), Kanban, and SAFe, ensuring that the agreed Agile process is followed." (Source: SAFe 6.0 Framework: Scrum Master; SPC 6.0 Guide "Becoming a Lean-Agile Leader")

NEW QUESTION: 39

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

- A. True
- B. False

Answer: A (LEAVE A REPLY)

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

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

NEW QUESTION: 40

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

- A. Familiarize Release Train Engineers with the PI Planning process.
- B. Familiarize executives with SAFe.

- C. Train the teams prior to PI Planning.
- D. Train Scrum Masters in servant leadership following "SAFe for Teams" training.
- E. Make an initial presentation on SAFe to the organization.

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

NEW QUESTION: 41

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

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

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

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

References:

SAFe 6.0, "Lean Portfolio Management" article

SPC 6.0 Guide, "Exploring Lean Portfolio Management" module

NEW QUESTION: 42

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

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

Even if ARTs are organized around Capabilities, cross-train coordination is still required to ensure alignment, manage dependencies, and deliver integrated solutions. SAFe emphasizes synchronization across ARTs, especially in a Solution Train.

References:

SAFe 6.0 Website: Solution Train

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

NEW QUESTION: 43

What is the purpose of Solution Intent?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

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

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

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0, "ART Readiness Checklist"

SPC 6.0 Guide, "Launching an Agile Release Train"

NEW QUESTION: 45

What is Cost of Delay?

- A. Cost incurred when system integration appears too late in the PI.
- B. Opportunity cost and deferred revenue.
- C. Penalty for nonperformance.
- D. Cost of not addressing risk early on.

Answer: B (LEAVE A REPLY)

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

References:

SAFe 6.0 Website: WSJF and Cost of Delay

NEW QUESTION: 46

What responsibilities are associated with the System Team?

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

Answer: B (LEAVE A REPLY)

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NEW QUESTION: 47

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

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

Answer: B,C (LEAVE A REPLY)

NEW QUESTION: 48

What is the purpose of Solution Intent?

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

Answer: A (LEAVE A REPLY)

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

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

NEW QUESTION: 49

Why launch an ART using the Quickstart approach?

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

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0, "ART Quickstart" guidance

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

NEW QUESTION: 50

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

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

Answer: C (LEAVE A REPLY)

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

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

NEW QUESTION: 51

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

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

Answer: A (LEAVE A REPLY)

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

References:

SAFe 6.0, "Built-In Quality" article

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

NEW QUESTION: 52

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

- A. True
- B. False

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0 Website: Estimating

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

NEW QUESTION: 53

What is the ideal size of an ART?

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

Answer: (SHOW ANSWER)

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

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

NEW QUESTION: 54

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

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

Answer: C (LEAVE A REPLY)

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

References:

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

SPC 6.0 Guide, "Accelerating to Business Agility"

NEW QUESTION: 55

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

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

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

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

- A). Scrum Masters (coordinate dependencies, remove impediments)
- B). Product Owners (manage and align work, ensure backlog readiness)
- D). Release Train Engineer (facilitates the meeting)

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

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

NEW QUESTION: 56

You are at a retrospective meeting where a program is trying to address a long-existing problem: unreliable PI commitments. One of the participants suggests that they are working on too many things at a time.

What aspect of the program cause uncontrollable amounts of work in process?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

What would imply a change to the ART Budget?

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

Answer: ([SHOW ANSWER](#))

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

References:

SAFe 6.0 Website: Lean Budgets

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

NEW QUESTION: 58

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

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

Answer: A,C (LEAVE A REPLY)

SAFe encourages decentralized decision-making except when:

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

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

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

References:

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

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

NEW QUESTION: 59

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

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 60

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

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

Answer: D (LEAVE A REPLY)

One of the most important KPIs for an Agile Release Train (ART) is the "Predictability Measure." The SAFe

6.0 framework specifies that "the program predictability measure shows how reliably teams deliver business value" and is calculated by comparing the planned vs. actual business

value delivered during a PI. It helps leadership and teams see if the ART is reliably delivering on its commitments, making it a key health indicator.

References:

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

SPC 6.0 Practice Guide, "Coaching ART Execution"

NEW QUESTION: 61

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

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

Answer: (SHOW ANSWER)

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

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

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

References:

SAFe 6.0 Website: WSJF

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

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NEW QUESTION: 62

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

coordination.

A. False

B. True

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

NEW QUESTION: 63

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

A. False

B. True

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 64

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

and ready for WSJF prioritization. However, when you look over the list of Features, it turns out that they are

big tasks rather than Features.

What technique would be useful to fix the list of backlog items to be able to apply WSJF?

A. Split the backlog items into smaller, more manageable pieces of work and rearrange them into real

Features.

B. Formulate business benefits for each backlog item. If not meaningful business benefits can be identified,

it's not a Feature and should be redefined.

C. Identify the associated Epics when formulating Features.

D. Build explicit dependencies between backlog items. If B depends on A for completion, make sure that

the opportunity enablement WSJF is a parameter of A.

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

NEW QUESTION: 65

What is the SAFe calculation for Weighted Shortest Job First?

A. $(\text{User/Business Value} + \text{Time Criticality} + \text{Opportunity Enablement/Risk Reduction})/\text{Job Size}$.

B. $(\text{Risk Reduction/Opportunity Enablement} + \text{Time Criticality} + \text{Size})/\text{Business Value}$.

C. $(\text{User/Business Value} + \text{Size} + \text{Risk Reduction/Opportunity Enablement})/\text{Job Size}$.

D. $(\text{User/Business Value} + \text{Size} + \text{Risk Reduction/Opportunity Enablement})/\text{Time}$.

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

SAFe calculates Weighted Shortest Job First (WSJF) as:

WSJF = (User/Business Value + Time Criticality + Risk Reduction and/or Opportunity Enablement) / Job Size This formula helps prioritize jobs that offer the most economic benefit in the shortest duration. Job Size is often estimated in story points or effort. (Source: SAFe 6.0 Framework: WSJF; SPC 6.0 Guide "Exploring Lean Portfolio Management")

NEW QUESTION: 66

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

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

Answer: A,D (LEAVE A REPLY)

Cadence and synchronization are foundational SAFe concepts:

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

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

Other options are not direct benefits per the SAFe principle.

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

NEW QUESTION: 67

What does Little's Law tells us?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 68

What is NOT the responsibility of the Enterprise Architect?

- A.** Facilitate reuse of ideas and proven design patterns.
- B.** Define the Solution design for Agile Release Trains.

- C. Drive the strategy for maintaining the Enterprise's architecture.
- D. Synchronize the technology stack and infrastructure across Value Streams.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 69

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

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

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

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

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

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

Portfolio Enabler Epics (B) have a higher-level definition and are not typically assigned granular acceptance criteria. Strategic Themes (C) and Spikes (E) do not have acceptance criteria; Spikes are research items.

References:

SAFe 6.0 Website: Features and Capabilities

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

NEW QUESTION: 70

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

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

Answer: C (LEAVE A REPLY)

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

References:

SAFe 6.0 Website: PI Planning

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

NEW QUESTION: 71

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

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

Answer: C (LEAVE A REPLY)

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

"The best time to release is whenever the solution meets market opportunity and governance requirements, not necessarily at PI or iteration boundaries." (Source: SAFe 6.0 Framework: Release on Demand; SPC 6.0 Guide, "Building Solutions with Agile Product Delivery")

NEW QUESTION: 72

Why is capacity allocation important in SAFe?

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

Answer: C (LEAVE A REPLY)

Capacity allocation in SAFe is the explicit allocation of a portion of backlog capacity to Enablers, which include activities like building or maintaining the Architectural Runway. This ensures that teams continuously invest in infrastructure and architectural work needed for sustainable development, rather than focusing solely on immediate feature delivery.

"Capacity allocation ensures that a portion of team and ART resources is always dedicated to Enabler work, such as building the Architectural Runway, allowing the enterprise to invest in future capabilities while delivering current value." (Source: SAFe 6.0 Framework: Capacity Allocation; SPC 6.0 Guide "Building Solutions with Agile Product Delivery")

NEW QUESTION: 73

Velocity is a good measure of team performance.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

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

"Velocity is a planning tool, not a performance metric. Comparing velocities between teams or using velocity to assess team performance is discouraged." (Source: SAFe 6.0 Framework: Team Metrics; SPC 6.0 Guide, "Establishing Team and Technical Agility")

NEW QUESTION: 74

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

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

Answer: ([SHOW ANSWER](#))

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

References:

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

SPC 6.0 Guide, "Exploring Lean Portfolio Management"

NEW QUESTION: 75

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

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

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

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

References:

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

SPC 6.0 Guide, "Launching an Agile Release Train"

NEW QUESTION: 76

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

A. True

B. False

Answer: A (LEAVE A REPLY)

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

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

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NEW QUESTION: 77

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

A. True

B. False

Answer: B (LEAVE A REPLY)

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

References:

SAFe 6.0 Website: Features and Capabilities

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

NEW QUESTION: 78

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

What would be the most effective way to launch?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 79

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

- A. False
- B. True

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

NEW QUESTION: 80

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

- A. True
- B. False

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

NEW QUESTION: 81

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 82

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

- A. Program board

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

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

NEW QUESTION: 83

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

What would you do to best coach the decision-makers?

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

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

NEW QUESTION: 84

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

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

Answer: ([SHOW ANSWER](#))

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

SAFe 6.0, "System Demo" and "PI Execution" articles

SPC 6.0 Guide, "Coaching ART Execution"

NEW QUESTION: 85

A Scrum Master asked you to help her use systems thinking to identify the backlog items that would improve

the system as a whole. Select one item that uses systems thinking most effectively.

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 86

What description best represents Capabilities as defined in SAFe?

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

Answer: D (LEAVE A REPLY)

In SAFe 6.0, Capabilities are defined as "higher-level solution behaviors that typically span multiple ARTs." They are maintained in the Solution Train Backlog and are sized and split into Features for implementation by individual ARTs. The SAFe 6.0 guidance specifically states:

"Capabilities are larger solution behaviors that often span multiple Agile Release Trains. They are typically sized to be delivered in a Planning Interval (PI) and are broken down into Features to facilitate implementation." This distinguishes Capabilities from Epics and Features. Unlike Epics, which require Lean Business Cases and approval through Portfolio Kanban, Capabilities follow a breakdown path to Features for execution.

Therefore, they are a level above Features, not a synonym for Epics or Features.

References:

SAFe 6.0 Website: Capabilities

SAFe Practice Consultant SPC (6.0) Training Guide - "Building Solutions with Agile Product Delivery" Module Terminology Update: "Solution Backlog" # "Solution Train Backlog" confirms the hierarchical location of Capabilities

NEW QUESTION: 87

Backlogs in SAFe behave just like queues.

- A.** True
- B.** False

Answer: (SHOW ANSWER)

SAFe differentiates backlogs from traditional queues. Backlogs are ordered lists of work items and are actively managed and prioritized by Product Owners or Product Management. They are not unmanaged queues where work simply accumulates. Backlogs support flow by ensuring the most valuable items are always ready for selection.

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

NEW QUESTION: 88

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

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

Answer: C (LEAVE A REPLY)

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

References:

SAFe 6.0, "ART Kanban" article

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

NEW QUESTION: 89

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

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

Answer: A,D (LEAVE A REPLY)

NEW QUESTION: 90

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

- A. True
- B. False

Answer: (SHOW ANSWER)

NEW QUESTION: 91

[Establishing Team and Technical Agility]

Iteration Goals have business value assigned by the Product Owner.

- A. True
- B. False

Answer: B (LEAVE A REPLY)

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

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

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NEW QUESTION: 92

What responsibilities are associated with the System Team?

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

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

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

End-to-end system testing (C)

Building and maintaining a production-equivalent staging environment (D) Deploying to staging (E) Defining Solution architecture (A) is the responsibility of Solution/System Architects. Creating new automated test scenarios (B) is typically a responsibility of the Agile Teams themselves.

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

NEW QUESTION: 93

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

- A. True
- B. False

Answer: (SHOW ANSWER)

A key SAFe Principle is "Take an economic view." SAFe encourages developing and using an economic decision-making framework to ensure all work is evaluated and prioritized based on its economic impact, such as using WSJF and other economic trade-off tools. "Developing an economic framework for decision-making is a key tool for ensuring that decisions maximize the economic outcomes for the business." (Source: SAFe 6.0 Framework: Economic Decision Making; SPC 6.0 Guide "Exploring Lean Portfolio Management")

NEW QUESTION: 94

What activity calls for using ROAM technique?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 95

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

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

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

At the Value Stream Level, SAFe identifies three primary roles responsible for execution: Solution Management (A): Owns solution intent and prioritization.

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

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

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

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

NEW QUESTION: 96

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

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

Answer: C (LEAVE A REPLY)

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

"System Team members should attend SAFe for Teams training together with all other teams on the train to ensure shared understanding of Agile, SAFe, and the train's objectives and practices." This approach supports alignment, collaboration, and shared learning. Other answers do not ensure integration with the ART or are targeted at other roles or less comprehensive.

References:

SAFe 6.0 Website: System Team

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

NEW QUESTION: 97

When is the Solution Demo conducted?

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

Answer: C (LEAVE A REPLY)

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

References:

SAFe 6.0 Website: Solution Demo

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

NEW QUESTION: 98

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

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

E. ROAMing of risks.

Answer: A,E (LEAVE A REPLY)

NEW QUESTION: 99

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

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

Answer: (SHOW ANSWER)

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

References:

SAFe 6.0, "Lead by Example" (Core Leadership Behavior)

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

NEW QUESTION: 100

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

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

Answer: D (LEAVE A REPLY)

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

References:

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

SPC 6.0 Guide, "Accelerating to Business Agility"

NEW QUESTION: 101

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

- A. Assigning backlog items to team members.
- B. Communicating the Solution Vision with the teams.
- C. Working with other departments to establish better communication among teams.
- D. Creating work breakdown structures.
- E. Assigning team members to handle external dependencies.

F. Developing skills and career paths for team members.

G. Creating an environment of mutual influence.

Answer: B,C,F,G (LEAVE A REPLY)

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

B: Communicating vision helps teams align without dictating execution.

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

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

G: Creating mutual influence supports empowerment and innovation.

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

References:

SAFe 6.0 Website: Lean-Agile Leadership

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

NEW QUESTION: 102

What do Value Streams deliver?

A. Strategic Themes

B. Solutions

C. Agile Release Trains

D. Cyber-physical systems

Answer: B (LEAVE A REPLY)

Value Streams in SAFe deliver Solutions-the products, services, or systems that deliver value to the customer. Strategic Themes provide investment direction; ARTs and cyber-physical systems are structures or types of solutions, but not what value streams deliver. "Value Streams deliver Solutions-products, services, or systems that deliver value to the customer." (Source: SAFe 6.0 Framework: Value Streams)

NEW QUESTION: 103

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

A. Develop Solutions.

B. Establish clear objectives for managing.

C. Emphasize lifelong learning.

D. Support decentralized decision-making.

E. Protect subordinates from interference by outside stakeholders.

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

NEW QUESTION: 104

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

A. True

B. False

Answer: B (LEAVE A REPLY)

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

References:

SAFe 6.0 Website: Portfolio Vision

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

NEW QUESTION: 105

When does the System Demo happen?

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

Answer: B (LEAVE A REPLY)

The System Demo is a key event in SAFe that happens at the end of every iteration. It provides an integrated view of the new features delivered by all the teams in the Agile Release Train during the most recent iteration.

This demonstration allows stakeholders to evaluate the solution's progress and provide feedback.

References:

SAFe 6.0 Website: System Demo

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

NEW QUESTION: 106

'Visualize work' aligns with which SAFe Core Value?

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

Answer: (SHOW ANSWER)

"Visualize work" is specifically called out as a practice that supports the SAFe Core Value of Transparency.

Making work visible allows teams, ARTs, and stakeholders to see progress, manage flow, and surface issues early, all of which build trust and foster a culture of openness.

References:

SAFe 6.0, "Core Values" (Transparency)

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

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