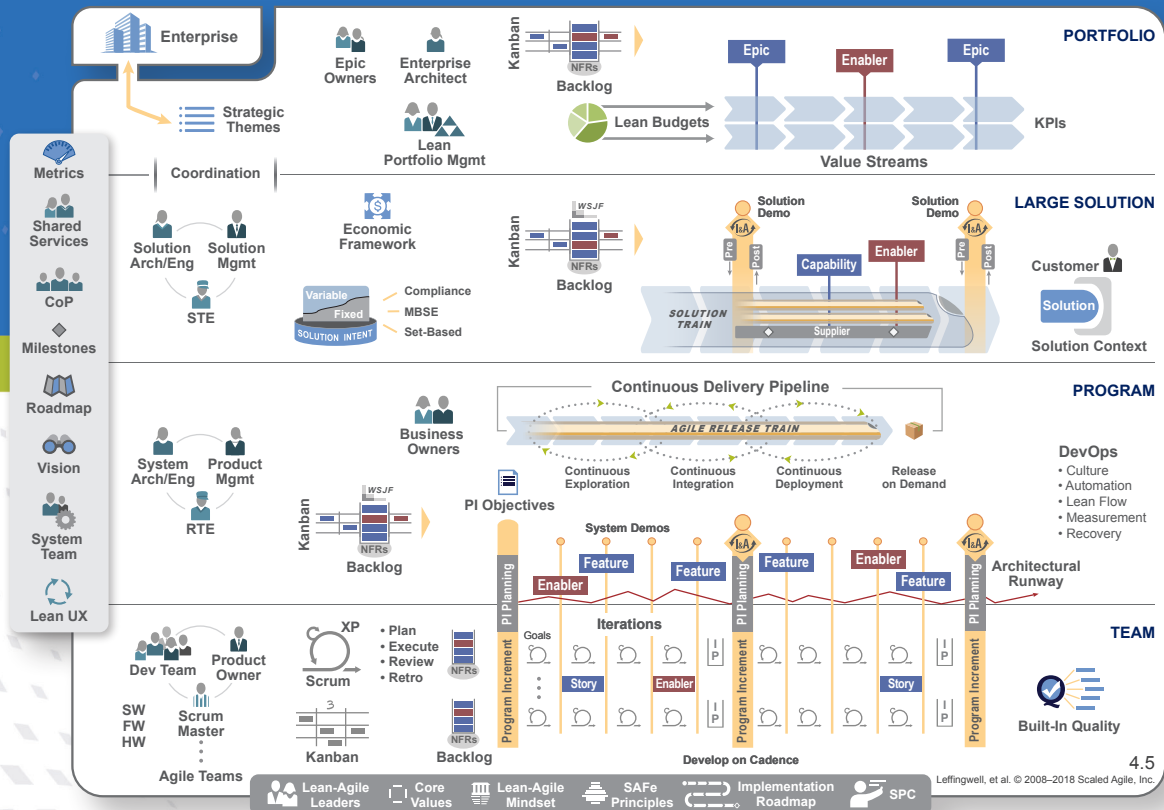


# SAFe® Glossary

## Scaled Agile Framework Terms and Definitions English



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## Guide to acronyms and abbreviations

<b>ART</b>	Agile Release Train	<b>PDCA</b>	Plan, Do, Check, Adjust
<b>BO</b>	Business Owner	<b>PI</b>	Program Increment
<b>BV</b>	Business Value	<b>PM</b>	Product Management
<b>BVIR</b>	Big Visual Information Radiator	<b>PO/PM</b>	Product Owner / Product Manager
<b>CapEx</b>	Capital Expenses	<b>PO</b>	Product Owner
<b>CD</b>	Continuous Delivery	<b>ROAM</b>	Resolved, Owned, Accepted, Mitigated
<b>CE</b>	Continuous Exploration	<b>RR</b>	Risk Reduction
<b>CI</b>	Continuous Integration	<b>RTE</b>	Release Train Engineer
<b>CFD</b>	Cumulative Flow Diagram	<b>S4T</b>	SAFe® for Teams
<b>CoD</b>	Cost of Delay	<b>SAFe®</b>	Scaled Agile Framework
<b>CoP</b>	Community of Practice	<b>SA</b>	SAFe® Agilist
<b>DoD</b>	Definition of Done	<b>SBD</b>	Set-Based Design
<b>DSU</b>	Daily Stand-up	<b>SM</b>	Scrum Master
<b>EA</b>	Enterprise Architect	<b>SMART</b>	Specific, Measurable, Achievable, Realistic, Time-bound
<b>EO</b>	Epic Owner	<b>SoS</b>	Scrum of Scrums
<b>FW</b>	Firmware	<b>SP</b>	SAFe® Practitioner
<b>HW</b>	Hardware	<b>SPC</b>	SAFe® Program Consultant
<b>I&amp;A</b>	Inspect and Adapt	<b>STE</b>	Solution Train Engineer
<b>IP</b>	Innovation and Planning (iteration)	<b>SW</b>	Software
<b>KPI</b>	Key Performance Indicator	<b>UX</b>	User Experience
<b>LPM</b>	Lean Portfolio Management	<b>VS</b>	Value Stream
<b>MBSE</b>	Model-Based Systems Engineering	<b>VSE</b>	Value Stream Engineer
<b>MMF</b>	Minimum Marketable Feature	<b>WIP</b>	Work in Process
<b>MVP</b>	Minimum Viable Product	<b>WSJF</b>	Weighted Shortest Job First
<b>NFR</b>	Non-functional Requirements	<b>XP</b>	Extreme Programming
<b>OE</b>	Opportunity Enablement		
<b>OpEx</b>	Operating Expenses		

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*Note: Glossary terms that are on the SAFe Big Picture remain in English in the definitions to create a common taxonomy alignment.*

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## **Agile Architecture**

Agile Architecture is a set of values and practices that support the active evolution of the design and architecture of a system while implementing new system capabilities.

## **Agile Release Train (ART)**

The Agile Release Train (ART) is a long-lived team of Agile teams, which, along with other stakeholders, develops and delivers solutions incrementally, using a series of fixed-length Iterations within a Program Increment (PI) timebox. The ART aligns teams to a common business and technology mission.

## **Agile Team**

The SAFe Agile Team is a cross-functional group of 5 to 10 people who have the ability and authority to define, build, and test some element of Solution value—all in a short Iteration timebox. Specifically, the SAFe Agile Team incorporates the Dev Team, Scrum Master, and Product Owner roles.

## **Architectural Runway**

The Architectural Runway consists of the existing code, components, and technical infrastructure needed to implement near-term features without excessive redesign and delay.

## **Built-In Quality**

Built-In Quality practices ensure that each Solution element, at every increment, meets appropriate quality standards throughout development.

## **Business Owners**

Business Owners are a small group of stakeholders who have the primary business and technical 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 must evaluate fitness for use and actively participate in certain ART events.

## **CapEx and OpEx**

Capital Expenses (CapEx) and Operating Expenses (OpEx) describe Lean-Agile financial accounting practices in a Value Stream budget. In some cases, CapEx may include capitalized labor associated with the development of intangible assets—such as software, intellectual property, and patents.

## **Capabilities**

A Capability is a higher-level solution behavior that typically spans multiple ARTs. Capabilities are sized and split into multiple features to facilitate their implementation in a single PI.

## **Communities of Practice (CoPs)**

Communities of Practice (CoPs) are organized groups of people who have a common interest in a specific technical or business domain. They collaborate regularly to share information, improve their skills, and actively work on advancing the general knowledge of the domain.

## **Compliance**

Compliance refers to a strategy and a set of activities and artifacts that allow teams to apply Lean-Agile development methods to build systems that have the highest possible quality, while simultaneously assuring they meet any regulatory, industry, or other relevant standards.

## **Continuous Delivery Pipeline**

The Continuous Delivery Pipeline (also referred to as 'pipeline') represents the workflows, activities, and automation needed to provide a continuous release of value to the end user.

## **Continuous Deployment (CD)**

Continuous Deployment (CD) is the process that takes validated Features from Continuous Integration and deploys them into the production environment, where they are tested and readied for release. It is the third element in the four-part Continuous Delivery Pipeline of Continuous Exploration (CE), Continuous Integration (CI), Continuous Deployment, and Release on Demand.

## **Continuous Exploration (CE)**

Continuous Exploration (CE) is the process of continually exploring the market and user needs, and defining a Vision, Roadmap, and set of Features that address those needs. It's the first element in the four-part Continuous Delivery Pipeline, preceding Continuous Integration (CI), Continuous Deployment (CD), and Release on Demand.

## **Continuous Integration (CI)**

Continuous Integration (CI) is the process of taking features from the Program Backlog and developing, testing, integrating, and validating them in a staging environment where they are ready for deployment and release.

## **Core Values**

The four Core Values of alignment, built-in quality, transparency, and program execution represent the fundamental beliefs that are key to SAFe's effectiveness. These guiding principles help dictate behavior and action for everyone who participates in a SAFe portfolio.

## **Customers**

Customers are the ultimate buyer of every Solution. They are an integral part of the Lean-Agile development process and Value Stream and have specific responsibilities in SAFe.

## **Dev Team**

The Dev Team is a subset of the Agile Team. It consists of the dedicated professionals who can develop and test a Story, Feature, or component. The Dev Team typically includes software developers and testers, engineers, and other dedicated specialists required to complete a vertical slice of functionality.

## **DevOps**

DevOps is a mindset, a culture, and a set of technical practices. It provides communication, integration, automation, and close cooperation among all the people needed to plan, develop, test, deploy, release, and maintain a Solution.

## **Develop on Cadence**

Develop on Cadence is an essential method for managing the inherent variability of systems development in a flow-based system, by making sure important events and activities occur on a regular, predictable schedule.

## **Economic Framework**

The Economic Framework is a set of decision rules that align everyone to the financial objectives of the Solution and guides the economic decision-making process. It contains four primary constructs: Lean Budgets, Epic funding and governance, decentralized decision-making, and job sequencing based on the Cost of Delay (CoD).

## **Enablers**

Enablers support the activities needed to extend the Architectural Runway to provide future business functionality. These include exploration, infrastructure, compliance, and architecture development. They are captured in the various backlogs and occur at all levels of the Framework.

## **Enterprise**

The Enterprise represents the business entity to which each SAFe portfolio belongs.

## **Enterprise Architect**

The Enterprise Architect promotes adaptive design, and engineering practices and drives architectural initiatives for the portfolio. Enterprise Architects also facilitate the reuse of ideas, components, services, and proven patterns across various solutions in a portfolio.

## **Epic**

An Epic is a container for a Solution development initiative large enough to require analysis, the definition of a Minimum Viable Product (MVP), and financial approval prior to implementation. Implementation occurs over multiple Program Increments (PIs) and follows the Lean startup 'build-measure-learn' cycle.

## **Epic Owners**

Epic Owners are responsible for coordinating portfolio Epics through the Portfolio Kanban system. They define the epic, its Minimum Viable Product (MVP), and Lean business case, and when approved, facilitate implementation.

## **Essential SAFe configuration**

The Essential SAFe configuration is the heart of the Framework and is the simplest starting point for implementation. It's the basic building block for all other SAFe configurations and describes the most critical elements needed to realize the majority of the Framework's benefits.

## **Features**

A Feature is a service that fulfills a stakeholder need. Each feature includes a benefit hypothesis and acceptance criteria, and is sized or split as necessary to be delivered by a single Agile Release Train (ART) in a Program Increment (PI).

## Foundation

The Foundation contains the supporting principles, values, mindset, implementation guidance, and leadership roles needed to deliver value successfully at scale.

## Full SAFe configuration

The Full SAFe configuration is the most comprehensive version of the Framework. It supports enterprises that build and maintain large integrated solutions, which require hundreds of people or more, and includes all levels of SAFe: team, program, large solution, and portfolio. In the largest enterprises, multiple instances of various SAFe configurations may be required.

## Innovation and Planning Iteration

The Innovation and Planning (IP) Iteration occurs every Program Increment (PI) and serves multiple purposes. It acts as an estimating buffer for meeting PI Objectives and provides dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt (I&A) events.

## Inspect & Adapt (I&A)

The Inspect and Adapt (I&A) is a significant event, held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop.

## Iteration

Iterations are the basic building block of Agile development. Each iteration is a standard, fixed-length timebox, where Agile Teams deliver incremental value in the form of working, tested software and systems. The recommended duration of the timebox is two weeks. However, one to four weeks is acceptable, depending on the business context.

## Iteration Execution

Iteration Execution is how Agile Teams manage their work throughout the Iteration timebox, resulting in a high-quality, working, tested system increment.

## Iteration Goals

Iteration Goals are a high-level summary of the business and technical goals that the Agile Team agrees to accomplish in an Iteration. They are vital to coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams.

## Iteration Planning

Iteration Planning is an event where all team members determine how much of the Team Backlog they can commit to delivering during an upcoming Iteration. The team summarizes the work as a set of committed Iteration Goals.

## Iteration Retrospective

The Iteration Retrospective is a regular meeting where Agile Team members discuss the results of the Iteration, review their practices, and identify ways to improve.

## **Iteration Review**

The Iteration Review is a cadence-based event, where each team inspects the increment at the end of every Iteration to assess progress, and then adjusts its backlog for the next iteration.

## **Large Solution Level**

The Large Solution Level contains the roles, artifacts, and processes needed to build large and complex solutions. This includes a stronger focus on capturing requirements in Solution Intent, the coordination of multiple Agile Release Trains (ARTs) and Suppliers, and the need to ensure compliance with regulations and standards.

## **Large Solution SAFe configuration**

The Large Solution SAFe configuration is for developing the largest and most complex solutions that typically require multiple Agile release trains and Suppliers, but do not require portfolio-level considerations. This is common for industries like aerospace and defense, automotive, and government, where the large solution—not portfolio governance—is the primary concern.

## **Lean Budgets**

Lean Budgets is a set of practices that minimize overhead by funding and empowering Value Streams rather than projects while maintaining financial and fitness-for-use governance. This is achieved through objective evaluation of working systems, active management of Epic investments, and dynamic budget adjustments.

## **Lean Portfolio Management (LPM)**

The Lean Portfolio Management (LPM) function has the highest level of decision-making and financial accountability for the products and Solutions in a SAFe portfolio.

## **Lean User Experience (Lean UX)**

Lean User Experience (Lean UX) design is a mindset, culture, and a process that embraces Lean-Agile methods. It implements functionality in minimum viable increments and determines success by measuring results against a benefit hypothesis.

## **Lean and Agile Principles**

SAFe is based on nine immutable, underlying Lean and Agile Principles. These tenets and economic concepts inspire and inform the roles and practices of SAFe.

## **Lean-Agile Leaders**

Lean-Agile Leaders are lifelong learners who are responsible for the successful adoption of SAFe and the results it delivers. They empower and help teams build better systems by learning, exhibiting, teaching and coaching SAFe's Lean-Agile principles and practices.

## **Lean-Agile Mindset**

The Lean-Agile Mindset is the combination of beliefs, assumptions, and actions of SAFe leaders and practitioners who embrace the concepts of the Agile Manifesto and Lean thinking. It's the personal, intellectual, and leadership foundation for adopting and applying SAFe principles and practices.



## Metrics

Metrics are agreed-upon measures used to evaluate how well the organization is progressing toward the portfolio, large solution, program, and team's business and technical objectives.

## Milestones

Milestones are used to track progress toward a specific goal or event. There are three types of SAFe milestones: Program Increment (PI), fixed-date, and learning milestones.

## Model-Based Systems Engineering (MBSE)

Model-Based Systems Engineering (MBSE) is the practice of developing a set of related system models that help define, design, and document a system under development. These models provide an efficient way to explore, update, and communicate system aspects to stakeholders, while significantly reducing or eliminating dependence on traditional documents.

## Nonfunctional Requirements (NFRs)

Nonfunctional Requirements (NFRs) define system attributes such as security, reliability, performance, maintainability, scalability, and usability. They serve as constraints or restrictions on the design of the system across the different backlogs.

## Portfolio Backlog

The Portfolio Backlog is the highest-level backlog in SAFe. It provides a holding area for upcoming business and enabler Epics intended to create a comprehensive set of Solutions, which provides the competitive differentiation and operational improvements needed to address the Strategic Themes and facilitate business success.

## Portfolio Kanban

The Portfolio Kanban is a method used to visualize, manage, and analyze the prioritization and flow of portfolio Epics from ideation to implementation and completion.

## Portfolio Level

The Portfolio Level contains the principles, practices, and roles needed to initiate and govern a set of development Value Streams. This is where strategy and investment funding are defined for value streams and their Solutions. This level also provides Agile portfolio operations and Lean governance for the people and resources needed to deliver solutions.

## Portfolio SAFe configuration

The Portfolio SAFe configuration helps align portfolio execution to the enterprise strategy, by organizing Agile development around the flow of value, through one or more value streams. It provides business agility through principles and practices for portfolio strategy and investment funding, Agile portfolio operations, and Lean governance.

## Pre-and Post-PI Planning

Pre- and Post-Program Increment (PI) Planning events are used to prepare for, and follow up after, PI Planning for Agile Release Trains (ARTs) and Suppliers in a Solution Train.

## **Product Management**

Product Management has content authority for the Program Backlog. They are responsible for identifying Customer needs, prioritizing Features, guiding the work through the Program Kanban and developing the program Vision and Roadmap.

## **Product Owner (PO)**

The Product Owner (PO) is a member of the Agile Team responsible for defining Stories and prioritizing the Team Backlog to streamline the execution of program priorities while maintaining the conceptual and technical integrity of the Features or components for the team.

## **Program Backlog**

The Program Backlog is the holding area for upcoming Features, which are intended to address user needs and deliver business benefits for a single Agile Release Train (ART). It also contains the enabler features necessary to build the Architectural Runway.

## **Program Increment (PI)**

A Program Increment (PI) is a timebox during which an Agile Release Train (ART) delivers incremental value in the form of working, tested software and systems. PIs are typically 8 – 12 weeks long. The most common pattern for a PI is four development Iterations, followed by one Innovation and Planning (IP) Iteration.

## **Program Increment (PI) Planning**

Program Increment (PI) Planning is a cadence-based, face-to-face event that serves as the heartbeat of the Agile Release Train (ART), aligning all the teams on the ART to a shared mission and Vision.

## **Program Kanban**

The Program and Solution Kanban systems are a method to visualize and manage the flow of Features and Capabilities from ideation to analysis, implementation, and release through the Continuous Delivery Pipeline.

## **Program Level**

The Program Level contains the roles and activities needed to continuously deliver solutions via an Agile Release Train (ART).

## **Refactoring**

Refactoring is the activity of improving the internal structure or operation of a code or component without changing its external behavior.

## **Release Train Engineer (RTE)**

The Release Train Engineer (RTE) is a servant leader and coach for the Agile Release Train (ART). The RTE's major responsibilities are to facilitate the ART events and processes and assist the teams in delivering value. RTEs communicate with stakeholders, escalate impediments, help manage risk, and drive relentless improvement.

## **Release on Demand**

Release on Demand is the process by which Features deployed into production are released incrementally or immediately to Customers based on market demand.

## Roadmap

The Roadmap is a schedule of events and Milestones that communicate planned Solution deliverables over a timeline. It includes commitments for the planned, upcoming Program Increment (PI) and offers visibility into the deliverables forecasted for the next few PIs.

## SAFe Implementation Roadmap

The SAFe Implementation Roadmap consists of an overview graphic and a 12-article series that describes a strategy and an ordered set of activities that have proven to be effective in successfully implementing SAFe.

## SAFe Program Consultants (SPCs)

SAFe Program Consultants (SPCs) are change agents who combine their technical knowledge of SAFe with an intrinsic motivation to improve the company's software and systems development processes. They play a critical role in successfully implementing SAFe. SPCs come from numerous internal or external roles, including business and technology leaders, portfolio/program/project managers, process leads, architects, analysts, and consultants.

## Scrum Master

Scrum Masters are servant leaders and coaches for an Agile Team. They help educate the team in Scrum, Extreme Programming (XP), Kanban, and SAFe, ensuring that the agreed Agile process is being followed. They also help remove impediments and foster an environment for high-performing team dynamics, continuous flow, and relentless improvement.

## ScrumXP

ScrumXP is a lightweight process to deliver value for cross-functional, self-organized teams within SAFe. It combines the power of Scrum project management practices with Extreme Programming (XP) practices.

## Set-Based Design

Set-Based Design (SBD) is a practice that keeps requirements and design options flexible for as long as possible during the development process. Instead of choosing a single point solution upfront, SBD identifies and simultaneously explores multiple options, eliminating poorer choices over time. It enhances flexibility in the design process by committing to technical solutions only after validating assumptions, which produces better economic results.

## Shared Services

Shared Services represents the specialty roles, people, and services that are necessary for the success of an Agile Release Train (ART) or Solution Train but that cannot be dedicated full-time.

## Solution

Each Value Stream produces one or more Solutions, which are products, services, or systems delivered to the Customer, whether internal or external to the Enterprise.

## Solution Architect/Engineer

The Solution Architect/Engineering role represents an individual or small team that defines a shared technical and architectural vision for the Solution under development. They participate in determining the system, subsystems, and interfaces, validate technology assumptions and evaluate alternatives, working closely with the Agile Release Train (ARTs) and Solution Train.

## **Solution Backlog**

The Solution Backlog is the holding area for upcoming Capabilities and enablers, each of which can span multiple ARTs and is intended to advance the Solution and build its architectural runway.

## **Solution Context**

Solution Context identifies critical aspects of the operational environment for a Solution. It provides an essential understanding of requirements, usage, installation, operation, and support of the solution itself. Solution context heavily influences opportunities and constraints for releasing on demand.

## **Solution Demo**

The Solution Demo is where the results of development efforts from the Solution Train are integrated, evaluated, and made visible to Customers and other stakeholders.

## **Solution Management**

Solution Management has content authority for the Solution Backlog. They work with customers to understand their needs, prioritize Capabilities, create the Solution vision and roadmap, define requirements, and guide work through the Solution Kanban.

## **Solution Train**

The Solution Train is the organizational construct used to build large and complex Solutions that require the coordination of multiple Agile Release Trains (ARTs), as well as the contributions of Suppliers. It aligns ARTs with a shared business and technology mission using the solution Vision, Backlog, and Roadmap, and an aligned Program Increment (PI)

## **Spanning Palette**

The Spanning Palette contains various roles and artifacts that may be applicable to a specific team, program, large solution, or portfolio context. A key element of SAFe's flexibility and configurability, the spanning palette permits organizations to apply only the elements needed for their configuration.

## **Spikes**

Spikes are a type of exploration Enabler Story in SAFe. Defined initially in Extreme Programming (XP), they represent activities such as research, design, investigation, exploration, and prototyping. Their purpose is to gain the knowledge necessary to reduce the risk of a technical approach, better understand a requirement, or increase the reliability of a story estimate.

## **Stories**

Stories are short descriptions of a small piece of desired functionality, written in the user's language. Agile Teams implement small, vertical slices of system functionality and are sized so they can be completed in a single Iteration.

## **Supplier**

A Supplier is an internal or external organization that develops and delivers components, subsystems, or services that help Solution Trains provide Solutions to their Customers.

## **System Demo**

The System Demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI).

## **System Team**

The System Team is a specialized Agile Team that assists in building and using the Agile development environment, including Continuous Integration, test automation, and Continuous Deployment. The System Team supports the integration of assets from Agile teams, performs end-to-end Solution testing where necessary, and assists with deployment and release.

## **Team Backlog**

The Team Backlog contains user and enabler Stories that originate from the Program Backlog, as well as stories that arise locally from the team's local context. It may include other work items as well, representing all the things a team needs to do to advance their portion of the system.

## **Team Kanban**

Team Kanban is a method that helps teams facilitate the flow of value by visualizing workflow, establishing Work In Process (WIP) limits, measuring throughput, and continuously improving their process.

## **Team Level**

The Team Level contains the roles, activities, events, and processes which Agile Teams build and deliver value in the context of the Agile Release Train (ART).

## **Test-First**

Test-First is a Built-In Quality practice derived from Extreme Programming (XP) that recommends building tests before writing code to improve delivery by focusing on the intended results.

## **Value Stream Coordination**

Value Stream Coordination provides guidance to manage dependencies and exploit the opportunities in a portfolio.

## **Value Streams**

Value Streams represent the series of steps that an organization uses to build Solutions that provide a continuous flow of value to a Customer. SAFe value streams are used to define and realize Portfolio-level business objectives and organize Agile Release Trains (ARTs) to deliver value more rapidly.

## **Vision**

The Vision is a description of the future state of the Solution under development. It reflects Customer and stakeholder needs, as well as the Feature and Capabilities, proposed to meet those needs.

## **Weighted Shortest Job First (WSJF)**

Weighted Shortest Job First (WSJF) is a prioritization model used to sequence jobs (ex., Features, Capabilities, and Epics) to produce maximum economic benefit. In SAFe, WSJF is estimated as the Cost of Delay (CoD) divided by job size.

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## Build alignment across teams and the enterprise

Scaled Agile offers a portfolio of credentials designed to meet the needs of Lean-Agile professionals throughout their career. Each certification is supported by world-class courseware and value-added resources that prepare the individual to succeed as a key player in a SAFe enterprise. **The result is higher-quality implementations, and greater stability for the organization.**



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day course



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day course



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SAFe DevOps

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This two-day course provides a comprehensive overview of the DevOps competencies needed to accelerate time-to-market by improving the flow of value through the Continuous Delivery Pipeline. Attendees will map the current value stream through their delivery pipeline from idea to cash, and identify practices that will eliminate bottlenecks to flow.



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NEW SCRUM MASTERS

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Attendees will gain an understanding of the role of Scrum Master in a SAFe enterprise. Unlike traditional Scrum Master training that focuses on the fundamentals of team-level Scrum, the SAFe® Scrum Master course explores the role of Scrum in the context of the entire enterprise, and prepares individuals to successfully plan and execute the Program Increment (PI), the primary enabler of alignment throughout all levels of a SAFe® organization.



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## SAFe® Advanced Scrum Master

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PRACTICING SCRUM MASTERS

This course prepares current Scrum Masters for their leadership role in facilitating Agile team, program, and enterprise success in a SAFe® implementation. The course covers facilitation of cross-team interactions in support of the program execution and relentless improvement. It enhances the Scrum paradigm with an introduction to scalable engineering and DevOps practices; the application of Kanban to facilitate the flow of value; and supporting interactions with architects, product management, and other critical stakeholders in the larger program and enterprise contexts.



day course

## SAFe® Product Owner/Product Manager

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PRODUCT OWNERS, PRODUCT MANAGERS

In this two-day course, you will learn how the roles of Product Owner, Product Manager, Solution Manager, and Epic Owner drive the delivery of value in the SAFe enterprise. You'll get an overview of the SAFe®, the Lean-Agile mindset, and an understanding of how the PO and PM roles operate in the enterprise to drive the delivery of value. Finally, you will get an in-depth understanding of the specific activities, tools, and mechanics used to effectively deliver value to the enterprise.



day workshop

## SAFe® Release Train Engineer

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RELEASE TRAIN ENGINEERS

In this advanced workshop, you will gain an in-depth understanding of the role and responsibilities of a Release Train Engineer (RTE) in the SAFe enterprise. Through experiential learning, you will learn how to facilitate and enable end-to-end value delivery through Agile Release Trains (ARTs) and value streams. You will also learn how to build a high-performing ART by becoming a servant leader and coach, and how to plan and execute a Program Increment (PI) planning event, the primarily enabler of alignment throughout all levels of a SAFe organization.



## Learn more

If you would like to learn more about SAFe, visit these websites.

**The Scaled Agile Framework:** [www.scaledagileframework.com](http://www.scaledagileframework.com)

**Scaled Agile role-based SAFe training and certification:** [www.scaledagile.com](http://www.scaledagile.com)

## About Scaled Agile, Inc.

Scaled Agile, Inc., is the provider of SAFe®, the world's leading framework for enterprise agility. Through learning and certification, a global partner network, and a growing community of over 250,000 trained professionals, Scaled Agile helps enterprises build better systems, increase employee engagement, and improve business outcomes. Scaled Agile is a contributing member of the Pledge 1% corporate philanthropy and community service movement.

### Contact:

Scaled Agile, Inc.  
5400 Airport Blvd, Suite 300  
Boulder CO 80301 USA  
+1.303.554.4367 | [support@scaledagile.com](mailto:support@scaledagile.com)  
[www.scaledagile.com](http://www.scaledagile.com)