

Category (4)	Capability (12)	Domain (9)	Practice Area (31)	Practice Area Acronym (31)	Practice Area Description (31)	Level (5)	Practice (272)	Practice Description (272)	Practice Activity (1080)	Practice Work Product (719)	SAFe Activity (1099)	SAFe Work Product (1092)	SAFe Technical Note (76)
Category (4)	Capability (12)	Domain (9)	Practice Area (31)	PA Acronym (31)	PA Description (31)	Level (5)	Practice (272)	Practice Desc (272)	Practice Activity (1080)	Practice Work Product (719)	SAFe Activity (1099)	SAFe Work Product (1092)	SAFe Technical Note (76)
						Level 1	SDM 1.1	Use the service system to deliver services.	<ul style="list-style-type: none"> <li>Use a service system.</li> <li>Deliver services.</li> </ul>	<ul style="list-style-type: none"> <li>Service system</li> <li>Records of delivered services</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Practices</li> <li>Solution Flow Practices</li> <li>ART Flow Practices</li> <li>Team Flow Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Epic</li> <li>Solution Capabilities</li> <li>ART Features</li> <li>Team Stories</li> </ul>	<ul style="list-style-type: none"> <li>SAFe is a framework to solution new products AND services, so designing new external and internal services and service products are part and parcel to SAFe.</li> <li>SAFe can also be used to plan, operate, and maintain internal and external services and service products.</li> <li>SAFe is also a lean thinking framework which incorporate Kanban and Scrumban principles and practices for continuous just-in-time service delivery.</li> <li>SAFe supports classes of service, service level agreements (SLAs), and new services and service products compatible with ITIL's incident management levels.</li> </ul>
						Level 2	SDM 2.1	Develop, record, keep updated, and follow service agreements.	<ul style="list-style-type: none"> <li>Develop, record, and keep the structure and format of the service agreement updated.</li> <li>Define, negotiate, obtain commitment to, and communicate status of the service agreement.</li> <li>Provide the service agreement to affected stakeholders.</li> <li>Review and revise the service agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Service agreement</li> <li>Records of service agreement reviews</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Management</li> <li>Solution Backlog (ALM) Management</li> <li>ART Backlog (ALM) Management</li> <li>Team Backlog (ALM) Management</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Epics</li> <li>Solution Capabilities</li> <li>ART Features</li> <li>Team Stories</li> </ul>	
					SDM 2.2		Receive and process service requests in accordance with service agreements.	<ul style="list-style-type: none"> <li>Receive service requests and ensure each request is within the scope of the service agreement.</li> <li>Record information about the service request.</li> <li>Determine resources required to address the service request.</li> <li>Determine the actions to satisfy the service request.</li> <li>Monitor the status of service requests until personnel fulfill requests described in the service agreement.</li> <li>Review service request status and confirm results with affected stakeholders.</li> <li>Close the service request and record the actions taken and results.</li> <li>Collect customer satisfaction information after delivery of services.</li> </ul>	<ul style="list-style-type: none"> <li>Service requests</li> <li>Action proposal</li> <li>Customer satisfaction data</li> <li>End user receipts confirming request fulfillment</li> <li>Records of affected stakeholder reviews</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Kanban Management</li> <li>Solution Kanban Management</li> <li>ART Kanban Management</li> <li>Team Kanban Management</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Epics</li> <li>Solution Capabilities</li> <li>ART Features</li> <li>Team Stories</li> </ul>		
					SDM 2.3		Deliver services in accordance with service agreements.	<ul style="list-style-type: none"> <li>Operate service system components according to service system procedures.</li> <li>Perform operations support activities.</li> <li>Perform the activities needed to fulfill service requests.</li> <li>Use a request management system to record service requests.</li> </ul>	<ul style="list-style-type: none"> <li>List of services provided</li> <li>Performance reports and dashboards</li> <li>Log of corrective actions</li> <li>Request management system</li> <li>Request management system records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Practices</li> <li>Solution Flow Practices</li> <li>ART Flow Practices</li> <li>Team Flow Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> </ul>		
					SDM 2.4		Analyze existing service agreements and service data to prepare for updated or new agreements.	<ul style="list-style-type: none"> <li>Collect customer and end user needs and service provider concerns.</li> <li>Analyze service requests.</li> <li>Review and analyze existing service agreements, request management data, supplier agreements, and related service data.</li> </ul>	<ul style="list-style-type: none"> <li>Service data analysis results</li> <li>Information for updating or developing new service agreements or request management approaches</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Planning</li> <li>Solution Planning</li> <li>ART Planning</li> <li>Team Planning</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps &amp; Plans</li> <li>Solution Roadmaps &amp; Plans</li> <li>ART Roadmaps &amp; Plans</li> <li>Team Roadmaps &amp; Plans</li> </ul>		



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		Services	Strategic Service Management	STSM	Develops and deploys standard services that are compatible with strategic business needs and plans.	Level 2	STSM 2.2	Collect, record, and analyze data about strategic needs and capabilities for service delivery.	<ul style="list-style-type: none"> <li>Collect and analyze data on capabilities.</li> <li>Collect and analyze data on strategic needs.</li> <li>Communicate the capabilities and strategic needs to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis results</li> <li>Descriptions of the capabilities</li> <li>Descriptions of strategic needs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Value Stream, Canvas, and UX Model Development</li> <li>Solution Value Stream &amp; Canvas, and UX Model Development</li> <li>ART Value Stream &amp; Canvas, and UX Model Development</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Value Stream, Canvas, and UX Models</li> <li>Solution Value Stream &amp; Canvas, and UX Models</li> <li>ART Value Stream &amp; Canvas, and UX Models</li> </ul>	
						Level 2	STSM 2.3	Develop, keep updated, and follow an approach for providing new or changed services derived from strategic needs and capabilities.	<ul style="list-style-type: none"> <li>Develop, record, and confirm strategic business objectives.</li> <li>Identify requirements for services based on strategic business needs, objectives, and capabilities.</li> <li>Record descriptions of services provided or changed.</li> <li>Identify changes to services offered.</li> <li>Develop, keep updated, and follow plans for new or changed services.</li> <li>Verify that planned services are available when needed.</li> </ul>	<ul style="list-style-type: none"> <li>Descriptions of strategic business objectives</li> <li>Service descriptions</li> <li>Analysis of service system needs</li> <li>Plans for services</li> <li>Plan verification results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Value Stream, Canvas, and UX Model Development</li> <li>Solution Value Stream &amp; Canvas, and UX Model Development</li> <li>ART Value Stream &amp; Canvas, and UX Model Development</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Value Stream, Canvas, and UX Models</li> <li>Solution Value Stream &amp; Canvas, and UX Models</li> <li>ART Value Stream &amp; Canvas, and UX Models</li> </ul>	
						Level 3	STSM 3.1	Develop, keep updated, and use the set of organizational standard service descriptions and service levels.	<ul style="list-style-type: none"> <li>Develop, record, and keep updated standard service descriptions.</li> <li>Specify the characteristics of each service.</li> </ul>	<ul style="list-style-type: none"> <li>Descriptions of services and their characteristics</li> <li>Standard service catalog or menu</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Management</li> <li>Solution Backlog (ALM) Management</li> <li>ART Backlog (ALM) Management</li> <li>Team Backlog (ALM) Management</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> </ul>	
						Level 1	PI 1.1	Assemble solutions and deliver to the customer.	<ul style="list-style-type: none"> <li>Assemble solution.</li> <li>Record all necessary information to install and use the solution.</li> <li>Use applicable methods to package and deliver the solution.</li> <li>Deliver the solution and related documentation; confirm receipt.</li> </ul>	<ul style="list-style-type: none"> <li>Assembled solutions and related documentation</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Practices</li> <li>Solution Flow Practices</li> <li>ART Flow Practices</li> <li>Team Flow Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> </ul>	SAFe strongly supports product integration at multiple levels: <ul style="list-style-type: none"> <li>1. Portfolio - Enterprise Architecture</li> <li>2. Solution - Solution Architecture, Solution Intent</li> <li>3. ART - System Architecture, Continuous Delivery Pipeline</li> </ul>
						Level 2	PI 2.1	Develop, keep updated, and follow an integration strategy.	<ul style="list-style-type: none"> <li>Identify and record product components to be integrated.</li> <li>Identify how solutions and components will be verified and validated during integration.</li> <li>Identify alternative integration strategies.</li> <li>Select the best integration strategy.</li> <li>Periodically review the product integration strategy and revise it as needed.</li> <li>Record and communicate decision rationale and status.</li> </ul>	<ul style="list-style-type: none"> <li>Product integration strategy</li> <li>Recorded rationale for selecting or rejecting alternative product integration strategies</li> <li>Build pipeline</li> <li>Selected integration strategy</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture Practices</li> <li>Solution Architecture &amp; Solution Intent Practices</li> <li>ART System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture</li> <li>Solution Architecture &amp; Solution Intent</li> <li>ART System Architecture</li> </ul>	
						Level 2	PI 2.2	Develop, keep updated, and use the integration environment.	<ul style="list-style-type: none"> <li>Develop requirements for the integration environment.</li> <li>Develop verification and validation procedures and criteria for the integration environment.</li> <li>Decide whether to build, buy, or reuse the integration environment.</li> <li>Develop or acquire an integration environment.</li> <li>Verify and validate the integration environment.</li> <li>Use the integration environment.</li> <li>Revise the integration environment as needed.</li> <li>Communicate with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Verified and validated environment for product integration</li> <li>Build, buy, or reuse analyses</li> <li>Support documentation for the integration environment</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
						Level 2	PI 2.3	Develop, keep updated, and follow procedures and criteria for integrating solutions and components.	<ul style="list-style-type: none"> <li>Develop, use, and keep updated product integration procedures for the product components.</li> <li>Develop, use, and keep updated criteria for product component integration and evaluation.</li> <li>Record, keep updated, and communicate the product integration procedures and criteria.</li> </ul>	<ul style="list-style-type: none"> <li>Product integration procedures</li> <li>Product integration criteria</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture Practices</li> <li>Solution Architecture &amp; Solution Intent Practices</li> <li>ART System Architecture Practices</li> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture</li> <li>Solution Architecture &amp; Solution Intent</li> <li>ART System Architecture</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Report</li> </ul>	

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Engineering & Developing Products	Development	Product Integration	PI	Integrates and delivers the solution that addresses functionality, performance, and quality requirements.	Level 3	PI 2.4	Confirm, prior to integration, that each component has been properly identified and operates according to its requirements and design.	<ul style="list-style-type: none"> <li>Track the integration readiness status of the components.</li> <li>Ensure components are delivered to the product integration environment as described in the product integration strategy and procedures.</li> <li>Confirm each component is correctly identified and received.</li> <li>Verify and validate that each received component meets its requirements and design.</li> <li>Check the status of the current configuration against the expected configuration.</li> <li>Check all the physical interfaces or connections before integrating product components.</li> <li>Communicate results with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance documents or test criteria for each product component</li> <li>Exception reports</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>		
						PI 2.5	Evaluate integrated components to ensure conformance to the solution's requirements and design.	<ul style="list-style-type: none"> <li>Evaluate integrated components, interfaces or connections, and testing using the integration strategy, procedures, and criteria.</li> <li>Record and communicate evaluation results.</li> </ul>	<ul style="list-style-type: none"> <li>Integration evaluation reports</li> <li>Interface or connection evaluation reports</li> <li>Test reports</li> <li>Exception reports</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>		
						PI 2.6	Integrate solutions and components according to the integration strategy.	<ul style="list-style-type: none"> <li>Confirm readiness of the product integration environment.</li> <li>Integrate components according to the product integration strategy, procedures, and criteria.</li> <li>Update the product integration strategy, procedures, and criteria as needed.</li> <li>Integrate and deliver the product and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated solution or components</li> <li>Exception or test reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture Practices</li> <li>Solution Architecture &amp; Solution Intent Practices</li> <li>ART System Architecture Practices</li> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Solution Architecture &amp; Solution Intent</li> <li>ART System Architecture</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Report</li> </ul>		
						PI 3.1	Review and keep updated interface or connection descriptions for coverage, completeness, and consistency throughout the solution's life.	<ul style="list-style-type: none"> <li>Review with affected stakeholders and keep updated interface or connection descriptions for coverage, completeness, and consistency throughout the product's life.</li> <li>Resolve interface or connection issues.</li> <li>Update interface or connection descriptions and make accessible to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Interface or connection review results</li> <li>List of action items for updating interfaces or connections</li> <li>Updated interface or connection descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture Practices</li> <li>Solution Architecture &amp; Solution Intent Practices</li> <li>ART System Architecture Practices</li> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlog (ALM)</li> <li>Solution Architecture, Solution Intent, &amp; Backlog (ALM)</li> <li>ART System Architecture &amp; Backlog (ALM)</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>		
						PI 3.2	Confirm, prior to integration, that component interfaces or connections comply with interface or connection descriptions.	<ul style="list-style-type: none"> <li>Compare interface or connection descriptions with component interfaces or connections and identify non-compliances.</li> <li>Address interface or connection non-compliances and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Results of comparison of component interfaces or connections to their descriptions</li> <li>List of component interface or connection non-compliances</li> <li>List of action items for updating interface or connection descriptions or component interfaces or connections</li> <li>Updated interface or connection descriptions or component interfaces or connections</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture Practices</li> <li>Solution Architecture &amp; Solution Intent Practices</li> <li>ART System Architecture Practices</li> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlog (ALM)</li> <li>Solution Architecture, Solution Intent, &amp; Backlog (ALM)</li> <li>ART System Architecture &amp; Backlog (ALM)</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>		
						PI 3.3	Evaluate integrated components for interface or connection compatibility.	<ul style="list-style-type: none"> <li>Evaluate the integrated components for compatibility.</li> <li>Record and communicate the evaluation results.</li> </ul>	<ul style="list-style-type: none"> <li>Interface or connection issues reports</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery Practices</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>		
						TS 1.1	Build a solution to meet requirements.	<ul style="list-style-type: none"> <li>Build a solution.</li> </ul>	<ul style="list-style-type: none"> <li>Product or service</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Solutions</li> <li>Large Solutions</li> <li>ART Solutions</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports technical solutions at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Enterprise Architecture</li> <li>Solution - Solution Architecture, Solution Intent</li> <li>ART - System Architecture</li> </ol> </li> </ul>	
						TS 2.1	Design and build a solution to meet requirements.	<ul style="list-style-type: none"> <li>Define the architecture.</li> <li>Identify, develop, or acquire effective design methods or tools for the solution.</li> <li>Evaluate commercial off-the-shelf (COTS) products.</li> <li>Develop a preliminary design.</li> <li>Develop a detailed design.</li> <li>Track requirements against design to ensure they are satisfied.</li> <li>Build the solution.</li> </ul>	<ul style="list-style-type: none"> <li>Architecture</li> <li>Component design</li> <li>Completed solution</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Solutions</li> <li>Large Solution Architecture, Solution Intent, &amp; Solutions</li> <li>ART System Architecture &amp; Solutions</li> </ul>		

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						Level 2	TS 2.2	Evaluate the design and address identified issues.	<ul style="list-style-type: none"> <li>Determine what types of reviews to perform.</li> <li>Identify review participants.</li> <li>Send draft designs to reviewers.</li> <li>Conduct a technical review.</li> <li>Record decisions, issues, and concerns.</li> <li>Identify potential fixes.</li> <li>Communicate issues and decisions to affected stakeholders.</li> <li>Update the design to address identified issues.</li> <li>Review the solution.</li> <li>Revise the component as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Design evaluation issues</li> <li>Design review meeting minutes</li> <li>Updated design</li> <li>Updated solution</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Solutions</li> <li>Large Solution Architecture, Solution Intent, &amp; Solutions</li> <li>ART System Architecture &amp; Solutions</li> </ul>						
							Level 2	TS 2.3	Provide guidance on use of the solution.	<ul style="list-style-type: none"> <li>Develop and provide guidance materials.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance material</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Solutions</li> <li>Large Solution Architecture, Solution Intent, &amp; Solutions</li> <li>ART System Architecture &amp; Solutions</li> </ul>					
		Development	Technical Solution	TS	Designs and builds solutions that meet requirements.	Level 3	TS 3.1	Develop criteria for design decisions.	<ul style="list-style-type: none"> <li>Analyze, develop, evaluate, use, and keep updated design criteria.</li> <li>Review and revise the design criteria with affected stakeholders as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Design criteria</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlogs (ALM)</li> <li>Large Solution Architecture, Solution Intent, &amp; Backlogs (ALM)</li> <li>ART System Architecture &amp; Backlogs (ALM)</li> </ul>						
											Level 3	TS 3.2	Develop alternative solutions for selected components.	<ul style="list-style-type: none"> <li>Develop, identify, and record alternative solutions.</li> <li>Record the requirements allocation for each alternative.</li> <li>Communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Alternative solutions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlogs (ALM)</li> <li>Large Solution Architecture, Solution Intent, &amp; Backlogs (ALM)</li> <li>ART System Architecture &amp; Backlogs (ALM)</li> </ul>	
											Level 3	TS 3.3	Perform a build, buy, or reuse analysis.	<ul style="list-style-type: none"> <li>Perform a build, buy, or reuse analysis.</li> <li>Record analysis and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Build, buy, or reuse analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlogs (ALM)</li> <li>Large Solution Architecture, Solution Intent, &amp; Backlogs (ALM)</li> <li>ART System Architecture &amp; Backlogs (ALM)</li> </ul>	
											Level 3	TS 3.4	Select solutions based on design criteria.	<ul style="list-style-type: none"> <li>Evaluate each alternative solution against the selection criteria.</li> <li>Select the solutions that satisfy the established criteria.</li> <li>Based on evaluation of alternatives, reassess and update selection criteria when necessary.</li> <li>Develop, use, and keep updated records of solutions, evaluations, and rationale.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded solutions, evaluations, and rationale</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlogs (ALM)</li> <li>Large Solution Architecture, Solution Intent, &amp; Backlogs (ALM)</li> <li>ART System Architecture &amp; Backlogs (ALM)</li> </ul>	
											Level 3	TS 3.5	Develop, keep updated, and use information needed to implement the design.	<ul style="list-style-type: none"> <li>Record the information needed to implement the solution.</li> <li>Revise the information needed to implement the solution, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Technical data package</li> <li>Requirements, design, test, and traceability information</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Management</li> <li>Solution Backlog (ALM) Management</li> <li>ART Backlog (ALM) Management</li> <li>Team Backlog (ALM) Management</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> </ul>	
											Level 3	TS 3.6	Design solution interfaces or connections using established criteria.	<ul style="list-style-type: none"> <li>Define interface or connection criteria.</li> <li>Develop interface or connection design alternatives using established criteria.</li> <li>Identify interfaces or connections, both internal and external.</li> <li>Identify interfaces or connections between components and related processes.</li> <li>Identify user interfaces or connections.</li> <li>Record, keep updated, use, and communicate selected interface or connection criteria, design, and selection rationale.</li> </ul>	<ul style="list-style-type: none"> <li>Interface or connection specification criteria</li> <li>Interface or connection design specification</li> <li>Interface or connection control documents</li> <li>Rationale for selected interface or connection design</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Enterprise Architecture Practices</li> <li>Solution Flow, Architecture, &amp; Solution Intent Practices</li> <li>ART Flow, Design Thinking, Lean UX Practices, &amp; System Architecture Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Backlogs (ALM)</li> <li>Large Solution Architecture, Solution Intent, &amp; Backlogs (ALM)</li> <li>ART System Architecture &amp; Backlogs (ALM)</li> </ul>	



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Doing						Level 3	PR 3.1	Analyze results and data from peer reviews.	<ul style="list-style-type: none"> <li>Analyze peer review process data and the results from the peer review.</li> <li>Record and communicate analysis results.</li> </ul>	Analysis results	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic (ALM) Records &amp; Reports</li> </ul>	
						Level 1	PQA 1.1	Identify and address process and work product issues.	<ul style="list-style-type: none"> <li>Identify issues.</li> <li>Record issues.</li> <li>Resolve issues.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded issues</li> <li>Addressed issues</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments &amp; ALM Rules</li> <li>Solution Flow Assessments &amp; ALM Rules</li> <li>ART Flow Assessments &amp; ALM Rules</li> <li>Team Flow Assessments &amp; ALM Rules</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment Results &amp; ALM Reports</li> <li>Solution Flow Assessment Results &amp; ALM Reports</li> <li>ART Flow Assessment Results &amp; ALM Reports</li> <li>Team Flow Assessment Results &amp; ALM Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports process quality assurance at all levels</li> <li>SAFe has numerous assessments for all levels, governance, and technical practices</li> <li>Many are independently automated to benchmark against multiple demographic factors</li> <li>Manual and automated process assessments are also built into ALM tools and definition of done</li> </ul>
						Level 2	PQA 2.1	Develop, keep updated, and follow a quality assurance approach and plan based on historical quality data.	<ul style="list-style-type: none"> <li>Develop, record, and keep updated the quality approach and plan.</li> <li>Identify areas for evaluation.</li> <li>Review, update, and approve the approach with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Quality assurance approach and plan</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>Solution Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>ART Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> <li>Team Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> <li>Continuous Delivery (ALM) Reports &amp; Records</li> </ul>	
							PQA 2.2	Objectively evaluate selected performed processes and work products against the recorded process and applicable standards.	<ul style="list-style-type: none"> <li>Develop and keep updated clearly stated criteria for evaluations.</li> <li>Develop and keep updated checklists based on process descriptions, standards, and procedures.</li> <li>Use the defined criteria and checklists to evaluate if selected performed processes follow process descriptions, standards, and procedures.</li> <li>Identify and record each noncompliance found during the evaluation.</li> <li>Leverage recorded best practices in other parts of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Criteria</li> <li>Checklists</li> <li>Evaluation reports</li> <li>Noncompliance reports</li> <li>Improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>Solution Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>ART Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> <li>Team Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> <li>Continuous Delivery (ALM) Reports &amp; Records</li> </ul>	
							PQA 2.3	Communicate quality and non-compliance issues and ensure their resolution.	<ul style="list-style-type: none"> <li>Communicate and resolve each noncompliance issue.</li> <li>Escalate noncompliance issues when they cannot be resolved.</li> <li>Analyze noncompliance issues to identify quality trends.</li> <li>Ensure affected stakeholders are aware of evaluation results and quality trends.</li> </ul>	<ul style="list-style-type: none"> <li>Quality trend analysis reports</li> <li>Noncompliance resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>Solution Flow Governance, Technical Practices, &amp; Definition of Done</li> <li>ART Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> <li>Team Flow Assessment Governance, Technical Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports &amp; Records</li> <li>Solution Backlog (ALM) Reports &amp; Records</li> <li>ART Backlog (ALM) Reports &amp; Records</li> <li>Team Backlog (ALM) Reports &amp; Records</li> <li>Continuous Delivery (ALM) Reports &amp; Records</li> </ul>	
							PQA 2.4	Record and use results of quality assurance activities.	<ul style="list-style-type: none"> <li>Record and keep updated information about quality assurance activities.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation records</li> <li>Quality assurance reports</li> <li>Status reports of non-compliance issues and corrective actions</li> <li>Reports of quality trends</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments &amp; ALM Rules</li> <li>Solution Flow Assessments &amp; ALM Rules</li> <li>ART Flow Assessments &amp; ALM Rules</li> <li>Team Flow Assessments &amp; ALM Rules</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment Results &amp; ALM Reports</li> <li>Solution Flow Assessment Results &amp; ALM Reports</li> <li>ART Flow Assessment Results &amp; ALM Reports</li> <li>Team Flow Assessment Results &amp; ALM Reports</li> </ul>	
						Level 3	PQA 3.1	Identify and record opportunities for improvement during quality assurance activities.	<ul style="list-style-type: none"> <li>Record potential improvements observed during quality assurance activities.</li> <li>Submit improvement proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments &amp; ALM Rules</li> <li>Solution Flow Assessments &amp; ALM Rules</li> <li>ART Flow Assessments &amp; ALM Rules</li> <li>Team Flow Assessments &amp; ALM Rules</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment Results &amp; ALM Reports</li> <li>Solution Flow Assessment Results &amp; ALM Reports</li> <li>ART Flow Assessment Results &amp; ALM Reports</li> <li>Team Flow Assessment Results &amp; ALM Reports</li> </ul>	





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		Core	Requirements Development & Management	RDM	Elicits requirements, confirms common understanding by stakeholders, and aligns requirements, plans, and work products.	Level 3	RDM 3.1	Develop and keep requirements updated for the solution and its components.	<ul style="list-style-type: none"> <li>Develop, record, and keep updated requirements in technical terms necessary for solution and solution component design.</li> <li>Derive, record, and keep updated requirements that result from solution selections and design decisions.</li> <li>Record and keep updated bidirectional traceability.</li> <li>Review requirements for potential impact to architecture and design.</li> <li>Record and keep updated prioritization of requirements.</li> <li>Record and keep updated nontechnical requirements.</li> <li>Identify, record, and keep updated requirements for external and internal interfaces or connections.</li> </ul>	Requirements	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RDM 3.2	Develop operational concepts and scenarios.	<ul style="list-style-type: none"> <li>Develop, record, and keep updated operational concepts and scenarios.</li> <li>Review operational concepts and scenarios with affected stakeholders to refine and discover requirements.</li> </ul>	Operational concepts and scenarios	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RDM 3.3	Allocate the requirements to be implemented.	<ul style="list-style-type: none"> <li>Allocate, record, and keep updated requirements.</li> <li>Record and keep updated relationships among allocated requirements.</li> <li>Review requirements allocations and relationships with affected stakeholders.</li> </ul>	Requirement allocations	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RDM 3.4	Identify, develop, and keep updated interface or connection requirements.	<ul style="list-style-type: none"> <li>Identify, record, and keep updated internal and external interface or connection requirements.</li> <li>Review interface or connection requirements for coverage and completeness with affected stakeholders, and record results.</li> </ul>	<ul style="list-style-type: none"> <li>Interface or connection requirements</li> <li>Interface or connection requirements review results</li> <li>Action items for updating interface or connection requirements</li> <li>Updated interface or connection requirements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RDM 3.5	Ensure that requirements are necessary and sufficient.	<ul style="list-style-type: none"> <li>Perform a requirements analysis to determine if requirements are necessary and sufficient.</li> <li>Review analysis results with stakeholders.</li> <li>Update requirements based on review results.</li> </ul>	<ul style="list-style-type: none"> <li>Requirements analysis results</li> <li>Updated requirements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RDM 3.6	Balance stakeholder needs and constraints.	<ul style="list-style-type: none"> <li>Develop and keep updated a definition of required functionality and quality attributes.</li> <li>Analyze requirements to ensure that they balance stakeholder needs and constraints.</li> <li>Review, analyze and negotiate requirements tradeoffs with customers and stakeholders.</li> <li>Record and keep updated proposed requirements changes and communicate with affected stakeholders.</li> <li>Validate requirements to ensure the resulting service system will perform as intended in the end user's environment.</li> </ul>	<ul style="list-style-type: none"> <li>Operational concepts and scenarios, use cases, activity diagrams, and user stories</li> <li>Analysis methods and results</li> <li>Proposed requirements changes</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Design Thinking, UX Model Development, Epics, and Backlog (ALM) Practices</li> <li>Solution Flow, Design Thinking, UX Model Development, Capabilities, and Backlog (ALM) Practices</li> <li>ART Value Flow, Design Thinking, UX Model Development, Features, Stories, and Backlog (ALM) Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	



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							VV 2.3	Develop, keep updated, and follow procedures for verification and validation.	<ul style="list-style-type: none"> <li>Identify criteria for selecting work products and activities for verification and validation.</li> <li>Develop and keep updated procedures for verification and validation.</li> <li>Perform verification and validation in accordance with the procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Verification procedures</li> <li>Validation procedures</li> <li>Verification and validation results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							VV 3.1	Develop, keep updated, and use criteria for verification and validation.	<ul style="list-style-type: none"> <li>Develop verification and validation criteria and refine them as work progresses.</li> </ul>	<ul style="list-style-type: none"> <li>Verification criteria</li> <li>Validation criteria</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
						Level 3	VV 3.2	Analyze and communicate verification and validation results.	<ul style="list-style-type: none"> <li>Compare actual results to expected results.</li> <li>Identify the results that do not meet established criteria for verification.</li> <li>Identify the results that do not meet established criteria for validation.</li> <li>Analyze verification and validation results that do not meet established criteria and determine corrective actions.</li> <li>Submit improvement proposals for the verification and validation process.</li> <li>Record and communicate analysis results and corrective actions to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Results of actual to expected comparisons for verification and validation</li> <li>Analysis results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, and MBSE (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							SAM 1.1	Identify, evaluate, and select suppliers.	<ul style="list-style-type: none"> <li>Identify potential suppliers and distribute requests for proposals.</li> <li>Evaluate proposals and select suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>List of potential suppliers</li> <li>RFP</li> <li>Proposal evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports supplier agreement management at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, SAFe contracting</li> <li>Solution - Governance, SAFe contracting</li> <li>ART - Governance, SAFe contracting</li> <li>Team - Governance, SAFe contracting</li> </ol> </li> </ul>
						Level 1	SAM 1.2	Develop and record the supplier agreement.	<ul style="list-style-type: none"> <li>Develop and record a supplier agreement.</li> <li>Negotiate the terms of the candidate agreement with the supplier.</li> <li>Reach agreement with supplier.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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							SAM 1.3	Accept or reject the supplier deliverables.	<ul style="list-style-type: none"> <li>Accept or reject the supplier deliverable based on the extent that the agreed-on supplier deliverable meets contractual requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Deliverables per the supplier agreement</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							SAM 1.4	Process supplier invoices.	<ul style="list-style-type: none"> <li>Process supplier invoices in accordance with agreements.</li> </ul>	<ul style="list-style-type: none"> <li>Records of supplier invoices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							SAM 2.1	Identify evaluation criteria, potential suppliers, and distribute supplier requests.	<ul style="list-style-type: none"> <li>Develop the Statement of Work (SOW) for the supplier.</li> <li>Develop terms and conditions and additional information.</li> <li>Develop and record the required proposal contents.</li> <li>Develop proposal evaluation criteria.</li> <li>Identify and finalize a list of qualified suppliers.</li> <li>Communicate and review the supplier request package with affected stakeholders prior to distribution and obtain commitment.</li> <li>Manage supplier request package.</li> </ul>	<ul style="list-style-type: none"> <li>Records of reviews of the supplier request package and stakeholder commitments</li> <li>Supplier and proposal evaluation criteria</li> <li>Supplier request package</li> <li>List of qualified suppliers</li> <li>Communication records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
					Selects qualified suppliers, establishes agreements, and manages the resulting supplier and acquirer activities over the term of the agreement.		SAM 2.2	Evaluate supplier responses according to recorded evaluation criteria and select suppliers.	<ul style="list-style-type: none"> <li>Verify conformance to requirements and completeness of supplier responses.</li> <li>Distribute supplier proposals to individuals performing the evaluation.</li> <li>Conduct initial review of supplier proposals.</li> <li>Schedule and hold supplier presentations.</li> <li>Evaluate and score supplier proposals according to evaluation criteria.</li> <li>Perform due diligence on highest ranking suppliers.</li> <li>Negotiate with suppliers.</li> <li>Select a supplier.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier proposal</li> <li>List of candidate suppliers</li> <li>Clarification correspondence between the acquirer and potential suppliers</li> <li>Evaluation results and rationale</li> <li>Revisions due to negotiations</li> <li>Supplier selection decision</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 2	SAM 2.3	Manage supplier activities as specified in the supplier agreement and keep agreement updated.	<ul style="list-style-type: none"> <li>Establish supplier agreement.</li> <li>Verify that the acquirer and supplier understand and agree to all requirements by approving the supplier agreement.</li> <li>Monitor supplier progress and performance, e.g., schedule, effort, cost, technical, as defined in the supplier agreement.</li> <li>Conduct agreement reviews with the supplier as specified in the supplier agreement.</li> <li>Conduct technical reviews with the supplier as defined in the supplier agreement.</li> <li>Conduct management reviews with the supplier as specified in the supplier agreement.</li> <li>Record results of the reviews and interactions.</li> <li>Manage the supplier agreement and keep it updated.</li> <li>Verify that the acquirer and supplier understand and agree to all changes to requirements by approving the updated supplier agreement.</li> <li>Communicate changes to the supplier agreement with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier agreement</li> <li>Formal change requests or contract addenda</li> <li>Records of communication, progress, review materials, and performance reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							SAM 2.4	Verify that the supplier agreement is satisfied before accepting the acquired supplier deliverable.	<ul style="list-style-type: none"> <li>Refine, update or add, and use acceptance criteria and procedures to verify that the supplier agreement is satisfied.</li> <li>Review and obtain agreement from affected stakeholders on the acceptance procedures before the acceptance review.</li> <li>Following acceptance criteria and procedures, verify that the acquired supplier deliverable satisfies the supplier agreement.</li> <li>Confirm that all agreed-on contractual requirements for the acquired supplier deliverable are satisfied.</li> <li>Communicate to affected stakeholders that the supplier agreement has been satisfied.</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance criteria and procedures</li> <li>Discrepancy reports or corrective action plans</li> <li>Acceptance review report with recorded approval</li> <li>Formal acceptance notifications</li> <li>A record that all agreement requirements have been met</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Solution Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>ART Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> <li>Team Flow Governance, Contracting, and Statement of Work Practices &amp; Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 1	CONT 1.1	Develop contingency approaches for managing significant disruptions to operations.	<ul style="list-style-type: none"> <li>Record contingency approaches.</li> <li>Specify trigger values.</li> </ul>	<ul style="list-style-type: none"> <li>Records of contingency approaches</li> <li>Trigger values</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports continuity of operations (COOP at multiple levels):</li> <li>1. Portfolio - Governance, Nonfunctional Requirements, Backlogs, Epics, Epic Enablers, Value Streams</li> <li>2. Solution - Governance, Nonfunctional Requirements, Backlogs, Capabilities, Capability Enablers, Value Streams</li> <li>3. ART - Governance, Nonfunctional Requirements, Backlogs, Features, Feature Enablers, Value Streams</li> <li>4. Team - Governance, Nonfunctional Requirements, Backlogs, Stories, Story Enablers, Value Streams</li> </ul>
							CONT 2.1	Identify and prioritize functions essential for continuity.	<ul style="list-style-type: none"> <li>Develop continuity scenarios.</li> <li>Identify the essential functions on which operations rely.</li> <li>Analyze the criticality and the impact to operations if the project cannot perform the essential functions.</li> <li>Prioritize the list of essential functions.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritized list of critical functions</li> <li>Business impact analyses</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps &amp; Plans</li> <li>Solution Roadmaps &amp; Plans</li> <li>ART Roadmaps &amp; Plans</li> <li>Team Roadmaps &amp; Plans</li> </ul>	



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						Level 3	CONT 3.3	Prepare, conduct, and analyze results from verification and validation of the continuity plan.	<ul style="list-style-type: none"> <li>Develop a plan for verifying and validating continuity.</li> <li>Prepare the environment to conduct verification and validation.</li> <li>Prepare checklists to verify and validate the continuity plan.</li> <li>Review the verification and validation plan with affected stakeholders.</li> <li>Decide on the procedures and criteria to verify and validate the continuity plan.</li> <li>Conduct verification and validation of the continuity plan.</li> <li>Evaluate results of verification and validation activities.</li> <li>Collect improvement proposals for business operations or system components as appropriate based on the analyses of results.</li> <li>Provide information on defect resolution and initiate corrective action.</li> <li>Record the results and recommendations of verification and validation activities.</li> <li>Record recommendations for improving the continuity plan.</li> <li>Update the continuity plan as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Verification and validation plan for assuring continuity</li> <li>Evaluation methods used for verification and validation</li> <li>Description of environments necessary to conduct verification and validation</li> <li>Verification and validation procedures</li> <li>Criteria for what constitutes successful verification and validation</li> <li>List of personnel and affected stakeholders involved in continuity verification and validation activities</li> <li>Verification and validation analysis reports</li> <li>Recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
	Managing Business Resilience	Services	Incident Resolution & Prevention	IRP	Resolves and prevents disruptions promptly to sustain service delivery levels.	Level 1	IRP 1.1	Record and resolve incidents.	<ul style="list-style-type: none"> <li>Record incidents.</li> <li>Address each incident.</li> <li>Record incident status.</li> </ul>	<ul style="list-style-type: none"> <li>Updated list of incidents and their status</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports incidence resolution and prevention at multiple levels:</li> <li>1. Portfolio - Lean Governance, Practices, Tools, WIP Limits, Service Levels, Definition of Done</li> <li>2. Solution - Lean Governance, Practices, Tools, WIP Limits, Service Levels, Definition of Done</li> <li>3. ART - Lean Governance, Practices, Tools, WIP Limits, Service Levels, Definition of Done</li> <li>4. Team - Lean Governance, Practices, Tools, WIP Limits, Service Levels, Definition of Done</li> <li>5. Continuous Delivery - Reliability, Maintainability, Recovery, Rollback, Backup, Redundancy, etc.</li> </ul>
						Level 2	IRP 2.1	Develop, keep updated, and follow an approach for incident resolution and prevention.	<ul style="list-style-type: none"> <li>Identify incidents.</li> <li>Record and keep updated information that is useful in managing, resolving, and preventing incidents.</li> <li>Define criteria and categories for incidents and to determine what is a valid incident.</li> <li>Identify, record, and keep workarounds or agreed-upon responses updated.</li> <li>Review incident resolutions with affected stakeholders.</li> <li>Record lessons learned.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded incidents and associated information</li> <li>Incident criteria and categories</li> <li>Incident resolution and prevention approach</li> <li>Records of stakeholder reviews</li> <li>Recorded workarounds or responses</li> <li>Recorded lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Roadmaps, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Roadmaps, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Roadmaps, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	IRP 2.2	Monitor and resolve each incident to closure.	<ul style="list-style-type: none"> <li>Monitor incidents until they meet the terms of the customer agreement.</li> <li>Escalate incidents as necessary.</li> <li>Close incidents that meet the criteria for closure.</li> </ul>	<ul style="list-style-type: none"> <li>Updated list of incidents and their status</li> <li>Closed incident records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Roadmaps, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Roadmaps, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Roadmaps, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 3	IRP 2.3	Communicate incident status.	<ul style="list-style-type: none"> <li>Communicate incident status.</li> </ul>	<ul style="list-style-type: none"> <li>Records of communication with customers and end users</li> <li>Status reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Roadmaps, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Roadmaps, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Roadmaps, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							IRP 3.1	Develop, keep updated, and use an incident management system for processing and tracking incidents and their resolution.	<ul style="list-style-type: none"> <li>Establish an incident management system.</li> <li>Maintain the integrity of the incident management system and its contents.</li> <li>Maintain the incident management system.</li> </ul>	<ul style="list-style-type: none"> <li>An incident management system with controlled work products</li> <li>Procedures for accessing and using the incident management system</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Roadmaps, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Roadmaps, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Roadmaps, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							IRP 3.2	Analyze selected incident and resolution data for prevention of future incidents.	<ul style="list-style-type: none"> <li>Categorize the incident.</li> <li>Analyze the business impact of the incident.</li> <li>Decide which group is best suited to address the incident.</li> <li>Analyze incident data.</li> <li>Decide the actions to address the incident.</li> <li>Resolve the incident using the best course of action.</li> <li>Record the actions and results in the incident management system.</li> <li>Verify and validate the effectiveness of the incident remediation.</li> <li>Communicate solutions to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Updated incident management records</li> <li>Record of analysis results</li> <li>Reports of underlying causes of incidents</li> <li>Reusable solution description</li> <li>Plans for addressing underlying causes of selected incidents</li> <li>Verification and validation results for the chosen courses of action</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Roadmaps, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Roadmaps, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Roadmaps, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Roadmaps, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 1	RSK 1.1	Identify and record risks or opportunities and keep them updated.	<ul style="list-style-type: none"> <li>Identify the risks associated with the work.</li> <li>Record the risks.</li> <li>Identify opportunities.</li> <li>Record opportunities.</li> <li>Identify the affected stakeholders associated with each risk or opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>List of identified risks or opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports risk and opportunity management at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Lean Governance, risk identification and management, ALM tools with risk capabilities, day-to-day tracking, etc.</li> <li>Solution - Lean Governance, risk identification and management, ALM tools with risk capabilities, day-to-day tracking, etc.</li> <li>ART - Lean Governance, risk identification and management, ALM tools with risk capabilities, day-to-day tracking, etc.</li> </ol> </li> </ul>
						Level 2	RSK 2.1	Analyze identified risks or opportunities.	<ul style="list-style-type: none"> <li>Analyze the identified risks.</li> <li>Review the Work Breakdown Structure (WBS), plan, and schedule for risks.</li> <li>Identify the impact of each risk.</li> <li>Identify the probability of occurrence for each risk.</li> <li>Assign priorities to each risk based on the impact and probability of occurrence.</li> <li>Analyze the identified opportunities.</li> <li>Review the WBS, plan, and schedule for opportunities.</li> <li>Identify the benefits and costs of each opportunity.</li> <li>Assign priorities to each opportunity based on the benefit and cost.</li> <li>Rank opportunity according to priorities.</li> <li>Review assigned opportunity priorities with affected stakeholders and get agreement.</li> <li>Develop the risk and opportunity analysis report.</li> </ul>	<ul style="list-style-type: none"> <li>Identified risks or opportunities</li> <li>Risk or opportunity priorities</li> <li>Risk and opportunity analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	



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		Core	Risk & Opportunity Management	RSK	Identifies, records, analyzes, and manages potential risks or opportunities.	Level 3	RSK 2.2	Monitor identified risks or opportunities and communicate status to affected stakeholders.	<ul style="list-style-type: none"> <li>Periodically review risks or opportunities.</li> <li>Update risks or opportunities as additional information becomes available.</li> <li>Communicate the risk or opportunity status to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Records of risk or opportunity monitoring</li> <li>Updated risks or opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RSK 3.1	Identify and use risk or opportunity categories.	<ul style="list-style-type: none"> <li>Identify risk or opportunity categories.</li> <li>Organize risks or opportunities according to defined categories.</li> </ul>	<ul style="list-style-type: none"> <li>Categories list</li> <li>Categorized risks or opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RSK 3.2	Define and use parameters for risk or opportunity analysis and handling.	<ul style="list-style-type: none"> <li>Identify a relative priority for each risk or opportunity based on assigned parameters.</li> <li>Define thresholds to trigger actions for selected risks or opportunities.</li> <li>Prepare and perform assessments for selected risks.</li> <li>Prepare and perform opportunity assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Risk or opportunity evaluation, categorization, and prioritization parameters</li> <li>List of risks or opportunities and their assigned priority</li> <li>Risk or opportunity assessment results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RSK 3.3	Develop and keep updated a risk or opportunity management strategy.	<ul style="list-style-type: none"> <li>Develop, record, and keep updated a risk or opportunity management strategy.</li> <li>Review the risk or opportunity management strategy with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Risk or opportunity management strategy</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RSK 3.4	Develop and keep updated risk or opportunity management plans.	<ul style="list-style-type: none"> <li>Develop mitigation plans for selected risks and contingency plans in the event their impacts are realized.</li> <li>Develop leverage plans for selected opportunities to increase the likelihood that their impacts are realized.</li> <li>Review plans with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Risk management plans</li> <li>Opportunity leveraging plans</li> <li>Updated plans and status</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							RSK 3.5	Manage risks or opportunities by implementing planned risk or opportunity management activities.	<ul style="list-style-type: none"> <li>Manage risks or opportunities using the risk or opportunity management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Updated status</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
											Level 1	EVW 1.1	Identify and record virtual work needs and constraints.

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		Virtual	Enabling Virtual Work	EVW	Defines and manages an approach for effective virtual work and operations.	Level 2	EVW 1.2	Perform virtual work.	<ul style="list-style-type: none"> <li>Perform virtual work.</li> <li>Communicate virtual work results with affected stakeholders and customers.</li> </ul>	<ul style="list-style-type: none"> <li>Outputs from virtual work</li> <li>List of criteria for virtual work approaches</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>						
												EVW 2.1	Develop, keep updated, and use an approach to perform virtual work.	<ul style="list-style-type: none"> <li>Develop and record an approach for virtual work and keep it updated.</li> <li>Coordinate with customer and affected stakeholders to determine and then communicate virtual work needs and constraints.</li> <li>Identify mitigations, workarounds, and contingencies for virtual work.</li> <li>Identify, evaluate, and rate performance impacts resulting from use of virtual work technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Approach for virtual work and solution delivery</li> <li>Records of communication about approach with customers and affected stakeholders</li> <li>List of needs and constraints and their mitigation, workarounds, and contingencies</li> <li>Virtual work verification, validation, and effectiveness evaluation and results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
												EVW 2.2	Monitor the virtual work approach and take corrective action when needed.	<ul style="list-style-type: none"> <li>Review virtual work according to the virtual work approach.</li> <li>Review risks associated with virtual work.</li> <li>Identify corrective actions.</li> <li>Track corrective actions to closure.</li> </ul>	<ul style="list-style-type: none"> <li>Revisions to the virtual work approach</li> <li>Report from monitoring of virtual work activities</li> <li>List of corrective actions</li> <li>Status report of corrective actions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
											Level 3	EVW 3.1	Develop, keep updated, and use an organizational strategy, approach, and functional capability for performing virtual work.	<ul style="list-style-type: none"> <li>Identify organizational strategy, roles and responsibilities and tasks required for virtual work and operations, and keep updated.</li> <li>Identify, deploy, monitor, and keep updated virtual work resources.</li> <li>Manage virtual work activities, plans, tools, infrastructure, and processes.</li> <li>Pilot, refine, and improve virtual work operations.</li> <li>Train and communicate virtual work methods, tools, processes, etc. with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational virtual work strategy and approach</li> <li>Recorded virtual work performance results</li> <li>Organizational virtual work process assets and training materials</li> <li>Organizational virtual work communications, training results, and records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
												EVW 3.2	Perform reviews periodically on the effectiveness of the organization's virtual work approach and take action on results.	<ul style="list-style-type: none"> <li>Conduct periodic and as needed virtual work reviews across the organization.</li> <li>Evaluate, analyze, and verify the outcomes and effectiveness of virtual work.</li> <li>Identify best practices, lessons learned, and potential improvements, and innovations needed for virtual work efforts.</li> <li>Select, deploy, and communicate improvements and innovations to improve virtual work activities.</li> </ul>	<ul style="list-style-type: none"> <li>Virtual work review results</li> <li>Causal analysis results of disruptions to virtual work</li> <li>List of potential actions needed to address review findings</li> <li>List of potential improvements and innovations</li> <li>Virtual work evaluation and causal analysis actions selected for improvement and deployment</li> <li>Verified results from actions and deployed improvements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
										Level 1	OT 1.1	Train people.	<ul style="list-style-type: none"> <li>Identify people who will receive the training.</li> <li>Schedule training.</li> <li>Deliver the training.</li> </ul>	<ul style="list-style-type: none"> <li>Completed training</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports organizational training at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio training</li> <li>Solution training</li> <li>ART training</li> <li>Team training</li> <li>Continuous delivery training</li> </ol> </li> <li>SAFe enables development of training products, services products, and services</li> <li>SAFe framework and practices are ideal for operating, managing, developing, and delivering enterprise training</li> <li>SAFe framework and practices are generalizable to any enterprise function</li> </ul>	

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Managing	Managing the Workforce	Core	Organizational Training	OT	Develops the skills and knowledge of personnel so they perform their roles efficiently and effectively.	Level 2	OT 2.1	Identify training needs.	<ul style="list-style-type: none"> <li>Identify skills and knowledge for each role.</li> <li>Record and keep updated skills and knowledge of individuals.</li> <li>Perform a gap analysis to determine training needs.</li> <li>Record and communicate training needs.</li> </ul>	List of training needs	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	
							OT 2.2	Train personnel and keep records.	<ul style="list-style-type: none"> <li>Deliver training based on identified training needs.</li> <li>Maintain training records.</li> </ul>	Records of delivered training	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	
						OT 3.1	Develop and keep updated the organization's strategic and short-term training needs.	<ul style="list-style-type: none"> <li>Determine the roles and skills needed to perform the organization's set of standard processes and the work to be performed.</li> <li>Determine training needs.</li> <li>Record and keep updated the prioritized strategic and short-term organization training needs.</li> <li>Review the organization's training needs periodically and on an event driven basis and update the needs if required.</li> </ul>	Training needs	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>		
						OT 3.2	Coordinate training needs and delivery between the projects and the organization.	<ul style="list-style-type: none"> <li>Analyze the training needs identified by work and support groups.</li> <li>Coordinate with projects and support groups to determine how training needs will be addressed.</li> <li>Record responsibilities among the organization, project, and support groups for delivering training.</li> <li>Coordinate opportunities to reinforce new skills and knowledge from training activities.</li> </ul>	Allocated training needs Training delivery responsibilities	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>		
						OT 3.3	Develop, keep updated, and follow organizational strategic and short-term training plans.	<ul style="list-style-type: none"> <li>Develop the content of the organizational training strategic plan.</li> <li>Develop the content of the organizational training short-term plan.</li> <li>Review plans, determine commitments, and communicate the review results to affected stakeholders.</li> <li>Revise the plans and commitments as needed.</li> </ul>	Organizational training strategic plan Organizational training short-term plan Recorded commitments	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>		
						Level 3	OT 3.4	Develop, keep updated, and use a training capability to address organizational training needs.	<ul style="list-style-type: none"> <li>Select approaches to satisfy organizational training needs.</li> <li>Decide whether to develop training internally or to acquire it externally.</li> <li>Develop or obtain training materials.</li> <li>Identify, train, or hire qualified instructors, instructional designers, or mentors.</li> <li>Describe the training in the organization's training curriculum.</li> <li>Review training periodically and on an event-driven basis.</li> <li>Revise training materials as needed.</li> <li>Identify and make available resources for delivering the training.</li> <li>Update the training and development program.</li> <li>Keep training records updated.</li> <li>Communicate availability of training.</li> </ul>	<ul style="list-style-type: none"> <li>Training materials and supporting artifacts</li> <li>List of courses</li> <li>Training records</li> <li>List of instructors</li> <li>Instruction design standards</li> <li>Training facilities and resources</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	

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							OT 3.5	Assess and report the effectiveness of the organization's training program.	<ul style="list-style-type: none"> <li>Assess the effectiveness of each training course.</li> <li>Assess the effectiveness of the training programs.</li> <li>Report the assessment results to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Training effectiveness surveys</li> <li>Training program assessments</li> <li>Training program analysis results</li> <li>Instructor evaluation forms</li> <li>Training examinations</li> <li>Training measures</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	
							OT 3.6	Record, keep updated, and use the set of organizational training records.	<ul style="list-style-type: none"> <li>Keep and use records of all participants.</li> <li>Keep and use records of all personnel who are waived from training.</li> <li>Keep and use records of the training course and program effectiveness.</li> <li>Make training records available to the appropriate people for consideration in assignments.</li> </ul>	<ul style="list-style-type: none"> <li>Training records and reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Solution SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>ART SAFe Implementation Roadmap &amp; Training Courses (20)</li> <li>Team SAFe Implementation Roadmap &amp; Training Courses (20)</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio SAFe Studio and (Epic) Backlog (ALM) Training Records</li> <li>Solution SAFe Studio and (Capability) Backlog (ALM) Training Records</li> <li>ART SAFe Studio and (Feature) Backlog (ALM) Training Records</li> <li>Team SAFe Studio and (Story) Backlog (ALM) Training Records</li> </ul>	
						Level 1	WE 1.1	Identify and allocate commitments to workgroups.	<ul style="list-style-type: none"> <li>Develop a list of work commitments.</li> <li>Identify the list of skills needed.</li> <li>Create workgroups aligning work commitments to skilled personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Work commitments and assignments</li> <li>Skills list or matrix</li> <li>Staffing list</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Team Sprint Goals, Plans Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Agile HR, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Agile HR, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Agile HR, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Agile HR, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports workforce empowerment at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Lean-agile human resources</li> <li>Solution - Lean-agile human resources</li> <li>ART - Lean-agile human resources</li> </ol> </li> <li>SAFe enables development of human resources products, services products, and services</li> <li>SAFe framework and practices are ideal for operating, managing, developing, and delivering human resources services and service products</li> <li>SAFe framework and practices are generalizable to any enterprise function</li> </ul>
							WE 2.1	Record and allocate work assignments and keep them updated based on an assessment of qualifications, skills, and related criteria.	<ul style="list-style-type: none"> <li>Analyze work commitments to determine the effort and skills required.</li> <li>Record a work assignment selection strategy.</li> <li>Conduct selection process for each position to be filled according to established criteria.</li> <li>Assess performance against qualifications and related criteria and take corrective action.</li> <li>Manage work assignments to balance work commitments among individuals and workgroups.</li> </ul>	<ul style="list-style-type: none"> <li>Work assignment selection strategy</li> <li>Skill evaluation criteria</li> <li>Workgroup skills analysis results</li> <li>Selection process results</li> <li>Work assignments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Team Sprint Goals, Plans Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Agile HR, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Agile HR, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Agile HR, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Agile HR, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	WE 2.2	Manage the transition of individuals in and out of roles and workgroups.	<ul style="list-style-type: none"> <li>Plan for personnel transition activities.</li> <li>Manage transitions of individuals according to a recorded approach.</li> <li>Seek input from exit interviews to identify the potential for corrective actions.</li> </ul>	<ul style="list-style-type: none"> <li>Staff transition plans</li> <li>RASCI</li> <li>Organization charts</li> <li>Job descriptions</li> <li>Transition checklists</li> <li>Exit interview and survey results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> <li>Team Sprint Goals, Plans Agile HR, Roles, Training, Implementation, Execution, and Improvement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Agile HR, Plans, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Agile HR, Plans, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Agile HR, Plans, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Agile HR, Plans, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	



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						Level 1	EST 1.1	Develop high-level estimates to perform the work.	<ul style="list-style-type: none"> <li>Review needs and assumptions and determine high-level estimates with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Rough order of magnitude estimate</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports estimating practices at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Value Stream Metrics, Epic Weighted shortest job first (WSJF), Lead &amp; Cycle Time, Effort, Size, Productivity, Complexity, Quality, Reliability, etc.</li> <li>Solution - Value Stream Metrics, Capability Weighted shortest job first (WSJF), Lead &amp; Cycle Time, Effort, Size, Productivity, Complexity, Quality, Reliability, etc.</li> <li>ART - Value Stream Metrics, Feature Weighted shortest job first (WSJF), Lead &amp; Cycle Time, Effort, Size, Productivity, Complexity, Quality, Reliability, etc.</li> <li>Team - Value Stream Metrics, Story points, Lead &amp; Cycle Time, Effort, Size, Productivity, Complexity, Quality, Reliability, etc.</li> <li>Continuous Deliver - Value Stream Metrics, Lead &amp; Cycle Time, Effort, Size, Speed, Complexity, Quality, Reliability, Recovery, etc.</li> </ol> </li> <li>SAFe ALM and workflow tools support automated capture of estimations, execution, and actual measures</li> <li>Integrated development environments (IDEs) also support a variety of automated static and dynamic software measures</li> </ul>
					Estimates the size, effort, duration, and cost of the work and resources needed to develop, acquire, or deliver the solution.	Level 2	EST 2.1	Develop, keep updated, and use the scope of what is being estimated.	<ul style="list-style-type: none"> <li>Review requirements and objectives with stakeholders to determine scope.</li> <li>Gather information to estimate the size, effort, cost, resources, and duration.</li> <li>Identify constraints, boundaries and limits of scope.</li> </ul>	<ul style="list-style-type: none"> <li>List of tasks and activities or Work Breakdown Structure (WBS)</li> <li>List of needed resources</li> <li>Workflow diagram</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	EST 2.2	Develop and keep updated estimates for the size of the solution.	<ul style="list-style-type: none"> <li>Use applicable methods to estimate the size and complexity of solutions and tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Size estimate</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	EST 2.3	Based on size estimates, develop and record effort, duration, and cost estimates and their rationale for the solution.	<ul style="list-style-type: none"> <li>Collect and use historical data to develop, calibrate, or recalibrate models or methods to transform size and complexity into effort, duration, and cost estimates.</li> <li>Describe and record the rationale for the estimates of effort, duration, and cost for the solution.</li> <li>Include estimates of supporting infrastructure needs.</li> </ul>	<ul style="list-style-type: none"> <li>Effort estimate</li> <li>Duration estimate</li> <li>Cost estimate</li> <li>Estimating rationale</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	EST 3.1	Develop and keep updated a recorded estimation method.	<ul style="list-style-type: none"> <li>Determine the acceptable estimation methods.</li> <li>Calibrate and adjust method based on actual results.</li> <li>Validate method.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded estimation methods</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 3	EST 3.2	Use the organizational measurement repository and process assets for estimating work.	<ul style="list-style-type: none"> <li>Use organizational assets and measures for estimation.</li> <li>Use estimation methods.</li> <li>Contribute results and measures to the organization to improve the estimation methods and update organizational assets.</li> <li>Analyze organizational data.</li> </ul>	<ul style="list-style-type: none"> <li>Work estimates</li> <li>Updated organizational process assets</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 1	MC 1.1	Record task completions.	<ul style="list-style-type: none"> <li>Record task completion.</li> <li>Review updated task list with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Task list</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports monitoring and controlling activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - OKRs, guardrails, budgets, horizons, planning, execution, inspect &amp; adapt (I&amp;A), Kanban, ALM tools, metrics, etc.</li> <li>Solution - OKRs, Planning, execution, inspect &amp; adapt (I&amp;A), Kanban, ALM tools, metrics, etc.</li> <li>ART - OKRs, Planning, execution, inspect &amp; adapt (I&amp;A), Kanban, ALM tools, metrics, etc.</li> <li>Team - Planning, execution, inspect &amp; adapt (I&amp;A), Kanban, ALM tools, metrics, etc.</li> <li>Continuous Delivery - Performance metrics and dashboards</li> </ol> </li> <li>SAFe planning activities establish and set basic metrics and measurement goals, these are tracked during execution, then actuals are recorded upon activity completion, historical data is captured in ALM systems</li> <li>SAFe measures ALM dashboards, and measurement reports are lean, robust, and impactful</li> </ul>
							MC 1.2	Identify and resolve issues.	<ul style="list-style-type: none"> <li>Record the issue in the issue and action item list.</li> <li>Assign responsibility for resolving the issue or action item.</li> <li>Assign a due date.</li> <li>Track issues and action items to closure.</li> </ul>	<ul style="list-style-type: none"> <li>Issues and action item list</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2	MC 2.1	Track actual results against estimates for size, effort, schedule, resources, knowledge and skills, and budget.	<ul style="list-style-type: none"> <li>Track actual results to plans and estimates.</li> <li>Monitor resource capacity, and availability.</li> <li>Monitor the knowledge and skills of workgroup members.</li> <li>Monitor commitments against those identified in the project plan.</li> <li>Record significant differences in planned vs. actual values.</li> <li>Monitor progress against schedule.</li> <li>Monitor expended effort and costs.</li> </ul>	<ul style="list-style-type: none"> <li>Records of actuals versus estimates</li> <li>Records of significant deviations</li> <li>Records of status reviews</li> <li>Corrective actions</li> <li>Cost performance reports</li> <li>Schedule performance reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MC 2.2	Track the involvement of identified stakeholders and commitments.	<ul style="list-style-type: none"> <li>Periodically review and record the status of stakeholder involvement.</li> <li>Identify and record significant stakeholder issues.</li> <li>Develop recommendations and coordinate actions to resolve issues.</li> </ul>	<ul style="list-style-type: none"> <li>Records of stakeholder involvement</li> <li>Agendas and schedules for collaborative activities</li> <li>Recommendations for resolving stakeholder issues</li> <li>Recorded issues</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	





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							<b>MC 3.4</b>	Manage and resolve issues with affected stakeholders.	<ul style="list-style-type: none"> <li>Identify and record issues.</li> <li>Communicate issues to affected stakeholders.</li> <li>Resolve issues with affected stakeholders.</li> <li>Escalate the issues not resolvable with affected stakeholders to the responsible managers.</li> <li>Track issues to closure.</li> <li>Communicate the status and resolution of issues with affected stakeholders.</li> </ul>	Recorded issues	<ul style="list-style-type: none"> <li>Portfolio Flow, Planning, &amp; Execution Practices</li> <li>Solution Flow, Planning, &amp; Execution Practices</li> <li>ART Flow, Planning, &amp; Execution Practices</li> <li>Team Flow, Planning, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						<b>Level 1</b>	<b>PLAN 1.1</b>	Develop a list of tasks.	<ul style="list-style-type: none"> <li>Develop a task list.</li> <li>Review the task list with affected stakeholders.</li> <li>Revise the list as needed.</li> </ul>	Task list	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports planning activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Planning, strategic themes, portfolio management, value stream maps, canvases, enterprise architecture, bootstrapped ART and team planning practices, etc.</li> <li>Solution - Planning, value stream maps, canvases, solution architecture, bootstrapped ART and team planning practices, etc.</li> <li>ART - Planning, value stream maps, canvases, system architecture, bootstrapped ART and team planning practices, etc.</li> <li>Team - Planning, subsystem design, team planning practices, etc.</li> </ol> </li> <li>SAFe is fundamentally a planning framework at all levels (even when Kanban practices are utilized)</li> <li>SAFe results in planning activities, outputs, and performance tracking at all levels</li> </ul>
							<b>PLAN 1.2</b>	Assign people to tasks.	<ul style="list-style-type: none"> <li>Assign an individual who is responsible for each task.</li> <li>Assign any additional people to the task.</li> <li>Review assignments with the assigned individuals.</li> <li>Record assignments in task list.</li> </ul>	Task list with assignments	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							<b>PLAN 2.1</b>	Develop and keep updated the approach for accomplishing the work.	<ul style="list-style-type: none"> <li>Identify the objectives of the project.</li> <li>Identify the approach to be used to achieve objectives.</li> <li>Identify requirements.</li> <li>Record business considerations.</li> <li>Define and record the project lifecycle.</li> <li>Identify major resource needs and constraints.</li> <li>Identify affected stakeholders.</li> <li>Record agreements with stakeholders.</li> <li>Identify risks or opportunities.</li> <li>Identify safety and security approaches.</li> <li>Review the project approach with affected stakeholders and obtain agreement.</li> <li>Revise the approach as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded approach for accomplishing the objectives</li> <li>Recorded project lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							<b>PLAN 2.2</b>	Plan for the knowledge and skills needed to perform the work.	<ul style="list-style-type: none"> <li>Identify the knowledge and skills needed to perform the work.</li> <li>Determine the gaps between the knowledge and skills needed versus those held by the currently assigned people.</li> <li>Select methods for providing needed knowledge and skills.</li> </ul>	Inventory of skill needs	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	



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						Level 3	PLAN 3.1	Use the organization's set of standard processes and tailoring guidelines to develop, keep updated, and follow the project process.	<ul style="list-style-type: none"> <li>Select standard processes from the organization's set of standard processes that best fit the needs of the project.</li> <li>Modify the organization's set of standard processes and other organizational process assets according to tailoring guidelines to produce the project's process.</li> <li>Use other artifacts from the organization's process asset library as appropriate.</li> <li>Record the project process.</li> <li>Review the project process.</li> <li>Revise the project process as necessary.</li> </ul>	The project process	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PLAN 3.2	Develop a plan and keep it updated using the project process, the organization's process assets, and the measurement repository.	<ul style="list-style-type: none"> <li>Use the tasks and work products of the project process as a basis for estimating and planning project activities.</li> <li>Use the organization's measurement repository to estimate the work.</li> <li>Incorporate the definitions of measures and measurement activities.</li> <li>Establish objective entry and exit criteria for tasks and activities.</li> <li>Identify how conflicts will be resolved that arise among affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Revised project estimates</li> <li>Project plans</li> <li>Integrated plans</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PLAN 3.3	Identify and negotiate critical dependencies.	<ul style="list-style-type: none"> <li>Identify each critical dependency.</li> <li>Integrate schedules.</li> <li>Review and negotiate dependencies with affected stakeholders.</li> <li>Record commitments to address each critical dependency.</li> </ul>	Critical dependencies	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PLAN 3.4	Plan for the project environment and keep it updated based on the organization's standards.	<ul style="list-style-type: none"> <li>Analyze project and plan for resources, facilities, and environment.</li> <li>Assign a responsible individual to plan to acquire resources, facilities, and the environment needed to perform assigned work.</li> <li>Develop a contingency plan if the resources, facilities, and environment cannot be obtained.</li> <li>Plan for support personnel needs.</li> <li>Ensure individuals and groups provide input and participate in decisions concerning resources, facilities, and environment.</li> <li>Track actions identified and communicate status.</li> </ul>	<ul style="list-style-type: none"> <li>Project resources, facilities, and environment plan</li> <li>Equipment and tools for the project</li> <li>Health and safety considerations, including any regulatory or legal requirements</li> <li>Installation, operation, and maintenance manuals for the project environment</li> <li>User surveys and results</li> <li>Facilities, resources, and maintenance records for the project</li> <li>Support services needed for the project environment</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 4	PLAN 4.1	Use statistical and other quantitative techniques to develop and keep the project processes updated to enable achievement of the quality and process performance objectives.	<ul style="list-style-type: none"> <li>Develop the criteria to use in evaluating process alternatives for the project.</li> <li>Identify or develop alternative processes for doing the work and meeting objectives.</li> <li>Analyze and evaluate alternative processes against recorded evaluation criteria.</li> <li>Select the alternative process that best meets the criteria.</li> <li>Evaluate the risk of not achieving the project's QPPOs.</li> </ul>	<ul style="list-style-type: none"> <li>Criteria used to evaluate alternatives for the project</li> <li>Alternative processes</li> <li>Selected defined project process</li> <li>Risk assessment of not achieving the project's QPPOs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow &amp; Planning Practices</li> <li>Solution Flow &amp; Planning Practices</li> <li>ART Flow &amp; Planning Practices</li> <li>Team Flow &amp; Planning Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plans &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plans &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plans &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plans &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 1	DM 1.1	Identify data management objectives.	<ul style="list-style-type: none"> <li>Identify data management objectives and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded data management objectives</li> <li>Recorded data management priorities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports data management activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, enterprise architecture, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>Solution - Governance, solution architecture, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>ART - Governance, system architecture, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>Team - Governance, subsystem design, practices, definition of done, ALM tools, shared services, record retention, etc.</li> </ol> </li> <li>SAFe can also be used to develop services and service products such as enterprise data models in the form of enablers</li> <li>SAFe supports data management value streams at the portfolio, solution, ART, and team levels</li> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent repositories and solutions for data management</li> </ul>
							DM 1.2	Use metadata to manage data.	<ul style="list-style-type: none"> <li>Define, record, and use metadata.</li> </ul>	<ul style="list-style-type: none"> <li>Metadata repositories</li> <li>Metadata definitions and documentation</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
					Identifies, implements, and controls the approach and activities for managing data.	Level 2	DM 2.1	Develop, keep updated, and follow a data management approach that is aligned to objectives.	<ul style="list-style-type: none"> <li>Periodically review and update data management objectives.</li> <li>Record the data management approach.</li> <li>Review the data management approach with stakeholders.</li> <li>Review the data management approach periodically for potential updates.</li> </ul>	<ul style="list-style-type: none"> <li>Data management objectives</li> <li>Data management approach</li> <li>Meeting notes or review feedback from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
								DM 2.2	Establish a data management architecture to support the data management approach.	<ul style="list-style-type: none"> <li>Design the data architecture consistent with requirements.</li> <li>Review the design for the data architecture with stakeholders.</li> <li>Implement the data architecture.</li> <li>Update the data architecture over time as the work and environment changes.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting notes or review feedback from stakeholders</li> <li>Approved architecture design</li> <li>Architecture implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>

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Managing Data						Level 3	DM 3.1	Establish and deploy an organizational data management capability.	<ul style="list-style-type: none"> <li>Identify approach, roles, responsibilities, and tasks required for operating the data management function and keep updated.</li> <li>Establish a data glossary and requirements for its use.</li> <li>Review the data glossary with stakeholders.</li> <li>Update the data glossary periodically.</li> <li>Use the data glossary for internal and external work.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational data management approach</li> <li>Data glossary</li> <li>Update log for data glossary</li> <li>Data terms exception report</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
							DM 3.2	Perform reviews periodically on the effectiveness of the organization's data management capability and take action on results.	<ul style="list-style-type: none"> <li>Review industry standards, trends, and emerging technologies in data management.</li> <li>Conduct periodic assessments of the data management implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Industry research report related to data management</li> <li>Assessment results</li> <li>List of identified and prioritized improvements for the data management capability</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
						Level 1	DQ 1.1	Identify data quality parameters.	<ul style="list-style-type: none"> <li>Define data quality parameters important to the business.</li> </ul>	<ul style="list-style-type: none"> <li>Defined data quality parameters</li> <li>Meeting notes or reviews from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports data quality activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, enterprise architecture, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>Solution - Governance, solution architecture, MBSE, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>ART - Governance, system architecture, practices, definition of done, ALM tools, shared services, record retention, etc.</li> <li>Team - Governance, subsystem design, practices, definition of done, ALM tools, shared services, record retention, etc.</li> </ol> </li> <li>SAFe can also be used to develop services and service products such as enterprise data quality in the form of enablers</li> <li>SAFe supports data quality value streams at the portfolio, solution, ART, and team levels</li> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent for enforcing data quality</li> </ul>
							DQ 1.2	Perform data cleansing activities.	<ul style="list-style-type: none"> <li>Review and cleanse data.</li> </ul>	<ul style="list-style-type: none"> <li>Results of data cleansing</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	

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						Level 2	DQ 2.1	Define criteria for data cleansing.	<ul style="list-style-type: none"> <li>Identify criteria for data cleansing.</li> <li>Periodically review data cleansing criteria against business objectives and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>List of data cleansing criteria</li> <li>Meeting notes or review materials</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>		
		Data	Data Quality	DQ	Develops, follows, and keeps updated an approach for implementing data quality standards.			DQ 2.2	Develop, keep updated, and follow a data quality approach.	<ul style="list-style-type: none"> <li>Develop a data quality approach.</li> <li>Review the data quality approach with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Data quality approach</li> <li>Status updates against the approach</li> <li>Meeting minutes from stakeholder meetings and reviews</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
								DQ 2.3	Perform data cleansing based on criteria and data quality approach.	<ul style="list-style-type: none"> <li>Perform data cleansing.</li> <li>Verify cleansed data with data providers.</li> </ul>	<ul style="list-style-type: none"> <li>Log of data corrections</li> <li>Updated data</li> <li>Data cleansing activity report</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							Level 3	DQ 3.1	Conduct data quality assessments.	<ul style="list-style-type: none"> <li>Establish, review, and update data profiles.</li> <li>Conduct data quality assessments.</li> <li>Report and analyze assessment results.</li> </ul>	<ul style="list-style-type: none"> <li>Data profiling reports</li> <li>Data quality assessment results</li> <li>Remediation Plan</li> <li>List of identified improvements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	

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							DQ 3.2	Perform reviews periodically on the effectiveness of the organization's data quality activities and take action on results.	<ul style="list-style-type: none"> <li>Review industry standards, trends, and emerging technologies in data quality.</li> <li>Conduct periodic evaluations of the data quality activities.</li> <li>Identify data quality improvements.</li> <li>Record effectiveness of data quality activities.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis results</li> <li>Survey results</li> <li>List of improvements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE Practices</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Team System Design Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Peer Reviews, Static Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Solution Architecture, Solution Intent Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>ART System Architecture, Peer Reviews, Static Analysis, Dynamic Analysis, &amp; MBSE (ALM) Records &amp; Reports</li> <li>Team System Design Peer Reviews, Static Analysis, &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
						Level 1	ESAF 1.1	Identify and record safety needs and hazards.	<ul style="list-style-type: none"> <li>Identify and record current and potential safety hazards and improvements.</li> <li>Identify safety needs.</li> </ul>	<ul style="list-style-type: none"> <li>List of identified hazards and improvements</li> <li>List of safety needs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							ESAF 1.2	Address prioritized safety needs and hazards.	<ul style="list-style-type: none"> <li>Assess and determine the potential consequences of hazards and improvements.</li> <li>Prioritize hazards and improvements based on potential impact and expected results.</li> <li>Create action plans to address prioritized hazards and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Hazard logs</li> <li>Analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports safety enabling activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, human resources, value streams, enterprise architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Solution - Governance, human resources, value streams, safety engineering, solution architecture, MBSE, practices, definition of done, ALM tools, shared services, etc.</li> <li>ART - Governance, human resources, value streams, safety engineering, system architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Team - Governance, human resources, value streams, safety engineering, subsystem design, practices, definition of done, ALM tools, shared services, etc.</li> </ol> </li> <li>SAFe can also be used to develop services and service products such as safety services and services products in the form of enablers</li> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent for enforcing safety attributes</li> </ul>
							ESAF 2.1	Identify critical safety needs and constraints, keep them updated, and use to develop and keep safety objectives current.	<ul style="list-style-type: none"> <li>Define safety objectives.</li> <li>Identify, record, and prioritize potential hazards and improvements.</li> <li>Define and implement action plans and track to closure.</li> <li>Conduct safety reviews and communicate safety results, progress, and related information with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Safety vision</li> <li>Safety objectives</li> <li>Internal communications</li> <li>Safety strategy</li> <li>Safety roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	

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		Safety	Enabling Safety	ESAF	Minimizes and mitigates safety risks within the tolerance parameters and constraints of operational effectiveness, time, and cost.	Level 2	ESAF 2.2	Develop, keep updated, and follow an approach to address workplace environment safety.	<ul style="list-style-type: none"> <li>Identify workplace environment safety requirements.</li> <li>Identify business considerations and trade-offs.</li> <li>Establish reporting mechanisms.</li> <li>Define workplace environment safety approach.</li> <li>Adjust workplace environment based on requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace environment safety requirements</li> <li>Safety Plan</li> <li>Safety analysis reports</li> <li>Safety equipment</li> <li>Safety scenarios and case studies for common activities and issues</li> <li>Safety operational reference materials</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>					
															<ul style="list-style-type: none"> <li>Identify functional safety requirements.</li> <li>Identify business and mission considerations and trade-offs.</li> <li>Establish reporting mechanisms.</li> <li>Define functional safety approach.</li> <li>Adjust functional safety operations based on requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Functional safety requirements</li> <li>Operational safety guidelines</li> <li>Safety hazard identification form</li> <li>Safety standards for product lifecycle</li> <li>Software and hardware standards and best practices</li> <li>Operational minimum acceptable safety tolerance limits</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>
										Level 3	ESAF 3.1	Establish and deploy an organizational safety capability.	<ul style="list-style-type: none"> <li>Define safety awareness, knowledge, roles, and skills.</li> <li>Provide safety requirements and content input to the organizational training program.</li> <li>Provide support for safety inquiries.</li> <li>Conduct research on safety trends and regulations.</li> <li>Develop decision or fault trees.</li> <li>Monitor safety tolerance limits.</li> <li>Establish safety action plans.</li> </ul>	<ul style="list-style-type: none"> <li>Safety roles, skills, and training matrix</li> <li>Technical bulletins and reports</li> <li>Safety action plans</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
															<ul style="list-style-type: none"> <li>Collect information and conduct analysis from identified potential or current hazards.</li> <li>Evaluate production non-conformances and in-service failures for safety impact.</li> <li>Conduct surveys.</li> <li>Conduct safety field investigations.</li> <li>Conduct safety reviews and inspections.</li> <li>Conduct safety drills.</li> <li>Plan, coordinate, and participate in contractual safety certification activities.</li> <li>Conduct objective evaluations of safety program.</li> </ul>	<ul style="list-style-type: none"> <li>List of in-service failures</li> <li>List of production non-conformances</li> <li>Analysis reports</li> <li>Survey results</li> <li>Assessment results</li> <li>Evaluation report</li> <li>Data from operational activities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>



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							<b>ESAF 3.3</b>	Develop, keep updated, and follow organizational safety control strategies.	<ul style="list-style-type: none"> <li>Establish hierarchy of safety controls</li> <li>Establish confidential reporting mechanisms.</li> <li>Define safety triggers and thresholds.</li> <li>Define safety scorecards.</li> <li>Execute safety control strategies and record results.</li> <li>Review and revise safety control strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Safety control strategies</li> <li>Safety triggers and thresholds</li> <li>Safety dashboards</li> <li>Safety measurements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Safety Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Safety Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
						<b>Level 1</b>	<b>ESEC 1.1</b>	Identify and record security needs and issues.	<ul style="list-style-type: none"> <li>Identify security needs and issues associated with the work.</li> </ul>	<ul style="list-style-type: none"> <li>List of security issues and potential impacts</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports security enabling activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, value streams, enablers, enterprise architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Solution - Governance, value streams, enablers, security engineering, solution architecture, MBSE, practices, definition of done, ALM tools, shared services, etc.</li> <li>ART - Governance, value streams, enablers, security engineering, system architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Team - Governance, value streams, enablers, security engineering, subsystem design, practices, definition of done, ALM tools, shared services, etc.</li> </ol> </li> <li>SAFe can also be used to develop services and service products such as security services and services products in the form of enablers</li> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent for enforcing security attributes</li> </ul>
							<b>ESEC 1.2</b>	Address prioritized security needs and issues.	<ul style="list-style-type: none"> <li>Review, prioritize, and record security issues and keep them updated.</li> <li>Record security actions and track them to closure.</li> </ul>	<ul style="list-style-type: none"> <li>Security action plans</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							<b>ESEC 2.1</b>	Identify and record security needs, keep them updated, and use to develop a security approach and objectives.	<ul style="list-style-type: none"> <li>Define, record, and keep security objectives updated for the work.</li> <li>Identify and sort security issues into manageable categories and keep updated.</li> <li>Identify, record, and keep the security approach updated.</li> <li>Identify and protect data and functionality in the solution to achieve the overall business objectives.</li> <li>Rate potential and realized issues and impacts resulting from violation of data management principles.</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of security objectives for data and functionality, and associated levels of impacts</li> <li>Documentation of security approach</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	

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Managing Security & Safety	Security	Enabling Security	ESEC	Develops and keeps updated the security approach that includes anticipating, identifying, and taking actions to avoid or minimize the impacts of security issues on an organization or solution.	Level 2	ESEC 2.2	Develop, keep updated, and follow an approach to address physical security needs.	<ul style="list-style-type: none"> <li>Identify, record, and keep an approach to address physical security needs updated.</li> <li>Record physical security needs in a defense in depth approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded physical security approach</li> <li>Recorded and current defense in depth approach that includes physical security needs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>		
						ESEC 2.3	Develop, keep updated, and follow an approach to address mission, personnel, and process-related security needs.	<ul style="list-style-type: none"> <li>Identify, record, and keep an approach to address mission, personnel, and process needs updated.</li> <li>Record mission, personnel, and process needs in a defense in depth approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded mission, personnel, and process security approach</li> <li>Recorded and current defense in depth approach that includes mission, personnel, and process needs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>		
						ESEC 2.4	Develop, keep updated, and follow an approach to address cybersecurity needs.	<ul style="list-style-type: none"> <li>Identify, record, and keep an approach updated to address cybersecurity and security needs and issues.</li> <li>Record cybersecurity needs in a defense in depth approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded and updated cybersecurity approach</li> <li>Recorded and current defense in depth approach that includes cybersecurity needs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>		
						ESEC 3.1	Establish and deploy an organizational security operations capability.	<ul style="list-style-type: none"> <li>Identify approach, roles, responsibilities, and tasks required for operating the security function and keep updated.</li> <li>Identify, deploy, monitor, and keep updated security resources.</li> <li>Conduct preparation and preventative maintenance.</li> <li>Perform continuous security monitoring.</li> <li>Conduct alert ranking and management.</li> <li>Respond to threats.</li> <li>Conduct recovery and remediation activities.</li> <li>Manage security operations logs.</li> <li>Conduct security incident investigation.</li> <li>Refine and improve security operations.</li> <li>Manage security compliance activities, plans, and processes.</li> <li>Develop and implement a security awareness program and keep it current.</li> </ul>	<ul style="list-style-type: none"> <li>Security operations approach and plan(s)</li> <li>Security operations results, logs, and outputs</li> <li>Security incident analysis results</li> <li>Security compliance records and results</li> <li>Organizational security awareness program materials</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>		

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						Level 3	ESEC 3.2	Develop, follow, and implement an organizational security strategy, approach, and architecture and keep them updated.	<ul style="list-style-type: none"> <li>Identify organizational security architecture needs.</li> <li>Record the organizational security architecture and controls.</li> <li>Identify, keep updated, follow, and communicate an organizational security strategy and approach.</li> <li>Identify and monitor clear security measurement objectives and their related measures to verify and validate that the security strategy and approach is working effectively and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded security strategy and approach</li> <li>Security measurement objectives and their related measures</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							ESEC 3.3	Periodically perform security reviews and evaluations throughout the organization and take action on results.	<ul style="list-style-type: none"> <li>Conduct periodic or as needed security reviews and evaluations.</li> <li>Assess the outcomes and effectiveness of security reviews, evaluations, and efforts across the organization.</li> <li>Use the effectiveness results to modify the strategy and approach periodically and as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Security review results</li> <li>Security evaluation results</li> <li>Actions addressing security review and evaluation findings</li> <li>Updated security strategy and approach</li> <li>Security response simulation plans and results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
Enabling						Level 1	MST 1.1	Identify and record security threats and vulnerabilities.	<ul style="list-style-type: none"> <li>Identify security threats and vulnerabilities.</li> </ul>	<ul style="list-style-type: none"> <li>List of identified security threats and vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports security enabling activities at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, value streams, enablers, enterprise architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Solution - Governance, value streams, enablers, security engineering, solution architecture, MBSE, practices, definition of done, ALM tools, shared services, etc.</li> <li>ART - Governance, value streams, enablers, security engineering, system architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Team - Governance, value streams, enablers, security engineering, subsystem design, practices, definition of done, ALM tools, shared services, etc.</li> </ol> </li> <li>SAFe can also be used to develop services and service products such as security services and services products in the form of enablers</li> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent for enforcing security attributes</li> </ul>
							MST 1.2	Take actions to address security threats and vulnerabilities.	<ul style="list-style-type: none"> <li>Take steps or actions to address identified security threats and vulnerabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded steps or actions for addressing threats and vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	



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						Level 3	MST 3.1	Develop, keep updated, and follow an organizational security strategy, approach, and architecture to evaluate, manage, and verify threats and vulnerabilities.	<ul style="list-style-type: none"> <li>Define the organizational security strategy, approach, and architecture.</li> <li>Define procedures and criteria for security verification and validation.</li> <li>Identify security verification and validation techniques.</li> <li>Identify and acquire security verification and validation tools and equipment.</li> <li>Prepare environment for security verification and validation.</li> <li>Perform security verification and validation of solutions and solution components.</li> <li>Implement corrective actions.</li> <li>Provide verification and validation results as inputs to design updates.</li> </ul>	<ul style="list-style-type: none"> <li>System Security Plan (SSP)</li> <li>Network diagrams</li> <li>Security verification and validation report</li> <li>Security verification and validation issues</li> <li>List of security threats and vulnerabilities</li> <li>Security verification and validation environment</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							MST 3.2	Analyze security verification and validation results to ensure accuracy, comparability, consistency, and validity across the organization.	<ul style="list-style-type: none"> <li>Consolidate the results of security verification and validation activities.</li> <li>Analyze the consolidated results.</li> <li>Implement corrective actions.</li> <li>Report analysis and corrective actions to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated security verification and validation results</li> <li>Analysis results and reports</li> <li>List of corrective actions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
							MST 3.3	Evaluate effectiveness of the organizational security strategy, approach, and architecture for addressing security threats and vulnerabilities.	<ul style="list-style-type: none"> <li>Define evaluation criteria.</li> <li>Evaluate if the implemented actions are effective.</li> <li>Identify, record, implement, and keep updated security handling actions when actions are found to be ineffective.</li> </ul>	<ul style="list-style-type: none"> <li>Results of strategy, approach, and architecture evaluation effectiveness</li> <li>Evaluation of the security handling actions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	
						Level 4	MST 4.1	Employ threat intelligence analysis to develop and improve the solution security approach and architecture, and to select security solutions to address threats and vulnerabilities, using statistical and other quantitative techniques.	<ul style="list-style-type: none"> <li>Identify, record, and keep threat intelligence analysis requirements updated.</li> <li>Collect threat intelligence analysis data.</li> <li>Process, verify, and exploit raw threat intelligence data.</li> <li>Analyze, refine, integrate, produce, and record threat intelligence data and keep it updated.</li> <li>Report, distribute, and take action on threat intelligence data and provide to affected stakeholders.</li> <li>Collect, review, and act on feedback from reported intelligence data.</li> </ul>	<ul style="list-style-type: none"> <li>Current threat intelligence analysis requirements</li> <li>Raw and refined threat intelligence data and analysis results</li> <li>Historical and current feedback data and resulting analysis results and actions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis Practices</li> <li>Continuous Delivery &amp; DevSecOps, &amp; Static &amp; Dynamic Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Solution Architecture, Agile Security Engineering, Solution Intent Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>ART System Architecture, Agile Security Engineering, Peer Reviews, Static Analysis, and Dynamic Analysis (ALM) Records &amp; Reports</li> <li>Continuous Delivery, DevSecOps Static &amp; Dynamic Analysis (ALM) Records &amp; Reports</li> </ul>	



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							<b>CAR 3.4</b>	Record causal analysis and resolution data.	<ul style="list-style-type: none"> <li>Record causal analysis data and make the data available for use.</li> </ul>	<ul style="list-style-type: none"> <li>Cause analysis and resolution records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Solution Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>ART Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Team Flow Retrospective Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Solution Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>ART Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Team Flow Retrospective &amp; Backlog (ALM) Reports &amp; Records</li> </ul>	
							<b>CAR 3.5</b>	Submit improvement proposals for changes proven to be effective.	<ul style="list-style-type: none"> <li>Submit improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Solution Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>ART Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Team Flow Retrospective Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Solution Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>ART Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Team Flow Retrospective &amp; Backlog (ALM) Reports &amp; Records</li> </ul>	
						<b>Level 4</b>	<b>CAR 4.1</b>	Perform root cause analysis of selected outcomes using statistical and other quantitative techniques.	<ul style="list-style-type: none"> <li>Perform root cause analysis.</li> <li>Identify and analyze potential actions.</li> <li>Identify measures of effectiveness.</li> <li>Implement selected actions.</li> </ul>	<ul style="list-style-type: none"> <li>Process and project performance analyses</li> <li>Identified root causes</li> <li>Identified measures of effectiveness</li> <li>Action plans</li> <li>Updated solutions or processes</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Solution Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>ART Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Team Flow Retrospective Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Solution Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>ART Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Team Flow Retrospective &amp; Backlog (ALM) Reports &amp; Records</li> </ul>	
							<b>CAR 4.2</b>	Evaluate the effect of implemented actions on process performance using statistical and other quantitative techniques.	<ul style="list-style-type: none"> <li>Measure and analyze the change in process performance of the project's effected processes.</li> <li>Determine the impacts of the change on achieving the project's Quality and Process Performance Objectives (QPPOs).</li> <li>Submit process improvement proposals for the organization when the implemented actions are effective.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of change in process performance</li> <li>Organizational improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Solution Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>ART Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Team Flow Retrospective Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Solution Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>ART Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Team Flow Retrospective &amp; Backlog (ALM) Reports &amp; Records</li> </ul>	
						<b>Level 5</b>	<b>CAR 5.1</b>	Use statistical and other quantitative techniques to evaluate other solutions and processes to determine if the resolution should be applied to optimize performance across the organization.	<ul style="list-style-type: none"> <li>Identify similar processes or solutions.</li> <li>Analyze to determine candidates for change and prioritize them.</li> <li>Apply changes to selected processes or solutions and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Identified candidate processes and solutions</li> <li>Results of changes</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Solution Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>ART Flow Retrospective &amp; Inspect &amp; Adapt (I&amp;A) Practices</li> <li>Team Flow Retrospective Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Solution Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>ART Flow Retrospective, Inspect &amp; Adapt (I&amp;A), &amp; Backlog (ALM) Reports &amp; Records</li> <li>Team Flow Retrospective &amp; Backlog (ALM) Reports &amp; Records</li> </ul>	
						<b>Level 1</b>	<b>CM 1.1</b>	Perform version control.	<ul style="list-style-type: none"> <li>List the work products to be placed under version control and keep it updated.</li> <li>Control versions.</li> </ul>	<ul style="list-style-type: none"> <li>List of work products and their versions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports configuration management at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Governance, enterprise architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Solution - Governance, solution architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>ART - Governance, system architecture, practices, definition of done, ALM tools, shared services, etc.</li> <li>Team - Governance, subsystem design, practices, definition of done, ALM tools, shared services, etc.</li> </ol> <li>SAFe ALM and Continuous Delivery Pipeline tools are excellent repositories and solutions for configuration management</li> </li></ul>

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							CM 2.1	Identify items to be placed under configuration management.	<ul style="list-style-type: none"> <li>Assign unique identifiers to configuration items.</li> <li>Describe the important characteristics for each configuration item.</li> <li>Specify when each item is placed under configuration management.</li> </ul>	Identified configuration items	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
							CM 2.2	Develop, keep updated, and use a configuration and change management system.	<ul style="list-style-type: none"> <li>Describe how the items and changes to them are controlled, used, and managed throughout the solution lifecycle.</li> <li>Establish methods to manage multiple levels of control.</li> <li>Provide access control to ensure authorized access to the configuration management system.</li> <li>Store and retrieve configuration items in the configuration management system.</li> <li>Preserve the contents of the configuration management system.</li> <li>Update the configuration management system as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Configuration management system</li> <li>Change management system</li> <li>Updated configuration items</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
							CM 2.3	Develop or release baselines for internal use or for delivery to the customer.	<ul style="list-style-type: none"> <li>Obtain authorization or approval before developing or releasing baselines of configuration items.</li> <li>Develop or release baselines only from configuration items in the configuration management system.</li> <li>Record the set of configuration items contained in a baseline, so that the baseline is reproducible.</li> <li>Make the current set of baselines available.</li> </ul>	<ul style="list-style-type: none"> <li>Authorization</li> <li>Baselines</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
						Level 2	CM 2.4	Manage changes to the items under configuration management.	<ul style="list-style-type: none"> <li>Initiate and record change requests.</li> <li>Analyze the impact of change requests.</li> <li>Categorize and prioritize change requests.</li> <li>Review and get agreement on change requests to be addressed in the next baseline with affected stakeholders.</li> <li>Track the status of change requests to closure.</li> <li>Incorporate changes in a manner that maintains integrity.</li> <li>Perform reviews or testing to ensure changes have not caused unintended impacts.</li> <li>Record changes to configuration items and rationale.</li> </ul>	<ul style="list-style-type: none"> <li>Change requests</li> <li>Results of change impact analysis</li> <li>Approval board records</li> <li>Revision history of configuration items</li> <li>Results of reviews or tests for unintended impacts</li> <li>Revised work products and baselines</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
	Supporting Implementation	Core	Configuration Management	CM	Manages the integrity of work products using configuration identification, version control, change control, and audits.	Level 2							



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							CM 2.5	Develop, keep updated, and use records describing items under configuration management.	<ul style="list-style-type: none"> <li>Record configuration management actions in sufficient detail so the content and status of each configuration item is known and previous versions can be recovered.</li> <li>Ensure that affected stakeholders have access to and knowledge of the configuration status of configuration items.</li> <li>Specify the differences among previous, related, and latest versions of baselines.</li> <li>Identify the version of configuration items that constitute a specific baseline.</li> <li>Revise the status and history, e.g., changes, of each configuration item as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Revision history or change log of configuration items</li> <li>Change request records</li> <li>Status of configuration items</li> <li>Differences between baselines</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
							CM 2.6	Perform configuration audits to maintain the integrity of configuration baselines, changes, and content of the configuration management system.	<ul style="list-style-type: none"> <li>Assess the integrity of baselines and generate action items to address identified issues.</li> <li>Confirm integrity of configuration management records.</li> <li>Review the structure and integrity of items in the configuration management system.</li> <li>Record action items and track them to closure.</li> </ul>	<ul style="list-style-type: none"> <li>Configuration audit or review results</li> <li>Action items</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Agile Configuration Management, &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Continuous Delivery Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery &amp; DevOps Pipeline &amp; Reports</li> </ul>	
						Level 1	DAR 1.1	Define and record the alternatives.	<ul style="list-style-type: none"> <li>Define the alternatives.</li> <li>Involve stakeholders in defining the alternatives.</li> </ul>	<ul style="list-style-type: none"> <li>Statement of the alternatives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports decision analysis and resolution at multiple levels:</li> <li>1. Portfolio - Lean governance, budgeting, guardrails, horizons, enterprise architecture, weighted shortest job first (WSJF), practices, ALM tools, etc.</li> <li>2. Solution - Lean governance, lean systems engineering, solution architecture &amp; intent, analysis of alternatives (AoA), MBSE, weighted shortest job first (WSJF), practices, ALM tools, etc.</li> <li>3. ART - Lean governance, Lean UX, system architecture, analysis of alternatives (AoA), weighted shortest job first (WSJF), practices, ALM tools, etc.</li> </ul>
							DAR 1.2	Make and record the decision.	<ul style="list-style-type: none"> <li>Make and record the decision.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded decisions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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		Core	Decision Analysis & Resolution	DAR	Makes and records decisions using a recorded process that analyzes alternatives.	Level 2	DAR 2.1	Develop, keep updated, and use rules to determine when to follow a recorded process for criteria-based decisions.	<ul style="list-style-type: none"> <li>Develop and record rules and guidelines for when to use a process for criteria-based decision-making.</li> <li>Follow rules and guidelines for criteria-based decision-making.</li> <li>Communicate rules and guidelines to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Rules and guidelines for criteria-based decision-making</li> <li>List of recorded criteria-based decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							DAR 2.2	Develop criteria for evaluating alternatives.	<ul style="list-style-type: none"> <li>Define the criteria for evaluating alternative solutions.</li> <li>Define, use, and keep updated the range and weighting for evaluation criteria.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded evaluation criteria</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							DAR 2.3	Identify alternative solutions.	<ul style="list-style-type: none"> <li>Research information about similar internal or external past decisions.</li> <li>Identify additional alternatives to consider.</li> <li>Record selected alternatives.</li> </ul>	<ul style="list-style-type: none"> <li>Recorded alternatives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							DAR 2.4	Select evaluation methods.	<ul style="list-style-type: none"> <li>Select evaluation methods.</li> </ul>	<ul style="list-style-type: none"> <li>Selected evaluation methods</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							DAR 2.5	Evaluate and select solutions using criteria and methods.	<ul style="list-style-type: none"> <li>Evaluate proposed alternative solutions following the recorded process for criteria-based decisions.</li> <li>Record the results of the evaluation.</li> <li>Assess the risks associated with implementing the recommended solution.</li> <li>Record and communicate the results for the recommended solution to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation results</li> <li>Assessed risks</li> <li>Recommended solutions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 3	DAR 3.1	Develop, keep updated, and use a description of role-based decision authority.	<ul style="list-style-type: none"> <li>Identify, record, keep updated, and communicate the roles and levels of decision-making authority.</li> </ul>	<ul style="list-style-type: none"> <li>List of roles and decision-making authority and responsibilities</li> <li>List of decision authority levels</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Enterprise Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Solution Architecture, Solution Intent, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>ART System Architecture, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> <li>Team System Design, Alternatives of Analysis (AoA), &amp; Technical Standards, Practices, &amp; Definition of Done</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 1	MPM 1.1	Collect measures and record performance.	<ul style="list-style-type: none"> <li>Identify available measures and collection methods.</li> <li>Collect and record measures to understand performance.</li> </ul>	<ul style="list-style-type: none"> <li>Measures</li> <li>Performance analysis results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Budgets, Guard Rails, Horizons, Value Stream Metrics, KPIs, Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, Value Stream Measures, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, Value Stream Measures, PI Objectives, Roadmaps, Plans, Execution Practices, &amp; Innovation Metrics</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports performance measurement at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - Strategic Themes (OKRs), budgets, guardrails, horizons, value stream measures, KPIs, lead and cycle times, WIP, WSJF, ART and Team measures, process maturity, etc.</li> <li>Solution - OKRs, lead and cycle times, value stream measures, WIP, WSJF, ART and Team measures, process maturity, etc.</li> <li>ART - WSJF, PI objectives, capacity, load, business value, velocity, lead and cycle times, WIP, innovation metrics, process maturity, etc.</li> <li>Team - Story points, Sprint goals, capacity, load, velocity, lead and cycle times, WIP, process maturity, etc.</li> <li>Continuous Delivery - Lead and cycle times, deployment frequency, mean time to recovery, mean time to failure, reliability, maintainability, stability, etc.</li> </ol> </li> <li>SAFe is a performance measurement system which incorporates lean and agile qualitative and quantitative measures.</li> <li>SAFe ALMs capture planned, execution, and past or historical measures and performance.</li> </ul>
							MPM 1.2	Identify and address performance issues.	<ul style="list-style-type: none"> <li>Collect measurements and derive performance data.</li> <li>Review performance.</li> <li>Identify issues associated with performance.</li> <li>Understand the causes for performance issues.</li> <li>Make suggestions to improve performance.</li> <li>Address performance issues based on suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>List of performance issues</li> <li>List of suggestions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 2.1	Derive and record measurement and performance objectives from selected business needs and objectives and keep them updated.	<ul style="list-style-type: none"> <li>Identify current or planned performance improvements.</li> <li>Record and prioritize business needs and objectives.</li> <li>Review and keep updated measurement and performance objectives.</li> <li>Review business needs and objectives against measurement and performance objectives, as needed, with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Measurement and performance objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), KPIs, Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 2	MPM 2.2	Develop, keep updated, and use operational definitions for measures.	<ul style="list-style-type: none"> <li>Identify existing measures that address measurement objectives and are available or collected from current work products, processes, or transactions.</li> <li>Select measures that provide insight into the organization's quality and performance.</li> <li>Establish operational definitions for the selected measures.</li> <li>Specify how to collect and store data for each required measure.</li> <li>Select data analysis methods and tools.</li> <li>Review operational definitions with affected stakeholders and keep them updated.</li> </ul>	<ul style="list-style-type: none"> <li>Operational definitions of measures</li> <li>Analysis methods and tools</li> <li>Data collection mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 2.3	Obtain specified measurement data according to the operational definitions.	<ul style="list-style-type: none"> <li>Collect data for currently specified base measures.</li> <li>Calculate derived measures.</li> <li>Check data integrity as close to the source of data as possible.</li> </ul>	<ul style="list-style-type: none"> <li>Base and derived measurement data</li> <li>Results of data integrity checks</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 2.4	Analyze performance and measurement data according to the operational definitions.	<ul style="list-style-type: none"> <li>Perform analyses, interpret results as planned, and draw conclusions.</li> <li>Record analysis results and any significant deviations.</li> <li>Review results with affected stakeholders.</li> <li>Refine measurements and analysis techniques in the operational definitions.</li> </ul>	<ul style="list-style-type: none"> <li>Performance data analysis results</li> <li>Updated operational definitions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 2.5	Store measurement data, measurement specifications, and analysis results according to the operational definitions.	<ul style="list-style-type: none"> <li>Review data to ensure their quality.</li> <li>Store data according to data storage procedures.</li> <li>Make stored data available for use.</li> <li>Prevent stored information from being used inappropriately.</li> </ul>	<ul style="list-style-type: none"> <li>Stored data</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 2.6	Take actions to address identified issues with meeting measurement and performance objectives.	<ul style="list-style-type: none"> <li>Record and implement corrective actions and manage to closure.</li> <li>Record and submit proposed improvements and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Revised objectives, plans, and commitments</li> <li>Records of performance evaluations</li> <li>Records of significant deviations</li> <li>Proposed improvements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 3	MPM 3.1	Develop, keep updated, and use the organization's measurement and performance objectives traceable to business objectives.	<ul style="list-style-type: none"> <li>Develop, review, and analyze the business objectives that drive measurement and performance objectives.</li> <li>Develop, record, and use the organization's measurement and performance objectives and keep them updated.</li> <li>Analyze the performance of projects within the organization.</li> <li>Work with affected stakeholders to allocate the organization's measurement and performance objectives to projects.</li> <li>Trace new and revised measurement and performance objectives to business objectives.</li> <li>Review and update the allocations of measurement and performance objectives and communicate with affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Business objectives</li> <li>Measurement objectives</li> <li>Performance objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 3.2	Follow organizational processes and standards to develop and use operational definitions for measures and keep them updated.	<ul style="list-style-type: none"> <li>Record, communicate, and use organizational standard operational definitions for selected measures and keep them updated.</li> <li>Revise the set of operational definitions of measures as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Operational definitions following organizational standards</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 3.3	Develop, keep updated, and follow a data quality process.	<ul style="list-style-type: none"> <li>Develop criteria for data quality, accuracy, precision, and validity.</li> <li>Objectively evaluate the measurement repository and data to determine if the data quality criteria are met.</li> <li>Identify and communicate data quality issues and track to closure.</li> <li>Identify and communicate data improvement proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Data quality criteria</li> <li>Measurement repository data quality report</li> <li>Data quality issues</li> <li>Improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 3.4	Develop, keep updated, and use the organization's measurement repository.	<ul style="list-style-type: none"> <li>Determine the organization's needs for storing, retrieving, and analyzing measurements.</li> <li>Design and implement the measurement repository.</li> <li>Populate the contents and communicate the availability and benefits of the measurement repository.</li> <li>Revise the measurement repository as needs change.</li> </ul>	<ul style="list-style-type: none"> <li>Measurement repository design</li> <li>Organization's measurement repository</li> <li>Organization's measurement data</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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		Core	Managing Performance & Measurement	MPM	Manages performance using measurement and analysis to achieve business objectives.		MPM 3.5	Analyze organizational performance using measurement and performance data to determine and address performance improvement needs.	<ul style="list-style-type: none"> <li>Aggregate performance data to the organizational level.</li> <li>Analyze measurement and performance objectives against current performance to evaluate the organization's ability to satisfy business objectives.</li> <li>Develop, use, and keep updated descriptions of the resources consumed, as well as planned and current service system performance.</li> <li>Identify shortfalls and potential improvement areas where actual performance is not meeting business objectives.</li> <li>Develop, use, and keep updated service system representations from collected measurements and analyses.</li> <li>Record performance improvement needs.</li> <li>Analyze and record anticipated cost and benefits associated with addressing performance improvement needs.</li> <li>Communicate results to affected stakeholders.</li> <li>Submit performance improvement suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Aggregated performance results</li> <li>Performance analysis results</li> <li>Performance improvement needs</li> <li>Submitted performance improvement suggestions</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 3.6	Periodically communicate performance results to the organization.	<ul style="list-style-type: none"> <li>Develop and record performance improvement reports.</li> <li>Communicate performance improvement results to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Performance improvement and analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 4.1	Use statistical and other quantitative techniques to develop, keep updated, and communicate quality and process performance objectives that are traceable to business objectives.	<ul style="list-style-type: none"> <li>Define, record, keep updated, and communicate Quality and Process Performance Objectives (QPPOs).</li> <li>Derive interim objectives to monitor progress toward achieving the stated objectives.</li> <li>Determine and record the risk of not achieving QPPOs.</li> <li>Resolve conflicts among the QPPOs, e.g., if one objective cannot be achieved without compromising another.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and Process Performance Objectives (QPPOs)</li> <li>Risks of not achieving the QPPOs</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
							MPM 4.2	Select measures and analytic techniques to quantitatively manage performance to achieve quality and process performance objectives.	<ul style="list-style-type: none"> <li>Identify common measures from the organizational measurement repositories.</li> <li>Identify additional measures that may be needed to cover the critical work product and process attributes of the selected processes.</li> <li>Select measures to manage processes using statistical and other quantitative techniques.</li> <li>Specify the operational definitions of new measures.</li> <li>Identify the statistical and other quantitative techniques to be used.</li> <li>Analyze the relationship of identified measures to the Quality and Process Performance Objectives (QPPOs) to derive targets.</li> <li>Develop the environment to support collection, derivation, and analysis of new measures and keep it updated.</li> <li>Record, keep updated, and use measures and statistical analysis techniques.</li> </ul>	<ul style="list-style-type: none"> <li>List of selected and new measures</li> <li>Repository of analytical and statistical techniques</li> <li>Environment to support collection, derivation, and analysis of new measures</li> <li>Results of analysis and their derived targets</li> <li>Traceability to objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 4	MPM 4.3	Use statistical and other quantitative techniques to develop and analyze process performance baselines and keep them updated.	<ul style="list-style-type: none"> <li>Analyze the collected measures to establish central tendency and distribution or range of results that characterize the expected performance of selected processes.</li> <li>Record, keep updated, and use process performance baselines.</li> <li>Review process performance baselines with affected stakeholders.</li> <li>Make the process performance baselines available in the organization's measurement repository and communicate to the organization.</li> <li>Revise the process performance baselines as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Results of analysis of process performance data</li> <li>Process performance baselines</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>		
							Level 4	MPM 4.4	Use statistical and other quantitative techniques to develop and analyze process performance models and keep them updated.	<ul style="list-style-type: none"> <li>Establish process performance models.</li> <li>Validate the process performance model.</li> <li>Calibrate process performance models based on the results.</li> <li>Review process performance models with affected stakeholders.</li> <li>Make the process performance models available in the organization's measurement repository and communicate to the organization.</li> <li>Support the project's use of process performance models.</li> <li>Revise process performance models as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Process performance models</li> <li>Validation results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
								Level 4	MPM 4.5	Use statistical and other quantitative techniques to determine or predict achievement of quality and process performance objectives.	<ul style="list-style-type: none"> <li>Analyze the variation and stability of the selected processes and address deficiencies.</li> <li>Implement actions needed to address deficiencies in achieving QPPOs.</li> <li>Use validated process performance models calibrated with data to assess progress toward achieving QPPOs.</li> <li>Identify and manage risks associated with achieving QPPOs.</li> <li>Record and communicate the results of the analysis, decisions, and actions identified.</li> </ul>	<ul style="list-style-type: none"> <li>Results of analysis, validation, and calibration</li> <li>Predictions of results to be achieved relative to the QPPOs</li> <li>Recorded risks of not achieving the QPPOs</li> <li>List of actions needed to address deficiencies in the process stability or capability of each selected process</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>
						Level 5			MPM 5.1	Use statistical and other quantitative techniques to ensure that business objectives are aligned with business strategy to optimize performance.	<ul style="list-style-type: none"> <li>Evaluate and update business objectives periodically and on an event driven basis to ensure that they align with business strategies.</li> <li>Compare business objectives with baselines and process performance predictions to ensure the objectives are realistic.</li> <li>Prioritize business objectives based on recorded criteria.</li> <li>Maintain QPPOs to address changes in business objectives.</li> <li>Revise measures to align with QPPOs.</li> <li>Communicate changes to business strategies, business objectives, and QPPOs to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Results of analysis of current performance against: <ul style="list-style-type: none"> <li>QPPOs</li> <li>Business objectives</li> <li>Business strategies</li> </ul> </li> <li>Revised business objectives and strategies</li> <li>Revised QPPOs</li> <li>Revised measures</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>
							Level 5		MPM 5.2	Analyze performance data using statistical and other quantitative techniques to determine the organization's ability to satisfy selected business objectives and identify potential areas for optimizing performance.	<ul style="list-style-type: none"> <li>Periodically and on an event-driven basis, compare QPPOs to current process performance baselines and models to evaluate and predict the organization's ability to satisfy business objectives.</li> <li>Identify shortfalls where performance is not satisfying business objectives.</li> <li>Identify potential improvement areas based on the analysis of performance shortfalls.</li> <li>Communicate results and develop a list of improvement proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Performance analysis results</li> <li>List of performance shortfalls</li> <li>List of potential improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>

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							<b>MPM 5.3</b>	Select and implement improvement proposals based on the statistical and quantitative analysis of the expected effect of proposed improvements on meeting and optimizing business, quality, and process performance objectives.	<ul style="list-style-type: none"> <li>Run pilots to determine preliminary process performance based on proposed improvements.</li> <li>Run tests for statistical significance of modeled or piloted results.</li> <li>Analyze the costs and benefits of proposed improvements.</li> <li>Identify potential barriers and risks to deploying each proposed improvement.</li> <li>Record the evaluation results and decide to implement in accordance with evaluation criteria</li> <li>Determine and record the validation method that will be used before broad-scale deployment of the change.</li> <li>Implement selected proposals</li> <li>Validate implemented proposals before broad-scale deployment</li> <li>Deploy validated proposals</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of potential impacts of proposed improvements</li> <li>Piloting report</li> <li>Cost-benefit analysis results</li> <li>List of potential barriers and risks to implement the improvement</li> <li>Recorded validation methods</li> <li>List of submitted proposals for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Strategic Themes (OKRS), Strategies, Roadmaps, Plans, &amp; Execution Practices</li> <li>Solution OKRs, KPIs, Roadmaps, Plans, &amp; Execution Practices</li> <li>ART OKRs, PI Objectives, Roadmaps, Plans, &amp; Execution Practices</li> <li>Team Sprint Goals, Plans, &amp; Execution Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Plan, Execution, &amp; (Epic) Backlog (ALM) Reports, Records, &amp; Artifacts</li> <li>Solution Plan, Execution, &amp; (Capability) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>ART Plan, Execution, &amp; (Feature) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> <li>Team Plan, Execution, &amp; (Story) Backlog (ALM) Reports &amp; Records, &amp; Artifacts</li> </ul>	
						<b>Level 1</b>	<b>PAD 1.1</b>	Develop process assets to perform the work.	<ul style="list-style-type: none"> <li>Record work instructions.</li> </ul>	<ul style="list-style-type: none"> <li>Work instructions</li> <li>Process descriptions</li> <li>Templates</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports process asset development at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - SAFe training, website, studio, toolkits, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>Solution - SAFe training, website, studio, toolkits, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>ART - SAFe training, website, studio, toolkits, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>Team - SAFe training, website, studio, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> </ol> </li> <li>SAFe is primarily a process management system which incorporates a variety of lean and agile process values, principles, practices, metrics, and tools.</li> <li>SAFe ALMs provide a mechanism for capturing or automating SAFe, lean, and agile process assets, organizing lean and agile activities, and capturing metrics.</li> </ul>
							<b>PAD 2.1</b>	Determine what process assets will be needed to perform the work.	<ul style="list-style-type: none"> <li>Identify process assets needed for the project.</li> </ul>	<ul style="list-style-type: none"> <li>Templates</li> <li>Work Instructions</li> <li>Tools</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	



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Improving Performance						Level 2	PAD 2.2	Develop, buy, or reuse process assets.	<ul style="list-style-type: none"> <li>Select which assets will be subject to a build, buy, or reuse analysis.</li> <li>Perform build, buy, or reuse analyses to determine the best option of various selected assets.</li> <li>Record results of analyses.</li> <li>Build, buy, or reuse the indicated assets.</li> </ul>	<ul style="list-style-type: none"> <li>Build, buy, reuse analyses results</li> <li>Process assets</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PAD 2.3	Make processes and assets available.	<ul style="list-style-type: none"> <li>Make assets available for use by projects.</li> <li>Communicate the availability of assets for use.</li> </ul>	<ul style="list-style-type: none"> <li>Process assets</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PAD 3.1	Develop, keep updated, and follow a strategy for building and updating process assets.	<ul style="list-style-type: none"> <li>Develop a strategy for building and updating process assets.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy for building and updating process assets</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	

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		Core	Process Asset Development	PAD	Develops the process assets necessary to perform the work and keeps them updated.	Level 3	PAD 3.2	Develop, record, and keep updated a process architecture that describes the structure of the organization's processes and process assets.	<ul style="list-style-type: none"> <li>Identify process requirements.</li> <li>Identify process architecture objectives.</li> <li>Develop and record the format of the process architecture.</li> <li>Develop, record, and keep updated the process architecture.</li> <li>Review and update process architecture with affected stakeholders.</li> <li>Communicate and make process architecture available.</li> </ul>	<ul style="list-style-type: none"> <li>Process requirements</li> <li>Process architecture format</li> <li>Process architecture</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PAD 3.3	Develop, keep updated, and make the organization's processes and assets available for use in a process asset library.	<ul style="list-style-type: none"> <li>Verify that the organization's set of standard processes and assets are aligned with strategic process needs and objectives.</li> <li>Assign responsibilities for acquiring, developing, and maintaining processes and assets.</li> <li>Review and decide if recommendations resulting from process improvements should be incorporated into the organization's processes and assets.</li> <li>Develop organizational standards for processes and assets.</li> <li>Design and implement the organization's PAL.</li> <li>Specify criteria for including assets in the PAL.</li> <li>Specify procedures for storing, updating, and retrieving assets.</li> <li>Enter selected assets into the PAL and catalog them for easy reference and retrieval.</li> <li>Make assets available for use by projects.</li> <li>Periodically review the usefulness of the assets.</li> <li>Record process action plans.</li> <li>Track progress and commitments against process action plans.</li> <li>Establish process action teams to implement actions.</li> <li>Build and record processes and</li> </ul>	<ul style="list-style-type: none"> <li>Design of the organization's PAL</li> <li>Organization's PAL</li> <li>Process-related work products in the PAL</li> <li>Action plans</li> <li>Status and results of implementing action plans</li> <li>Organization's set of standard processes and assets</li> <li>New processes or assets</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PAD 3.4	Develop, keep updated, and use tailoring criteria and guidelines for the set of standard processes and assets.	<ul style="list-style-type: none"> <li>Specify selection criteria and procedures for tailoring the organization's set of standard processes.</li> <li>Specify the standards used to record defined processes.</li> <li>Specify the procedures used to submit and obtain approval of waivers from the organization's set of standard processes.</li> <li>Record, approve, and communicate tailoring guidelines for the organization's set of standard processes.</li> <li>Revise tailoring guidelines as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Tailoring guidelines for the organization's set of standard processes</li> <li>Waivers or requests for process waivers</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	

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Improving							PAD 3.5	Develop, keep updated, and make work environment standards available for use.	<ul style="list-style-type: none"> <li>Evaluate commercially available work environment standards.</li> <li>Adopt, develop, or tailor work environment standards to fill gaps based on the organization's process needs and objectives.</li> <li>Periodically analyze the work environment to identify changes or resources that could improve work performance.</li> <li>Prioritize potential improvements to the work environment.</li> <li>Identify resources that could improve performance.</li> <li>Ensure projects have the authority to organize and tailor their work environments to best support their business activities.</li> <li>Review work environments with projects.</li> </ul>	<ul style="list-style-type: none"> <li>Work environment standards</li> <li>Waivers or requests for work environment waivers</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PAD 3.6	Develop, keep updated, and make organizational measurement and analysis standards available for use.	<ul style="list-style-type: none"> <li>Specify organizational standards for measurement and analysis.</li> <li>Specify tailoring guidelines for applying measurement standards to individual projects.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational measurement and analysis standards</li> <li>Waivers or requests for measurement and analysis waivers</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 1.1	Develop a support structure to provide process guidance, identify and fix process problems, and continuously improve processes.	<ul style="list-style-type: none"> <li>Identify and apply a structure for supporting process related activities and keep it updated.</li> <li>Assign responsibilities and keep them updated for coordinating process related activities.</li> </ul>	<ul style="list-style-type: none"> <li>Process support structure</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports process change management at multiple levels:               <ol style="list-style-type: none"> <li>Portfolio - SAFe roadmap, training, website, studio, toolkits, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>Solution - SAFe roadmap, training, website, studio, toolkits, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>ART - SAFe roadmap, training, website, studio, toolkits, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> <li>Team - SAFe roadmap, training, website, studio, cases, guidelines, policies and procedures, assessments, tools, and workflow driven ALMs.</li> </ol> </li> <li>SAFe is primarily a process management system which incorporates a variety of lean and agile process values, principles, practices, metrics, and tools.</li> <li>SAFe ALMs provide a mechanism for capturing or automating SAFe, lean, and agile process assets, organizing lean and agile activities, and capturing metrics.</li> </ul>

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						Level 1	PCM 1.2	Appraise the current process implementation and identify strengths and weaknesses.	<ul style="list-style-type: none"> <li>Obtain sponsorship and support for the appraisal from senior management.</li> <li>Define the scope of the appraisal.</li> <li>Select or define the criteria and method for the appraisal.</li> <li>Plan and schedule the appraisal.</li> <li>Perform the appraisal.</li> <li>Record and communicate the appraisal findings.</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal plan and schedule</li> <li>Appraisal findings</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 1.3	Address improvement opportunities or process issues.	<ul style="list-style-type: none"> <li>Assign relevant personnel to address the improvement opportunities and process issues.</li> <li>Identify and record the action items to address improvement opportunities and process issues.</li> <li>Address the opportunities and issues and communicate the results.</li> </ul>	<ul style="list-style-type: none"> <li>Action items</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 2.1	Identify improvements to the processes and process assets.	<ul style="list-style-type: none"> <li>Identify issues and opportunities.</li> <li>Group and analyze proposed improvements.</li> <li>Record and keep updated criteria for selecting improvements.</li> <li>Select proposed improvements for implementation, deployment, and execution.</li> <li>Review selections with affected stakeholders.</li> <li>Record proposed improvements and communicate expected results.</li> </ul>	<ul style="list-style-type: none"> <li>Proposed improvement list</li> <li>Business case</li> <li>Recorded selection criteria</li> <li>List of selected improvements for implementation, deployment, and execution</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 2							

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						Level 2	PCM 2.2	Develop, keep updated, and follow plans for implementing selected process improvements.	<ul style="list-style-type: none"> <li>Select performance improvements to be deployed.</li> <li>Develop the plan based on the identified process improvements and review with stakeholders.</li> <li>Ensure that the deployment is announced, well-coordinated, and supported.</li> <li>Manage progress, review with stakeholders, and update plans as needed.</li> <li>Develop or update process assets.</li> <li>Pilot the identified process improvements.</li> <li>Deploy the improvements.</li> <li>Analyze and communicate the results of the deployed improvements.</li> <li>Record improvement results.</li> </ul>	<ul style="list-style-type: none"> <li>Process improvement plan</li> <li>Action plan</li> <li>Developed or updated process assets</li> <li>Status report</li> <li>Recorded results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 3.1	Develop, keep updated, and use process improvement objectives traceable to the business objectives.	<ul style="list-style-type: none"> <li>Identify and record improvement objectives.</li> <li>Review improvement objectives with affected stakeholders.</li> <li>Monitor and update improvement objectives as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Process improvement objectives that are traced to business objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
					Manages and implements the continuous performance improvement of processes and infrastructure to meet business objectives by identifying and implementing the most beneficial process improvements and making performance results visible, accessible, and sustainable.		PCM 3.2	Identify processes that are the largest contributors to meeting business objectives.	<ul style="list-style-type: none"> <li>Review the current business model, business objectives, and business environment.</li> <li>Review potential internal or external business changes.</li> <li>Identify and record the relationships between the business objectives and processes.</li> <li>Estimate the value of each process's contribution to achieving business objectives.</li> <li>Record, keep updated, and communicate the results to affected stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Business model, objectives, and environment review results</li> <li>Recorded relationships and traceability between the business objectives and processes</li> <li>Estimates of process contribution to achieving business objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	

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						Level 3	PCM 3.3	Explore and evaluate potential new processes, techniques, methods, and tools to identify improvement opportunities.	<ul style="list-style-type: none"> <li>Identify, research, and record improvements.</li> <li>Use established criteria to decide what documents and measures are critical enough to include in the organization's Process Asset Library (PAL) for use with other or future projects.</li> <li>Analyze and evaluate potential process improvement opportunities.</li> <li>Record, keep updated, and communicate the results to affected stakeholders.</li> </ul>	Potential improvement opportunities	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 3.4	Provide support for implementing, deploying, and sustaining process improvements.	<ul style="list-style-type: none"> <li>Identify the mechanisms needed to support process implementation and deployment.</li> <li>Ensure that implementation and deployment activities are planned and coordinated.</li> <li>Align multiple improvement activities.</li> <li>Obtain senior management commitment to visibly and actively support implementation, deployment, and sustainment of the process.</li> <li>Provide a migration approach from current to newly deployed processes.</li> <li>Review the deployment results with the affected stakeholders</li> <li>Provide records about the success, issues, obstacles, and progress of the supporting activities.</li> </ul>	<ul style="list-style-type: none"> <li>Plan for implementing, deploying, and sustaining improvement</li> <li>Implementation records</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
							PCM 3.5	Deploy organizational standard processes and process assets.	<ul style="list-style-type: none"> <li>Ensure that sufficient support is available for the deployment.</li> <li>Identify projects for deployment of processes and assets.</li> <li>Coordinate the deployment of improved processes with other improvement efforts.</li> <li>Deploy the organizational set of standard processes and the organizational process assets to identified projects.</li> <li>Monitor the deployment of improvements using deployment plans.</li> <li>Review results of objective evaluations.</li> <li>Identify, record, and track to closure issues related to implementing the organization's set of standard processes.</li> <li>Review the deployment results with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>List of where improvements of new or revised processes or assets will be deployed</li> <li>Deployment status report</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	

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							PCM 3.6	Evaluate and report the effectiveness of deployed improvements in achieving process improvement objectives.	<ul style="list-style-type: none"> <li>Analyze current improvement results against business, process, and performance improvement objectives and determine effectiveness of improvements.</li> <li>Record the results and communicate with affected stakeholders.</li> <li>Initiate and track to closure necessary corrective actions.</li> </ul>	<ul style="list-style-type: none"> <li>Process improvement evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 4	PCM 4.1	Use statistical and other quantitative techniques to validate selected performance improvements against proposed improvement expectations, business objectives, or quality and process performance objectives.	<ul style="list-style-type: none"> <li>Plan the validation.</li> <li>Review validation plans with affected stakeholders.</li> <li>Perform each validation in accordance with the plan and record results.</li> <li>Use statistical or other quantitative methods to analyze the results of the validation.</li> <li>Review, record and communicate the results of validation analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Validation plans</li> <li>Validation reports</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Solution Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>ART Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Team Flow SAFe Website, Studio, Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> <li>Continuous Delivery Governance, Standards, Guidelines, Processes, Practices, Policies, Procedures, Metrics, Workflows, Tools, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Continuous Delivery Pipeline Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 1	GOV 1.1	Senior management identifies what is important for doing the work and defines the approach needed to accomplish the objectives of the organization.	<ul style="list-style-type: none"> <li>Senior management decides what is important for accomplishing the work, including improvements; sets the approach; and communicates to the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of importance of and approach to improvement</li> <li>Records of reviews and communications</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Leadership, Lean Governance, Agile Portfolio Operations, Lean Portfolio Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Solution Flow Lean Systems Engineering, Solution Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>ART Flow Value Management Office (VMO), Lean-Agile Center of Excellence (LACE), Product Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Team Flow Agile Charters, Agreements, Product Ownership, Assessment, &amp; ALM Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> </ul>	<ul style="list-style-type: none"> <li>SAFe strongly supports governance practices at multiple levels:               <ol style="list-style-type: none"> <li>Enterprise - Organizational agility governance.</li> <li>Portfolio - Lean portfolio management governance.</li> <li>Solution - Enterprise solution delivery governance.</li> <li>ART - Agile product delivery governance.</li> <li>Team - Team and technical agility governance</li> </ol> </li> <li>SAFe is primarily a process management system which incorporates a variety of governance roles, responsibilities, practices, tools, metrics, assessments, and performance measures.</li> <li>SAFe ALMs provide a mechanism for capturing, automating, enforcing, measuring, and improving SAFe portfolio, solution, ART, team, and even continuous delivery governance.</li> </ul>





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Sustaining Habit & Persistence							GOV 2.4	Senior management assigns authority and holds people accountable for adhering to organization directives and achieving process implementation and performance improvement objectives.	<ul style="list-style-type: none"> <li>Senior management reviews issues and trends related to deploying, implementing, performing, and improving the organization's processes.</li> <li>Senior management directs corrective actions when: <ul style="list-style-type: none"> <li>The organization's objectives are not being met</li> <li>Issues are identified</li> <li>Implementation and improvement progress differs from the plans</li> </ul> </li> <li>Senior management directs the recording and updating of roles, responsibilities, and authority.</li> <li>Senior management provides incentives for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Action items related to accountability</li> <li>Rewards, recognitions, and incentives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Leadership, Lean Governance, Agile Portfolio Operations, Lean Portfolio Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Solution Flow Lean Systems Engineering, Solution Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>ART Flow Value Management Office (VMO), Lean-Agile Center of Excellence (LACE), Product Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Team Flow Agile Charters, Agreements, Product Ownership, Assessment, &amp; ALM Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 3	GOV 3.1	Senior management ensures that measures supporting objectives throughout the organization are collected, analyzed, and used.	<ul style="list-style-type: none"> <li>Senior management verifies measures are collected, analyzed, and used.</li> <li>Senior management directs corrective actions related to collecting, analyzing, and using measures.</li> </ul>	<ul style="list-style-type: none"> <li>Updated organizational measurement repository</li> <li>Status reports, actions, and decisions</li> <li>Updated organizational directives and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Leadership, Lean Governance, Agile Portfolio Operations, Lean Portfolio Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Solution Flow Lean Systems Engineering, Solution Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>ART Flow Value Management Office (VMO), Lean-Agile Center of Excellence (LACE), Product Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Team Flow Agile Charters, Agreements, Product Ownership, Assessment, &amp; ALM Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 3	GOV 3.2	Senior management ensures that competencies and processes are aligned with the objectives of the organization.	<ul style="list-style-type: none"> <li>Review the status of competencies, objectives, and processes.</li> <li>Record and communicate results.</li> </ul>	<ul style="list-style-type: none"> <li>Results of strategy and process reviews and discussions</li> <li>Reviews and comparisons between the organization's competencies and processes to be executed</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Leadership, Lean Governance, Agile Portfolio Operations, Lean Portfolio Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Solution Flow Lean Systems Engineering, Solution Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>ART Flow Value Management Office (VMO), Lean-Agile Center of Excellence (LACE), Product Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Team Flow Agile Charters, Agreements, Product Ownership, Assessment, &amp; ALM Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> </ul>	
						Level 4	GOV 4.1	Senior management verifies that selected decisions are driven by statistical and quantitative analysis related to performance and achievement of quality and process performance objectives.	<ul style="list-style-type: none"> <li>Review and discuss strategy, process performance, decisions, and progress.</li> </ul>	<ul style="list-style-type: none"> <li>Results of strategy, process performance, and progress reviews and decision analyses</li> <li>Communicated results</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Leadership, Lean Governance, Agile Portfolio Operations, Lean Portfolio Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Solution Flow Lean Systems Engineering, Solution Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>ART Flow Value Management Office (VMO), Lean-Agile Center of Excellence (LACE), Product Management, Assessment, &amp; ALM Performance Measurement Practices</li> <li>Team Flow Agile Charters, Agreements, Product Ownership, Assessment, &amp; ALM Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>ART Flow ALM Reports &amp; Records, &amp; Artifacts</li> <li>Team Flow ALM Reports &amp; Records, &amp; Artifacts</li> </ul>	



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						Level 3	II 3.2	Evaluate the adherence to and effectiveness of the organizational processes.	<ul style="list-style-type: none"> <li>Evaluate processes for effectiveness and usefulness.</li> <li>Analyze process performance measurement results.</li> <li>Examine results of evaluations, appraisals, or audits.</li> <li>Record and communicate results to affected stakeholders.</li> <li>Submit improvement proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation results</li> <li>Analysis results</li> <li>Improvement proposals</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Solution Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>ART Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Team Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Continuous Delivery Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>ART Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Team Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Continuous Delivery Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> </ul>	
							II 3.3	Contribute process-related information or process assets to the organization.	<ul style="list-style-type: none"> <li>Collect and record best practices, lessons learned, and information from tailoring the processes.</li> <li>Submit assets for potential inclusion in the organization's process asset library.</li> <li>Propose improvements to the organizational process assets.</li> </ul>	<ul style="list-style-type: none"> <li>Examples, best practices, and lessons learned</li> <li>Tailoring records, rationale, worksheets, and other related work products associated with tailoring and implementing the organization's set of standard processes for the work</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Solution Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>ART Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Team Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Continuous Delivery Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>ART Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Team Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Continuous Delivery Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> </ul>	
						Level 4	II 4.1	Develop the organizational capability to understand and apply statistical and other quantitative techniques to accomplish the work.	<ul style="list-style-type: none"> <li>Define infrastructure required to support the use of statistical and quantitative techniques.</li> <li>Develop training materials and job aids for using statistical and quantitative techniques.</li> <li>Monitor effectiveness of the organizational capability.</li> <li>Make improvements to the organizational capability.</li> </ul>	<ul style="list-style-type: none"> <li>Requirements of organizational capability for using statistical and quantitative techniques</li> <li>Statistical and quantitative training materials</li> <li>List of improvements</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Solution Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>ART Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Team Flow Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> <li>Continuous Delivery Assessments, Inspect &amp; Adapt (I&amp;A), &amp; Performance Measurement Practices</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Solution Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>ART Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Team Flow Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> <li>Continuous Delivery Flow Assessment, Inspect &amp; Adapt (I&amp;A), &amp; ALM Reports, Records, &amp; Artifacts</li> </ul>	

Number	CMMI v3.0 Practice Area	Abbrev	Score	Inv
1	Service Delivery Management	SDM	4	3
2	Strategic Service Management	STSM	3	4
3	Product Integration	PI	5	3
4	Technical Solution	TS	4	3
5	Peer Reviews	PR	3	5
6	Process Quality Assurance	PQA	6	2
7	Requirements Development & Management	RDM	4	3
8	Verification & Validation	VV	3	4
9	Supplier Agreement Management	SAM	4	3
10	Continuity	CONT	5	2
11	Incident Resolution & Prevention	IRP	3	4
12	Risk & Opportunity Management	RSK	5	2
13	Enabling Virtual Work	EVW	3	5
14	Organizational Training	OT	4	3
15	Workforce Empowerment	WE	5	2
16	Estimating	EST	3	4
17	Monitor & Control	MC	5	3
18	Planning	PLAN	4	3
19	Data Management	DM	6	2
20	Data Quality	DQ	3	4
21	Enabling Safety	ESAF	5	2
22	Enabling Security	ESEC	4	3
23	Managing Security Threats & Vulnerabilities	MST	4	3
24	Causal Analysis & Resolution	CAR	4	3
25	Configuration Management	CM	4	3
26	Decision Analysis & Resolution	DAR	5	2
27	Managing Performance & Measurement	MPM	4	3
28	Process Asset Development	PAD	4	4
29	Process Management	PCM	4	3
30	Governance	GOV	4	3
31	Implementation Infrastructure	II	5	2

