



Lean-Agile QMS in Aerospace

Challenge

Skyguide, a service organization for civil and military air navigation services has been using SAFe successfully for 17 PI cycles and it was the wish of the company to leverage SAFe as the primary established product development process. The actual implementation was not yet integrated with existing process assets and it was not ready to prove that safety measures and control mechanisms as stated from the government are fulfilled. Further challenges included not being as efficient in their daily work as expected, not able to scale agile within their organization, discussions on how to perform the 'new way of working', using tools in a constant manner and how to document developed solutions in a proper and agile manner.

Solution

In order to scale and to establish SAFe in the long run, it has been decided by the management that all SAFe processes have to integrate with the existing process asset library (e.g. system engineering with its practices, tools, work products, roles) and, in the same time, to prove compliance with federal laws of Switzerland and European Regulation Framework. After a careful evaluation, it was decided to start with Applied SAFe as Lean QMS. The internal quality management team was trained by PEDCO to lead the further integration and adoption of Applied SAFe by themselves.

Skyguide first integrated its development landscape with Applied SAFe, still allowing other live cycles to continue their work in parallel. A small team was able to complete this task by themselves, followed by formalizing the running Agile Release Train.

As flight control services are provided 7*24h, special attention and processes have been developed or enhanced for architecture, deployment and release, safety assessment and compliance management. It turned out that some of the tools and deliverables were overlapping and in turn, the number of work products needed has been reduced. With clear roles and it's responsibilities, Skyguide was able to eliminate waste and further reduce waste by using the built-in tailoring capabilities of Applied SAFe.

"In Aerospace you can imagine that it's difficult to establish an agile transformation process in the long run. With Applied SAFe®, we have been able to define the needed processes for our organization in a very short time. We combined the 'new way of working' with our existing knowledge on how to do system deployment; in a compliant and efficient manner."



Dr. Patricia Bomme,
Head of Safety & Compliance at skyguide

Benefit

With these measures, skyguide implemented consistent, auditable and compliant processes across business units as well as for the individual specialist disciplines in less than 4 months.

Today, the departments collaborate on a common model of deliverables, regardless of the used life cycle. SAFe processes are now individually customizable (e.g. for different SAFe Teams) and ensure the required flexibility. Explicit role responsibilities enable and eases cooperation and facilitates the exchange of employees between the business units. Implementing Applied SAFe enabled Skyguide to significantly reduce the reaction time for changes in their Agile processes.

One problem solved is that the handling of large documentations and its development in an agile manner is still fulfilling the imposed documentation requirements. The proposed skeleton approached as defined in Applied SAFe helped to resolve the complexity of dealing with different kinds of existing documentation.

Results

Process flows were optimized and harmonized in workshops together with practitioners. Good and useful existing process assets are reused. As a result, the customer has achieved cross department process understanding and simplified its workflows significantly.

- ✓ Optimized cooperation between business units and ramp-up time for new role assignments reduced by 2/3
- ✓ 4 months duration to integrate existing process assets into SAFe, and to adapt SAFe processes to support special needs in Architecture, Deployment and Release, Safety Assessment and Compliance Mgmt.
- ✓ Reached 100% compliance to federal laws and European regulations with scaled agile processes & instance based variation of configurations and needs
- ✓ Common domain model allowed timely information creation and sharing
- ✓ Organization executes lean-agile process engineering by themselves after 5 days of training

Talk with us!

As you have read this case study, we know that you are interested in a pragmatic solution. So we would love to find out what you are looking for in reality and to see how we can be of any help towards your goals. During an evaluation, we will be able connect you directly with some of our customers.

Let's start talking in a free session: pedco.appointlet.com