

# *Safety Performance Measurement for Service Providers*

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for  
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# Why Measure?

You can't manage what you can't measure (Drucker).

What gets measured gets managed.

- but...

If you measure the wrong things, you'll manage the wrong things.

Careful measurement is essential in safety decision making!



# Types of SP measures

## Process measures:

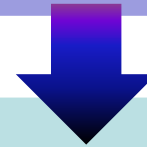
- WHAT WE DO



- May be both *leading, lagging indicators*

## Outcome measures:

- WHAT RESULTS

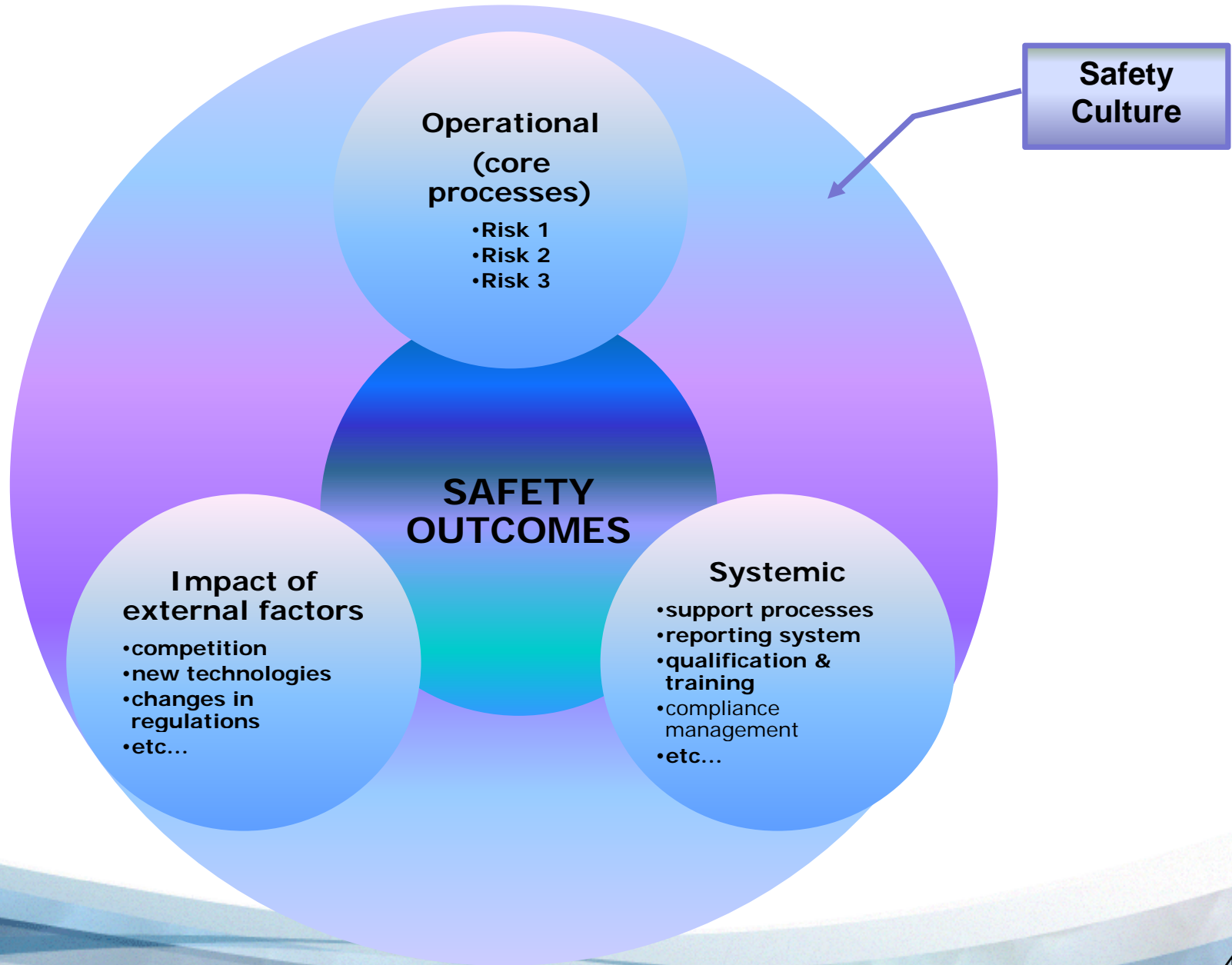


- Usually by means of *lagging indicators*

# Operational Definitions

- **Safety**: how well **risk** is **managed** (state of being)  
↓
- **Safety performance**: **capability** to **manage** risk  
↓
- **Measurement of safety management**: capability in terms of **SM processes** (What)  
↓
- **Process measurement** (How – measurement strategy)
  - **Process**: Leading/Lagging indicators
  - **Outcome**: Ultimate benefits, results (Lagging indicators)

# 'Components' of safety performance

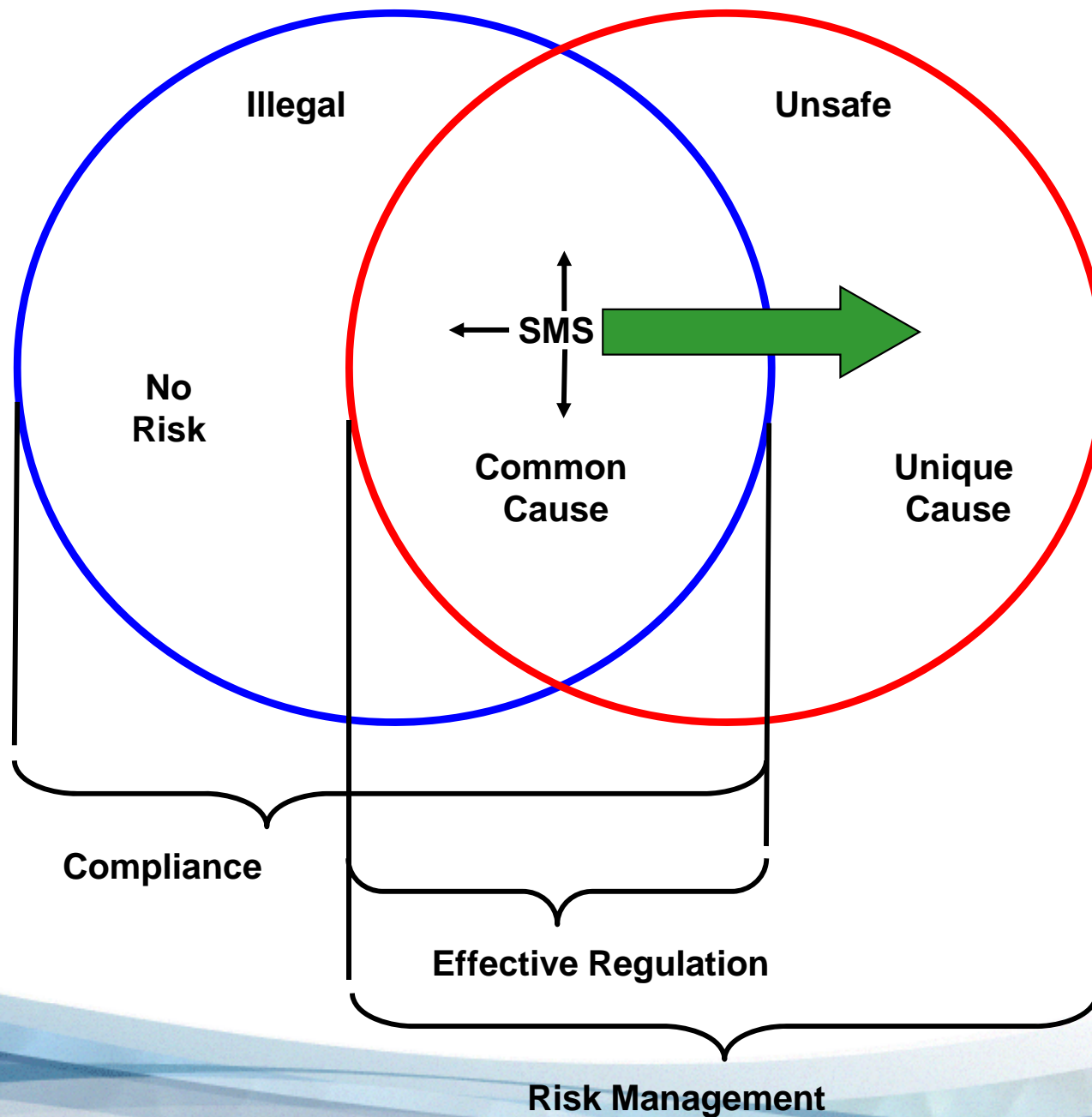


# Compliance and Safety Risk Management

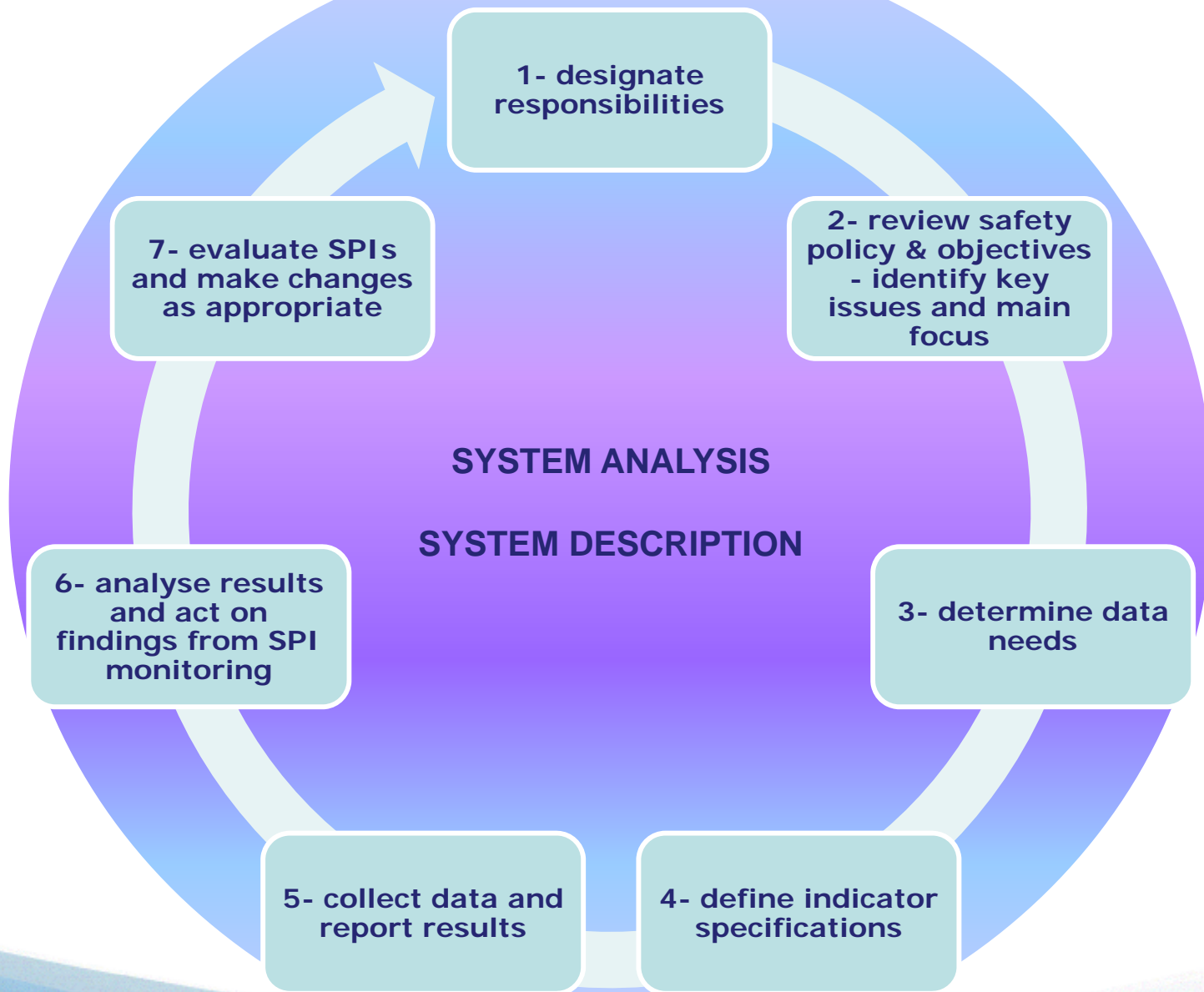
- Most rules refer to technical/ operational processes
  - Design standards
  - Operating limitations
  - Training standards
  - Maintenance requirements, etc.
- Rules are made for “common cause” hazards - affects all of a “class”
- Rules shape risk controls
- However, other risks exist...



# Compliance and SRM



# Process to develop/review SPIs





# Risks and challenges:

- Finding the right balance:
  - process measures ./ outcome measures
  - indicators to monitor ./ indicators to drive performance
- Being able to deliver the bigger picture
  - challenge results
  - assess indicators in combination
- Integrating SPIs with Safety Risk Management
- Indicator 'seduction' (Overreliance on positive results / complacency)  
and:
- Management involvement and commitment



# Next steps

soon to be published on Skybrary



## Measuring Safety Performance - Guidelines for service providers

- I. Concept
- II. Process
- III. SPI examples

***Your feedback will be most welcome!***

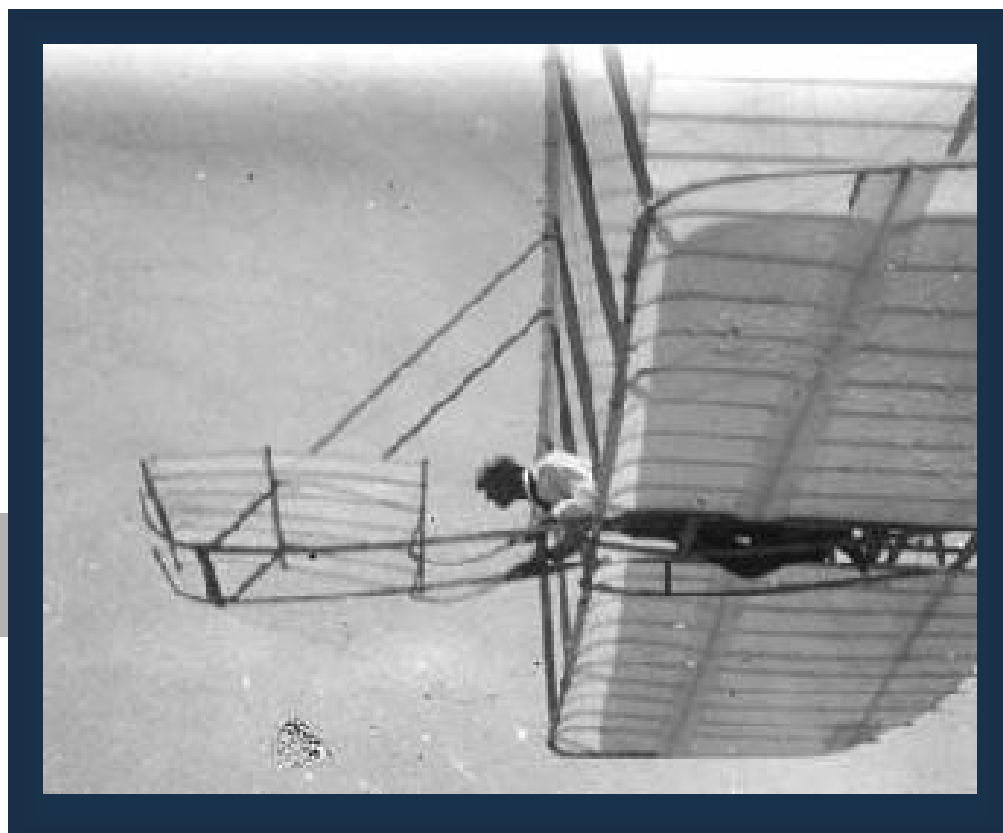
*“Carelessness and overconfidence are more dangerous than deliberately accepted risk”*

*Wilbur Wright, 1901*

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Wilbur Wright gliding, 1901  
Photographs: Library of Congress



# Thank you for your attention !

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