

Safety Performance Measurement for Service Providers

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for
SM ICG Metrics Workgroup



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.

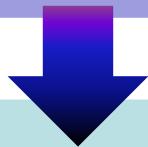
Careful measurement is essential in safety decision making!



Types of SP measures

Process measures:

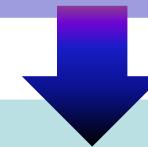
- WHAT WE DO



- May be both *leading, lagging indicators*

Outcome measures:

- WHAT RESULTS

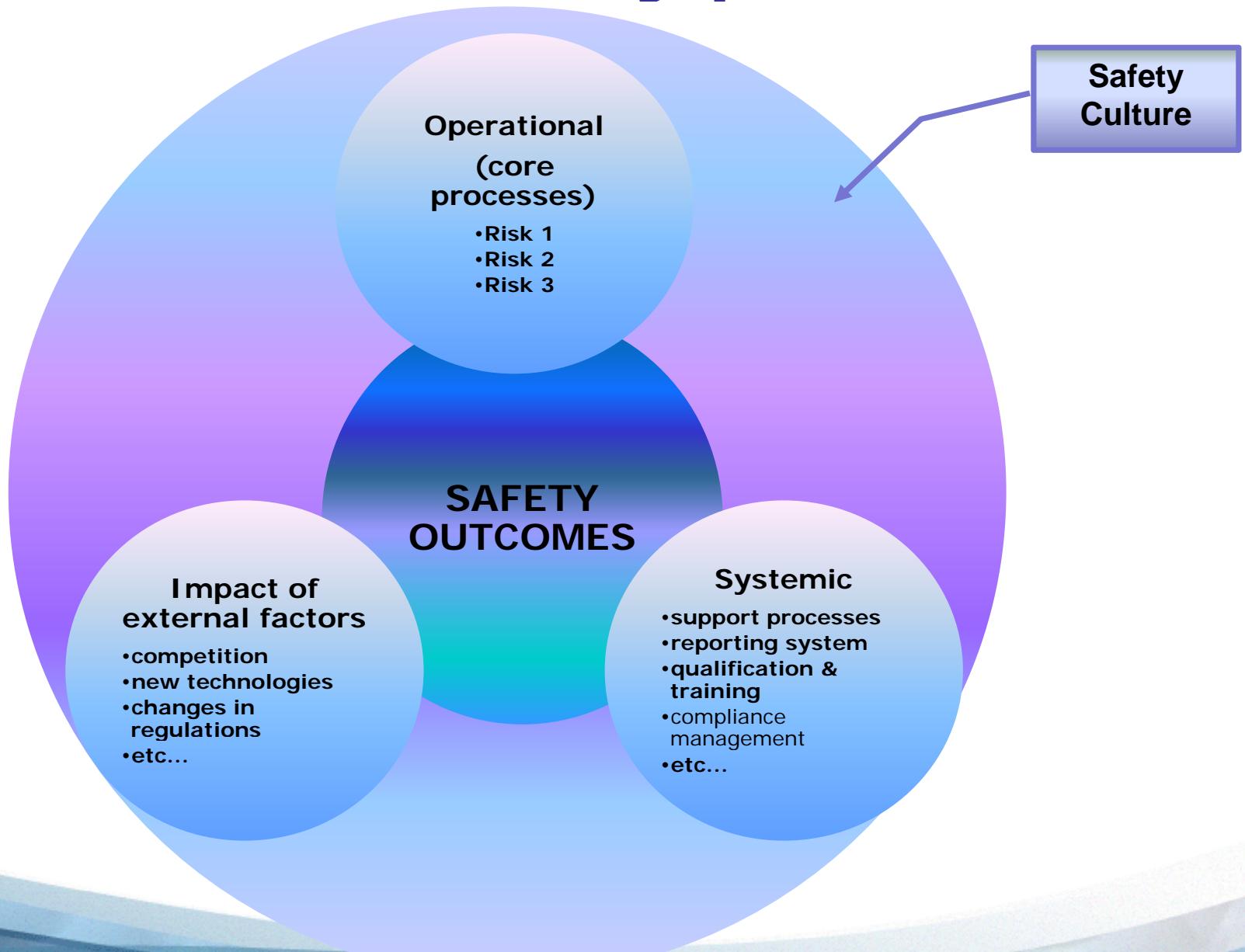


- Usually by means of *lagging indicators*

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

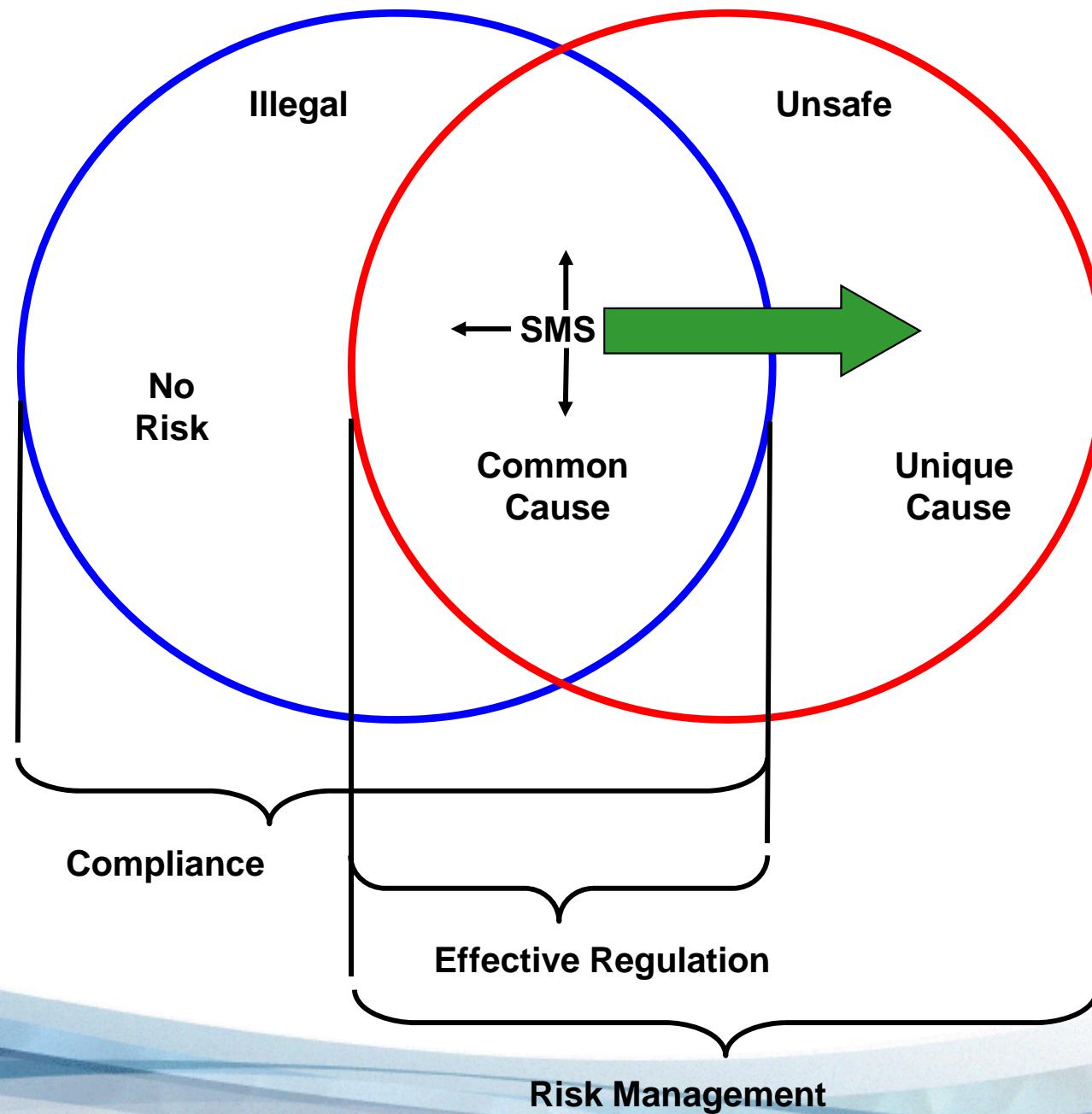


Compliance and Safety Risk Management

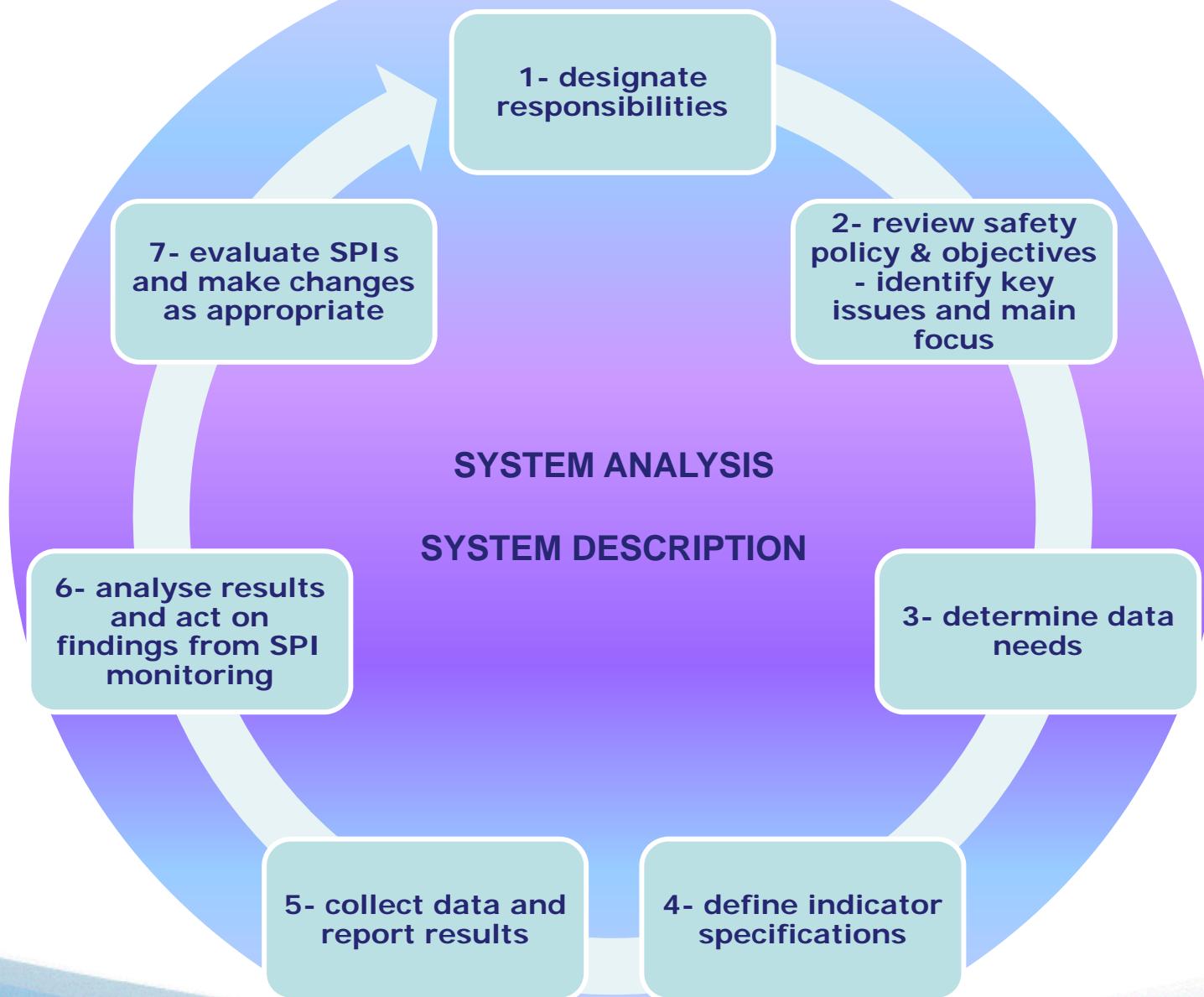
- Most rules refer to technical/ operational processes
 - Design standards
 - Operating limitations
 - Training standards
 - Maintenance requirements, etc.
- Rules are made for “common cause” hazards - affects all of a “class”
- Rules shape risk controls
- However, other risks exist...



Compliance and SRM



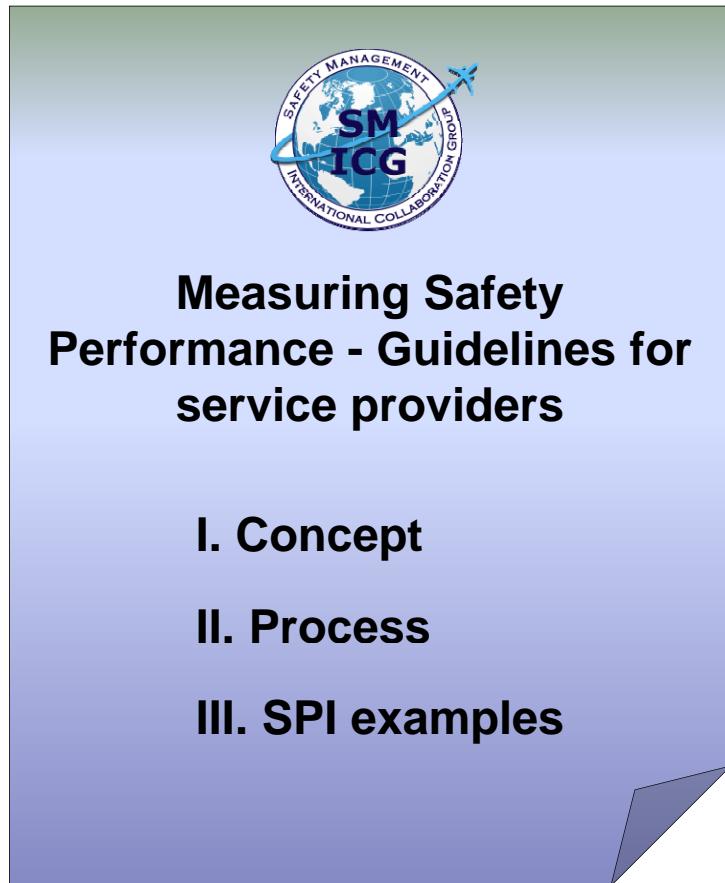
Process to develop/review SPIs



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

Your feedback will be most welcome!

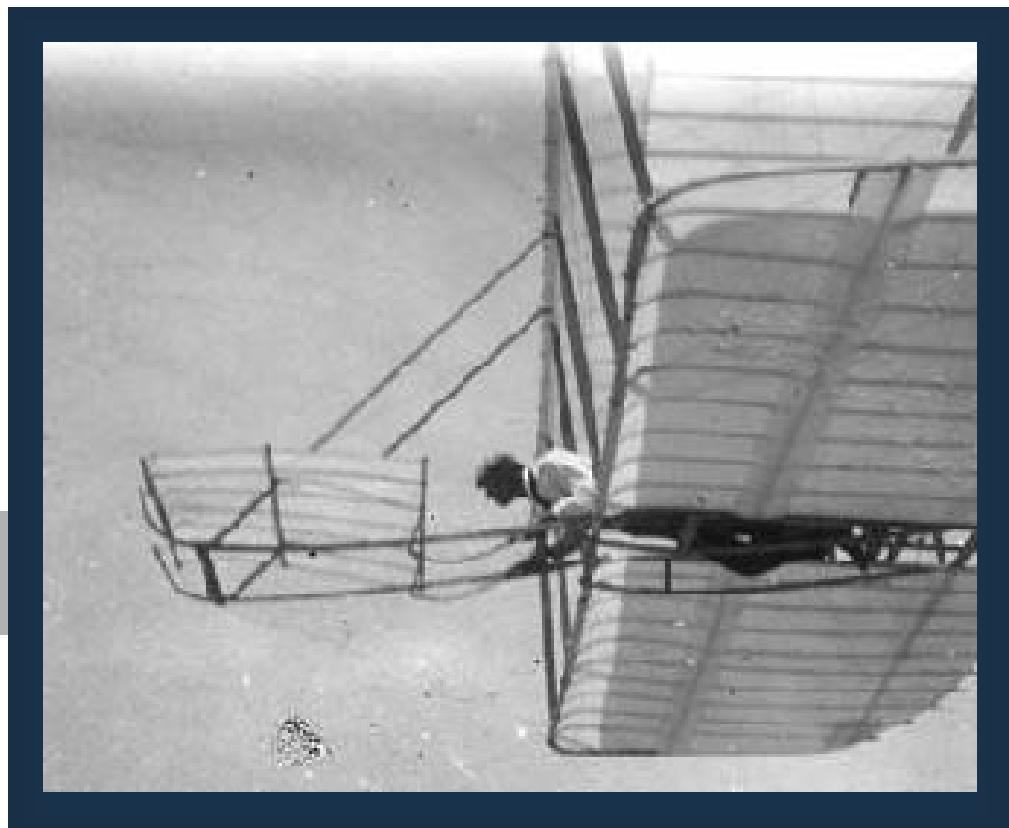
“Carelessness and overconfidence are more dangerous than deliberately accepted risk”

Wilbur Wright, 1901

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Wilbur Wright gliding, 1901
Photographs: Library of Congress



Thank you for your attention !

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