

# Enhancing Safety Performance Organization-wide



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Safety is the state in which the possibility of harm to people or property is maintained at or below an acceptable level. All of an organization's functions—such as operations, maintenance, and workforce management—contribute to safety, and they must work together to achieve positive safety outcomes. Active monitoring and measuring of your organization's performance across these functions (and their contributions to safety) informs better day-to-day decision making and leads to more efficient and effective safety management. However, measuring safety performance can be a challenge.

## Why is Managing Safety Performance So Hard?

Safety is woven into the complex fabric of an organization, making it difficult to measure and manage in isolation. For example, your organization's workforce, day-to-day functions, strategic programs, and other investments directly impact how your organization fulfills its safety objectives. Managing safety performance holistically involves measuring the performance of your organization's operations, processes, and resources as well as the resulting improvements in safety outcomes. Limited organizational tracking and reporting systems, measures that do not explicitly inform decisions, and lack of performance baselines and targets often exacerbate challenges with managing safety. In the absence of a systematic performance measurement framework, your organization can face financial and efficiency costs and suffer from poorly formulated decisions.



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Are investments in your safety strategies delivering the intended result?

Does your organization have service capacity to meet demand?

How do your decisions affect safety risk?

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### Informing Executive Decisions

How do you measure the performance of your safety activities and programs? Performance measures can inform leadership on how to prioritize safety improvements. Consider this example: MITRE recently partnered with an organization that faced challenges with maintaining the performance of its safety-critical workforce; this included recruiting, growing internal talent, and allocating resources. MITRE worked with this organization to formulate business questions and collaboratively defined the metrics, data, and advanced analytics to help understand how their decisions impacted safety. By formalizing this approach into a repeatable framework, leadership now has the tools to explore relationships between the organization's operational, workforce, and safety performance. Equipped with insights into these complex interactions, the organization's leaders formulate more comprehensive initiatives to tailor its workforce capacity to meet demand for its safety-critical services.

### Performance Measurement: Tailored and Repeatable

MITRE applies a repeatable yet tailored approach to improving safety:

- **Business Questions:** MITRE and your team partner to identify and prioritize your organization's safety-related decisions and frame them as business questions that the organization's data can help answer.
- **Performance Measures:** MITRE develops tailored measures to answer the business questions based on leading practices across industries.
- **Metrics:** MITRE guides metric development, offering statistics and other analytics to isolate significant performance changes. MITRE also sets up leaders to assess the tradeoffs between cost, timeliness, and data quality.
- **Data and Analysis:** MITRE considers the availability of, or the ability to capture, desirable performance data and identifies methods to quantify the data into metrics. Our approach addresses uncertainty, which informs how leaders' use the metrics to make decisions.
- **Insight Generation:** With this approach, your analytics staff and leadership will think critically, asking "why...?" and "what should we do about it?"

By facilitating anonymous sharing of safety performance across organizations, MITRE will provide information about how your organization's safety performance compares to other stakeholders. Industry-wide safety performance measures inform your organization's strategic safety priorities, government activities, and the public's perception of safety.

Improved performance measures inform well-rounded executive decisions and facilitate more effective and efficient safety management. Equipped with MITRE's safety competencies, your organization will move toward more proactive safety management and improved safety performance.

*For more information, contact MITRE at [safetymanagement@mitre.org](mailto:safetymanagement@mitre.org).*

"Data are critical to making informed decisions and improving results."

U.S. Office of Management and Budget

MITRE's mission-driven teams are dedicated to solving problems for a safer world. Through our public-private partnerships and federally funded R&D centers, we work across government and in partnership with industry to tackle challenges to the safety, stability, and well-being of our nation.