Moving your Organisation beyond Compliance to Safety Management Performance

Understanding how key performance enablers can transform your safety management performance
Why are organisations investing more in safety management performance?

Changing times

In today’s fast moving aviation world, safety management performance is increasingly being recognised as both a strategic and operational tool to successfully manage the conflicting demands of production and protection. Busier skies, greater competition, higher demands on fleet utilisation and operational capability all place increasing pressure on safety and its management. The aviation safety world has changed focus in the last five years from seeking better understanding of safety management systems (SMS) to securing effective safety management performance.

For many organisations, safety management performance is now regarded as the answer to ensuring the right balance is struck between satisfying commercial or operational demands and protection against harm to people, the business and its assets. In our experience, safety management performance is increasingly becoming an industry priority as we see organisations creating safety strategies, securing safety budgets and winning board commitment to safety performance investment programmes.

Performance and the Regulator

EASA (European Aviation Safety Agency) is currently introducing performance-based regulation that promotes a focus on desired and measurable outcomes. It now requires all safety management systems to be effective. In the past, aviation safety has been focussed on occurrence reporting, but today, organisations are required to adopt a management system approach that identifies hazards and mitigates risks to proactively manage safety performance. A new regulatory evidence-based approach to performance will push organisations to move beyond traditional compliance thinking and an audit-driven approach to one that is increasingly based on performance with outcome-measured safety performance indicators.

Focussing on performance leads to improvement

Progressing from a pure compliance-led focus to one that addresses performance unlocks an organisation’s ability to efficiently judge what safety means for its specific size and complexity of operation. When effective performance is achieved, it provides executive management with the essential confidence they need to ensure management of safety in their organisation. With full knowledge of how well their systems are protecting the organisation, risk-based decision making becomes possible, ultimately offering the leadership team far stronger capabilities to manage profitability, resources, decisions, reputation and safety.

This level of advancement is an ideal yet to be reached for the majority of aviation organisations. However, choosing to focus on performance will offer direction and purpose in how they choose to lead safety management.
Moving beyond compliance to performance...

Safety management performance is becoming a compelling goal, as getting it right promises significant benefits:

I. **Improvements in business performance and operational capability:** Investing in safety management performance minimises reworks and inefficiencies, enhances fleet operational availability, passenger delay compensation claims, incidents and asset damage.

II. **Protection of people:** At the heart of safety management is the need to ensure that people remain safe throughout all aspects of their contact with the organisation/operation. From staff to passengers through to people on the ground, if there is one common thing that keeps responsible aviation safety leaders awake at night, it is the constant fear for the safety of those affected by the work they do.

III. **Protection of brand and reputation:** We have all seen in recent years, the significant and devastating impact of reputational loss to airlines as a result from safety performance failure. In addition, procurement decisions are adversely influenced by safety management performance evaluations and reputations.

IV. **Reduction in risk to your organisation/operation:** In a dynamic world, building and operating an effective safety risk management system, directly improves safety management performance. Securing the capability for risk to be effectively managed at all levels of the organisation leads to powerful safety management performance.

V. **Improves competitive and strategic advantage:** The performance provides capabilities to do business in ways others cannot achieve.

VI. Improves in efficiency through effective integration of business and safety management systems

Safety management performance can only be delivered through an ‘effective’ management system

Baines Simmons’ experience in working with some of the world’s leading aviation organisations over the last decade has helped us develop an insight into what makes high performers different from the rest. We have found top performers adopt an organisational approach to safety management. In this paper, we share this insight with you and offer a fresh approach to help identify, measure and improve organisational safety management performance.
Identifying 4 key components of an effective Management System

The term Management System is defined in EASA Part OPS ORO.GEN.200. Under this regulation the terminology ‘Management System’ provides the organisational structure, procedures and processes needed to ensure that all operations are conducted in accordance with all applicable requirements, standards and operational procedures in order that they can be carried out in the safest manner achievable with all associated safety risks being As Low As Reasonably Practicable (ALARP).

Organisational safety performance focuses on achieving ‘effective’ levels of performance across four core safety management systems. We define these as:

1. Regulatory Compliance
2. Compliance Monitoring
3. Human Factors and Error Management
4. Safety and Risk Management

While organisations may define these activities by different terms, the fundamental activities are the same. Meeting baseline regulatory requirements, being responsive and reactive to safety issues and proactively managing risks are all part of the core safety management equation.

Building and implementing these systems, however, is only the beginning of the journey to ‘effectiveness’. High performers in safety acknowledge that publishing policies, developing processes and investing in infrastructure are just the foundation blocks that make the system suitable. Operating the systems to achieve initial levels of outcome is the precursor to securing an ‘effective’ management system that generates key targeted maturity-based outcomes.

Management Systems

**Regulatory Compliance** allows an organisation to meet its legal and regulatory obligations in the most effective and efficient manner. When optimised for performance, it tells you not just if you are compliant but *how well your system is set up* to comply with the regulations. It is therefore the bedrock of organisational performance.

**Compliance Monitoring safety** enables an organisation to independently audit and provide stakeholder confidence that it meets the applicable rules, regulations and standards. In so doing, it complements the organisation’s safety risk management system by assuring it is operating suitably.

**Human Factors and Error Management** enables an organisation to optimise human performance in the workplace. Based on a comprehensive understanding of Human Factors principles, it manages an organisation’s ability to identify error-promoting conditions and proactively manage human error to enhance organisational safety performance.

**Safety Risk Management** enables an organisation to manage risk and provide an appropriate level of protection through hazard identification, assessment, treatment and monitoring of risk. It provides a proactive and predictive risk-based decision-making capability that enables an organisation to successfully navigate the protection/production challenge of balancing financial and safety goals.
Identifying Five key performance enablers that drive an effective Management System

Clarity on what drives and influences management system performance is essential for a performance driven organisation. We have observed that high-performing clients intuitively secure performance through an organisational commitment to operate ‘effective’ people-and system-centric enablers.

We know systems and processes alone do not achieve safety – it is your people who make it happen! Systems are powered by people. Building a clear vision of why, what, how and when your people power the systems to become effective is core to organisational safety performance.

As a result of our consulting engagements and diagnostic surveys, we have identified five key enablers that are consistently cited as key causation factors for strong or, conversely, for underperforming safety management systems. We define a key enabler as a core area of activity whose own level of performance makes significant impact on the performance level of the Management System.

Our SMARTT MAP™ defines these five key enablers. Their presence and level of performance has been seen to directly correlate with the performance of the Management Systems. They are:

- Active Leadership
- Proactive Culture
- Managed Competence
- Robust Assurance
- Supportive Capability

**Active Leadership** is the spark which ignites safety management people, processes, procedures and tools to deliver results in safety management. It influences people to be fully and willingly committed to a series of safe behaviours and values to meet an organisation’s commonly agreed safety vision and objectives.

**Managed Competence** is an organisation’s ability to develop, manage and continuously improve people and provide them with the appropriate skills, knowledge and attitude to effectively perform their safety-related role in line with the overall business and safety strategy.

By having a **Supportive Capability**, an organisation is able to demonstrate it has appropriate facilities, infrastructure, functions, processes and support services to enable it to achieve its desired level of safety performance in line with its strategic business objectives.

A **Proactive Culture** encompasses an organisation’s commonly held perceptions and beliefs regarding safety and has the potential to significantly influence people’s behaviour. It is founded upon a Just Culture in which individuals freely and openly share safety-related information in an atmosphere of trust, which ensure balanced accountability for both individuals and the organisation, whilst creating a climate born from a sense of justice.

**Robust Assurance** is the fundamental safeguard which provides the confidence levels that all the management systems are operating effectively as safety protection barriers. It is managed through a strong assurance programme of reliable processes that are capable of evaluating, reporting and managing assurance activities.
Unfailingly, we find that upon examining any one management system, its performance is intrinsically linked and determined by how well any of the key enablers are themselves being managed or performing in the organisation. Conversely, passive leadership, unmanaged competence, weak capability, reactive culture and weak assurance functions are words that resonate with many investigation reports and clearly spell bad news for any safety management performance.
Unlocking measures of safety management performance

This issue is key to advancing safety management performance. The journey to performance starts with asking the right questions! - “Judge a man not by his answers but by his questions” – Voltaire

What should we measure? Fundamentally, an organisation’s safety management systems exist to protect it. Performance measurement empowers an organisation to understand how well it is protected at any point in time through lagging, current or leading indicators. These are the starting places for the right questions. Measurement provides the knowledge and intelligence needed to identify, direct and focus improvement. By committing to achieve performance in these key enablers, high-performing organisations are able to lever positive impact in the performance of their safety management systems.

However, an understanding of the importance of the key enablers on its own will not drive performance improvements. It is only by objectively evaluating the performance status of these enablers that an improvement journey can properly commence. This is where developing a capability to measure and assess safety performance becomes invaluable.

The Safety Management International Collaboration Group (founded by FAA, EASA and Transport Canada Civil Aviation) is a joint cooperation between many regulatory authorities for the purpose of promoting a common understanding of safety management and Safety Management System (SMS) principles and requirements. SM ICG has introduced a tool that is based on a series of indicators that help a regulator assess the effectiveness of an organisation’s SMS and is an already widely recognised evaluation tool.

It has been designed to indicate the standard expected of an organisation’s SMS, in terms of compliance to SMS regulations and performance levels. Its levels of performance maturity evaluation (see figure 2): Present, Suitable, Operating and Effective (PSOE), are fast becoming an industry standard and is a strong basis for any organisation looking to measure the maturity of its management systems and key enablers.

In addition to presenting the aviation industry with the PSOE concept, the SM ICG tool introduces an approach to measurement that does not just rely on quantitative data. It introduces the concept of indicators as a means of evaluating performance. Baines Simmons’ work in this area has been to evolve the safety performance indicator (SPI) concept and, develop in conjunction with its clients Key Performance Questions (KPQs) that define the indicators. This approach focuses managers away from what they can already measure to what they should be measuring. From this list of KPQs, the SPIs that are unique to the organisation can then be designed. It is important to recognise that measurement does not have to equate to numerical data, which has been the more traditional focus of measurement and has perhaps inhibited the assessment of enablers in the past.

This approach, combined with an evidenced-based focus on outputs rather than inputs to assess performance maturity levels, is what provides the objective measurement that organisations striving for safety management performance need to engage with. By adopting the SM ICG approach to measurement and evaluation through the application of KPQ’s and SPI’s, SMARTT MAP™ supports organisations needing to drive improvements in their key management systems and enablers. It provides a structured framework to evaluate and assess all the management systems and key enablers and their sub components on a scale of present, suitable, operating and effective. This approach offers a powerful starting point for a future safety strategy or continuous improvement plan.

**Table 1.**

<table>
<thead>
<tr>
<th>Present</th>
<th>Suitable</th>
<th>Operating</th>
<th>Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence that indicator is clearly visible and documented within the organisation’s SMS</td>
<td>Indicator is suitable based on size, nature, complexity of organisation and inherent risk in activity</td>
<td>Evidence that indicator is in use and an output is being produced</td>
<td>Evidence that indicator is effective and achieving the desired outcome</td>
</tr>
</tbody>
</table>

**Figure 2.**
How do the five key enablers move you beyond compliance to performance?

High performers understand these key enablers all need building and nurturing if they wish to secure performance in their organisation’s safety management systems. In Figure 1, the relationship between the enablers and the core safety management systems can be clearly seen. The five key enablers surround and underpin the 4 core management systems, their influence permeating throughout. By identifying the enablers in this more explicit way, it becomes possible now to conceptualise how performance improvement activities can be more strongly targeted and where the impact needs to be realised.

The power and contribution of a SMARRT MAP™ approach is potentially very significant in moving beyond compliance to performance. It provides a new way of looking at the old thing. By gaining greater insights into how the key enablers individually and collectively work to power each management system, it is possible to:

- Establish a macro level perspective on the overall performance of safety management in an organisation
- Establish the level of performance by individual management system

With these perspectives, it becomes much easier to pinpoint problems within any of the management systems and identify fixes. Through consistent and periodic monitoring of the management systems and enablers, it is possible to establish not only what is failing or not being achieved from the management systems but also identify why the expected outcomes are not being delivered. By determining which aspects are working and which ones are contributing to weak performance, it becomes easier to identify solutions and the remedial actions required.

Figure 3 illustrates how SMARRT MAP™ can be used to determine solutions

<table>
<thead>
<tr>
<th>Issue</th>
<th>Possible causation ‘enabler’</th>
<th>Possible remedial action</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Weak reporting’</td>
<td>‘Weak reporting’</td>
<td>Provide communication and commitment</td>
</tr>
<tr>
<td>Competence</td>
<td></td>
<td>Enhance skills, knowledge, attitudes</td>
</tr>
<tr>
<td>Capability</td>
<td></td>
<td>Improve reporting systems</td>
</tr>
<tr>
<td>Culture</td>
<td></td>
<td>Engage staff to participate</td>
</tr>
<tr>
<td>Assurance</td>
<td></td>
<td>Provide feedback</td>
</tr>
</tbody>
</table>

*Figure 3.*
Understanding and measuring the key performance enablers

In this section, we will examine the performance enablers, defining their role and purpose, identifying their constituent elements and illustrating observations that we have seen in ‘high performing’ organisations.

Performance through ‘Active’ Leadership

Active Leadership is the spark which ignites, people, processes, procedures and tools to deliver results within the safety management system. Leadership influences people to be fully and willingly committed to a series of safe behaviours and values to meet your commonly agreed safety vision and objectives.

Active Leadership is fundamental to delivering safety performance. Safety leaders need to have a number of attributes: they need to provide direction, be credible, action-orientated, visionary, accountable, communicators, collaborators and provide feedback and recognition. They should be skilled to motivate and inspire positive safety behaviours.

Senior management have a responsibility to steer a safe path between production and protection and are the shapers and guardians of a proactive safety culture.

To fulfil this role, safety leaders need to be able to effectively demonstrate high performance across a range of key leadership activities:

- Direction – envisioning people
- Accountability – managing answerability
- Engagement – inspiring people
- Execution – implementing and delivering objectives
- Improvement – enhancing safety

In high-performing organisations, we have seen leaders/leadership teams:

- Leaders drive organisations to a point where safety becomes a core value and integral part of operations
- Managers across all levels of the organisation act as safety leaders
- Sharing of a common understanding and vocabulary of safety management from the boardroom down.
- Sharing of a common vision and commitment to achieving safety performance
- The senior executive team understand and full enact their governance in safety leadership
- Safety Accountability is fully owned and managed at all levels of the organisation
- Leadership is the starting point for driving proactive culture and organisational safety behaviours
- Drive investment towards proactive safety risk management
- A commitment to continuous improvement is demonstrated
Measuring & targeting performance in ‘active’ Safety Leadership

Through our work and diagnostic engagements, we see that safety leadership performance can be planned, developed and performance-evaluated at all management levels:

<table>
<thead>
<tr>
<th>Present</th>
<th>Suitable</th>
<th>Operating</th>
<th>Effective</th>
<th>Excelling</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability &amp; Responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVE LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4.*

From the table above, we can see that all elements of Active Leadership - as shown in the SMARRT MAP™ - is evaluated as ‘Suitable’.
Performance through ‘Managed’ Competence

**Managed Competence is the driver for effective safety,** ensuring suitably qualified and competent people are retained to perform safety roles. Competence is established through a competency definition framework and managed by assessment, training, performance management review and continuous personal development.

Managed Competence is an organisation’s ability to consciously develop, manage and continuously improve people with the appropriate skills, knowledge and attitude to effectively perform their safety-related role in line with the overall business and safety strategy.

To manage safety competence across an organisation, the organisation needs to be able to effectively demonstrate high performance maturity across a number of key competency management activities:

- Framework - establishing definitions
- Assessment – operating appraisals
- Development – training and CPD
- Performance Management – managing people
- Continuous improvement – organisation learning

Collectively, these elements give an organisation the vital ability to develop, manage and sustain safety performance through competent, professional people.

**In high-performing organisations,** we have seen:

- A shared and committed understanding for a safety competency framework, from the boardroom down.
- Staff understand what is expected of them.
- All staff are sufficiently engaged with safety to understand/report hazards and risks.
- There is a commitment to competent personnel in all safety roles.
- There is an embedded and effective personnel performance system
- Safety competency: knowledge skills and attitudes across the organisation are routinely and objectively assessed
- There is a firm commitment of the organisation and its individuals to continual personal development
- High and low safety performers are identified
- Continuous competency development is ensured
**Measuring & targeting performance in ‘managed’ Safety Competence**

The system and process for ensuring and operating safety competency can be planned, developed and performance evaluated:

<table>
<thead>
<tr>
<th>Continuous Improvement</th>
<th>Present</th>
<th>Suitable</th>
<th>Operating</th>
<th>Effective</th>
<th>Excelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Framework</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGED COMPETENCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Figure 5.](image)

From the table above, we can see that all elements of Managed Competence - as shown in the SMARRT MAP™ - is evaluated as ‘Suitable’.
Performance through ‘Supportive’ Capability

Supportive Capability is the foundation that supports the human-in-the-system to get the job done. This can include right manuals, tools, spares, lighting, clothing, IT systems, stores etc. Capability enables an organisation to have the right facilities, infrastructure, systems, processes and support services aligned to the desired level of safety performance and safety objectives.

Supportive Capability underpins safety performance by ensuring your people always have the appropriate level of resources and support to carry out their roles effectively.

Developing and sustaining a supportive Capability requires managers to be able to demonstrate high performance across a number of key elements:

- Resource - managing adequacy
- Systems & Process - ensuring fit for purpose
- Controls - managing control
- Resilience/Contingency - prepared for events
- Continuous Improvement - learning from events

Collectively, they provide a robust, agile and supporting foundation on which you can execute your safety strategy and drive safety performance.

In high-performing organisations, we have seen:

- There is a shared and common understanding of the essential need for supportive capability
- Employees are encouraged to report capability shortfalls or failings.
- Decision makers from the boardroom down are open and accessible to business case capability requests.
- The supporting infrastructure for safety performance is suitably invested in
- Leaders receive business orientated communications and request against operational shortfalls.
- There is confidence that the appropriate resources, systems and processes and controls operate in the organisation.
- Adequate and suitable resilience and contingency management exist.
- Continuous improvement to ensure supportive capability supports/aligns to safety performance objectives is actively sought
Measuring & targeting performance in ‘supportive’ Capability

Supportive Capability performance can be planned, assessed and performance evaluated across the entire organisation.

<table>
<thead>
<tr>
<th></th>
<th>Present</th>
<th>Suitable</th>
<th>Operating</th>
<th>Effective</th>
<th>Excelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous Improvement</td>
<td></td>
<td></td>
<td></td>
<td>[TARGET]</td>
<td></td>
</tr>
<tr>
<td>Resilience/ Contingency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Controls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System &amp; Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORTIVE CAPABILITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 6.

From the table above, we can see that all elements of Supportive Capability - as shown in the SMARRT MAP™ - is evaluated as ‘Operating’.
Performance through ‘Proactive’ Culture

A Proactive Culture is the bedrock of safety performance. It plays an important role and is a core value for those who work in the organisation. In a proactive safety culture everyone acts and feels responsible for safety. Safety culture is nurtured by a Just Culture that significantly influences people’s behaviours, perceptions and beliefs, and progresses to a Reporting, Flexible, Questioning and Learning culture that exists across the organisation.

A Proactive Safety Culture encompasses an organisation’s commonly held perceptions and beliefs regarding safety and has the potential to significantly influence people’s behaviour.

A Proactive Safety Culture is founded upon a Just Culture in which individuals freely and openly share safety-related information in an atmosphere of trust, born from a sense of justice.

Creating a proactive Culture requires leaders and managers to establish and demonstrate high maturity performance levels in each of the following sub-cultures:

- Just Culture - retaining trust
- Reporting Culture - engaging staff
- Flexible Culture - meeting change
- Questioning Culture - curious and demanding
- Learning Culture - growing from experience

In high-performing organisations, we have seen:

- A shared and common understanding and commitment to develop and sustain a proactive safety culture.
- The organisation operates with people that take responsibility for safety, evidenced when they actively seek improvements and vigilantly remain aware of hazards.
- There is demonstrable evidence of organisation-wide learning.
- There is clear corporate learning from accidents and incidents through effective investigations, and executing effective interventions.
- The organisation has removed learned helplessness and is flexible to change.
- They are prepared to invest in safety culture development and promotion.
- The significance of an effectively operating Just Culture to support reporting is understood and valued
Measuring & targeting performance in ‘proactive’ Safety Culture

The outcomes of a proactive safety culture can be planned, assessed and performance evaluated across all levels of the organisation, benchmarked and tracked.

From the table above, we can see that all elements of Proactive Culture - as shown in the SMARRT MAP™ - is evaluated as ‘Operating’.
Performance through ‘Robust’ Assurance

Robust Assurance is the fundamental safeguard that provides the confidence levels that the management systems and key enablers are operating effectively as safety protection barriers. It’s the independent governance process for safety management performance that provides peace of mind. Assurance is managed through an established and agreed assurance programme, executed through reliable processes, professionally evaluated and objectively reported. Its findings and outputs are organisationally managed and actively seen to drive continuous improvement activities.

Robust Safety Assurance is the planned and systematic actions necessary to give an organisation confidence that it meets or exceeds legal, regulatory and the organisation stated safety requirements; it should be an intrusive and enquiring approach to assessing safety performance – not simply an administrative ‘box ticking’ exercise.

Creating and sustaining a Robust Assurance activity requires performance of five key elements:

- Assurance Programme - stopping the activity
- Assurance Process - organised in execution
- Assurance Evaluation & Reporting - effective in messaging
- Assurance Management - strategic and technical insights
- Continuous Improvement - organisational learning

In high-performing organisations, we have seen:

- A shared and common understanding and commitment to an independent and objective safety assurance activity
- The people managing assurance are highly competent Safety Managers with Board level access
- The safety assurance activity is adequately resourced
- There is an organisation-wide model of safety management performance - performance is targeted and defined
- The differentiation between compliance monitoring and safety assurance is understood and operated accordingly
- Safety assurance is professionally resourced by competent personnel and professional processes.
- Assurance programmes are risk based, intelligently designed and rigorously deployed
- Highly competent assurance personnel are used to assess and report safety assurance.
- Assurance findings are processed and utilised intelligently into the continuous improvement cycle
Measuring & targeting performance in ‘robust’ Assurance

The outcomes of robust safety assurance can be planned, assessed and performance evaluated:

<table>
<thead>
<tr>
<th>Continuous Improvement</th>
<th>Present</th>
<th>Suitable</th>
<th>Operating</th>
<th>Effective</th>
<th>Excelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation &amp; Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assurance Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assurance Programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROBUST ASSURANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Figure 8.**

From the table above, we can see that all elements of Robust Assurance - as shown in the SMARRT MAP™ - is evaluated as 'Suitable'.
Summary & Conclusion

Moving your organisation beyond compliance to performance in safety management is a topic that is and will focus minds within regulators and regulated organisations for some time. A future aviation industry demands further advancement in safety management performance to meet the pressures of busier skies.

This paper is a compilation of years of experience, research and observations. Building on our SMARRT MAP™ model we have attempted to develop an easy to follow framework model that provides a direction and approach to move beyond compliance to safety management performance. We aim is to promote the debate and understanding of performance in a world where ever growing prescriptive compliance has, to some extent, numbed and complicated the industry’s thinking on safety.

As a result of observing some of the world’s top aviation safety performers, researched leading academic thinking and from this developed a practical approach to safety management performance through our SMARRT MAP™ model.

We believe this thought leadership approach outlined here has significant potential to contribute and facilitate the thinking needed to successfully move organisations beyond compliance to a stronger sense of safety performance orientation.

We all know there is a direct correlation between the management of safety performance and overall safety performance, so there is enormous incentive to secure it. As organisations better understand how to achieve performance and realise the benefits that safety management performance brings to them, we will see further significant progress in this area. This will greatly assist evidence-based performance oversight with the Regulator and only serve to protect and sustain the safety reputation of our industry into the future.

We hope this paper has served to stimulate your thinking, add to the debate and offer development in this important area of aviation safety management.
About Baines Simmons

We are specialists in aviation regulations, compliance and safety management and partner with the world’s leading civil and defence aviation organisations to improve safety performance.

As trusted advisors to businesses, armed forces, governments and regulators across all sectors of aviation, we help to advance best practice, shape safety thinking and drive continuous improvement to safety performance through our consulting, training and outsourced services.

Further information about our full range of services, as well as our library of Thought Leadership Papers, can be found on our website:

www.bainessimmons.com

Baines Simmons Limited
Aviation Safety Centre
Building AS
Fairoaks Airport
Chobham
Surrey GU24 8HX
United Kingdom

Tel: +44 (0)1276 855 412