



This Metrics document is provided to you and your organization as a starting point or maturity checkpoint for the existing Safety Metrics program. It is brought to you on behalf of Jim McConnell, Principal Owner, and Ask McConnell, LLC – A Converged Security Services Provider. The content is not meant to cover every circumstance, industry, law, regulation, contractual requirement, threat, environment, or risk, but it provides an easy, defendable, highly accountable starting point for any organization. Please consult with your legal counsel and insurance provider about added requirements. If you know of peers that you think would find value in these resources, please have them contact us. These are simply a chapter from our book on the topic and you are welcome to use them; we just ask for credit, shout-outs, and referrals if you find them helpful. If you have recommended updates, we are all ears. And if you need Converged Security Consulting and Training or Safety Metrics implementation support, please reach out, we would be honored to serve you and your organization.

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# General Safety Program Management Metrics

**Functional Description:** Does our organization have unsafe conditions at your office, clients, suppliers, sites, or specific projects? (An answer of “I don’t know” = “Yes”). Could it be used for bad consequences against your organization or others? This function is about the prevention, detection, response, and training to protect all individuals, your brand, your financials, your client relationships, your supplier relationships current and future safety risks that you and your company are responsible for. This particular set of metrics is about Program Management, not specific safety controls as discussed in later chapters.

**One Guy’s Perspective:** As mentioned, I have been involved in security management for over 30 years. I knew about safety issues, but to be honest, as general as any other concerned / risk-aware person might be. When I started, compliance seemed “easy,” and today, I am still amazed at how many people, suppliers, and manufacturers make it so difficult, which causes disconnects with the business. What is amazing to me in the safety world, is how I and many safety experts keep saying, the safety issues and solutions “are so obvious”. A couple of years ago I supported a surprise (even to me) safety drill and I was part of the compliance checking team. When I was done, I walked up to the informal after-action meeting.....that was just ending. Yikes. I do not deny that SCALING the CONTROLS for safety is difficult ... Thickness of 1910/1926 Regulation Books proves that.

As with my other *Top 25*, statistics-based metrics programs are still critical, but let us look at these *Top 25* metrics to view the program's maturity, not just some point on the incident, findings, request, or ticket load roller coaster graph.

However I will make one comment ... when it comes to safety, is it an operational function or function that every employee *owns*? Does there need to be a department or person to define the requirements, standards, and guidelines? Absolutely, but should that be a collection of people vs. a single department? Operational and technical ownership of safety will never be centralized, even with someone with the title of Chief Safety Officer. Should SOME of the technical control management, reporting, investigation, and metrics be centralized? Absolutely, but that is different from ALL elements of a safety program.

## Top 25 Safety Program Management Maturity Metrics

	The Metric	Best Score
1	Percentage of CEO and their direct reports that agree upon the scope and ownership of safety program management within the organization, in written form (e.g., Charter)	100%
2	Percentage of safety program management personnel trained twice a year on internal and specific legal elements of their domain (e.g., ethics, information security, liability, privacy)	100%
3	Percentage of monthly/quarter safety program management updates (not talking about just incident stats) that are provided the C-Suite and BoDs	100%
4	Percentage of CEO, CEO Direct Reports, and BoD Members that have read and signed off on the policy/charter granting the right department to be the only department to perform safety program investigations	100%
5	Percentage of safety program dashboards that has automated and human checks verifying all dashboard elements/visualizations and exports have principle of least privilege prevention, detection, and corrective controls in place	100%
6	Percentage of safety program information systems/applications that are covered by a data integrity monitoring tool	100%
7	Percentage of safety investigations personnel certified in at least one investigations industry recognized investigations certifications (ASIS PCI, FMCSA, CFI, etc.)	100%
8	Percentage of buildings secured based on the amount, criticality, and sensitivity of safety concerns	100%
9	Percentage of supplier contracts that have proper language for mutual non-disclosure requirements for safety elements	100%
10	Percentage of internal / external corporate audits that involves safety and safety program management elements	100%
11	Percentage of personnel, that is supporting a specific customer, that is trained in the specific safety requirements included by the customer, in their contracts	100%
12	Percentage of supplier personnel trained in your specific safety requirements which you included in your contract with the supplier	100%
13	Percentage of physical safety investigation evidence having their confidential, integrity, and availability requirements verified based on the right level of classification	100%
14	Percentage of non-public safety information with authenticated watermark when printed	100%

	The Metric	Best Score
15	Percentage of travelers given safety awareness before travelling on business, particularly overseas	100%
16	Percentage of internal events with safety announcements/reminders throughout event, including but not limited to, surroundings awareness, reporting, training opportunities	100%
17	Percentage of public social media posts/blogs by corporate communications that promotes the safety priorities of the company to the public	100%
18	Percentage of organizational projects that includes a (certified) safety professional at the table	100%
19	Percentage of customer RFI/RFP/Contract meetings that includes a (certified) safety professional at the table	100%
20	Percentage of supplier RFI/RFP/Contract meetings that includes a (certified) safety professional at the table	100%
21	Percentage of leased sites that include a quarterly meeting/reporting between the landlord and your safety professional on program and incident updates	100%
22	Percentage of owned sites that include a quarterly meeting/reporting between the outsourced facilities maintenance supplier(s) and your safety professional on program and incident updates	100%
23	Percentage of leased / owned sites where regulator's compliance support team (not inspectors) has been invited for a tour and support	100%
24	Percentage of safety program management meetings that include a (certified) security professional	100%
25	Percentage of security program management meetings that include a (certified) safety professional	100%
	Extra Credit: Percentage of safety program management professionals on staff that have an updated 2024 copy of the appropriate regulations book on their desk	100%

Top 10 Safety Metrics for Board of Directors

	The Metric	Best Score
1	Percentage of our organization's buildings that have safety hazards / vulnerabilities that cannot be mitigated by end of the fiscal year	0%
2	Percentage of our organization's suppliers that have contractual/regulatory safety non-compliance that will not be mitigated by end of the fiscal year	0%
3	Percentage of our business customers' that have safety requirements that we have not met and verified by the customer or their designated third-party	0%
4	Percentage of safety incidents, regardless of size and type, that have been reported to the C-Suite, Investors, BoD each quarter	100%
5	Percentage of M&A, divestiture, sales, rebadges that involve sign off by the Senior Safety Officer at due diligence, transition planning, Go-No-Go close and full integration	100%
6	Percentage of BoD members' that made site visits to all sites that included a safety briefing and report while onsite	100%
7	Percentage of organization's safety operations reporting metrics, KPIs, CPIs, NPS to the Senior Safety Officer of the C-Suite	100%
8	Percentage of organization's safety governed by the Senior Safety Officer of the C-Suite	100%
9	Percentage of audit and investigations after-action findings that have an assigned owner and funding	100%
10	Percentage of BoD members that have taken part in enterprise-wide safety exercises/tabletop exercises in last 12 months	100%
	Extra Credit: Percentage of meeting resorts/event locations/golf courses/etc., used for BoD meetings/retreats, that have had a pre-meeting assessment for safety hazards/vulnerabilities, along with a BoD briefings about the findings	100%

