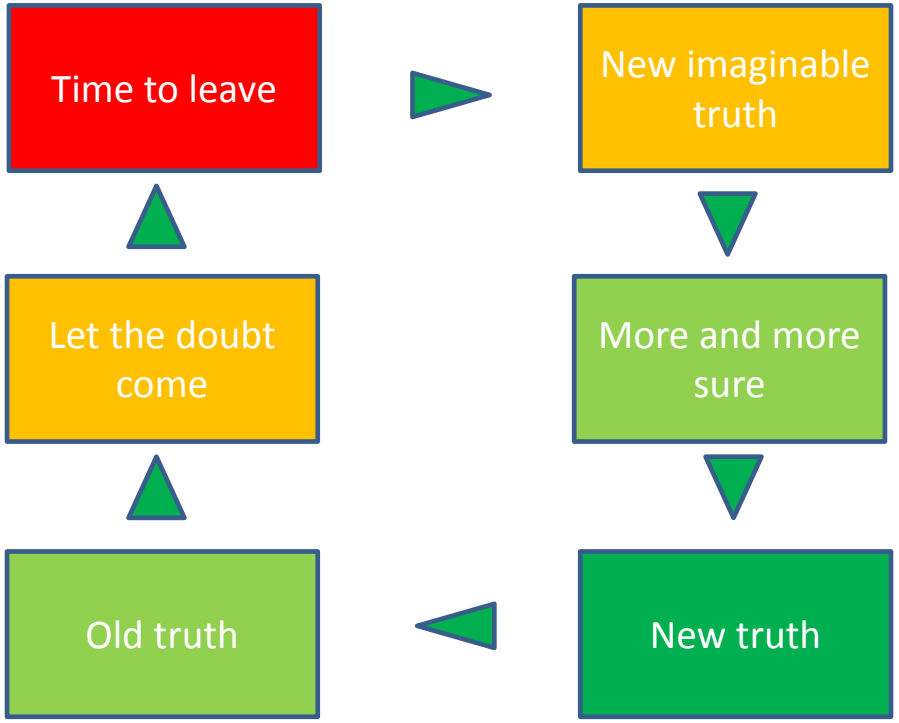
Clause 7: Support

Get yourself a map with more and more possibilities on

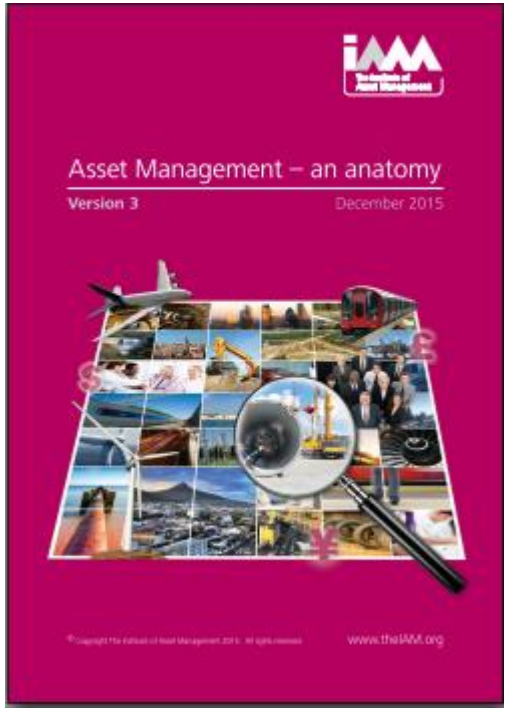


If you continue to do as you always has done then you will still get what you´ve always got

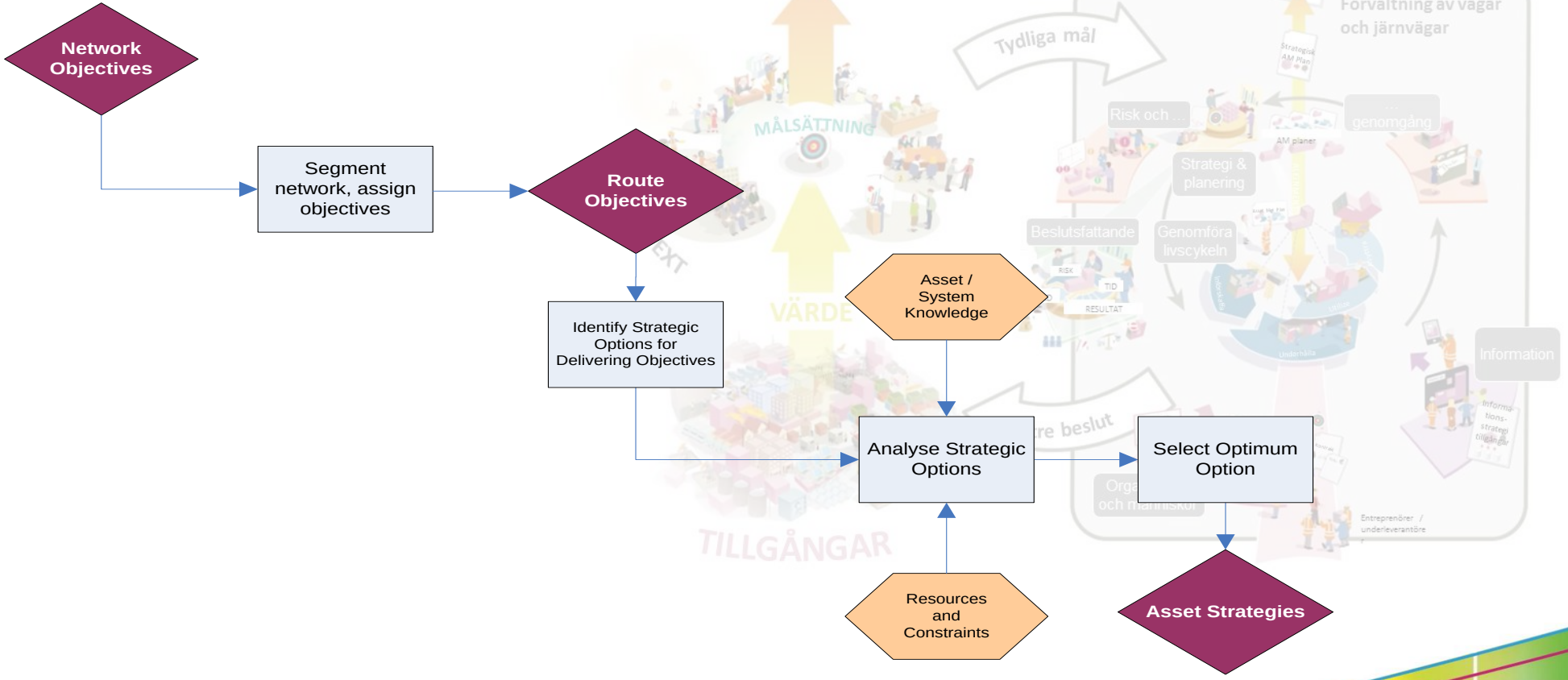
Clause 7: Support

People do Asset Management

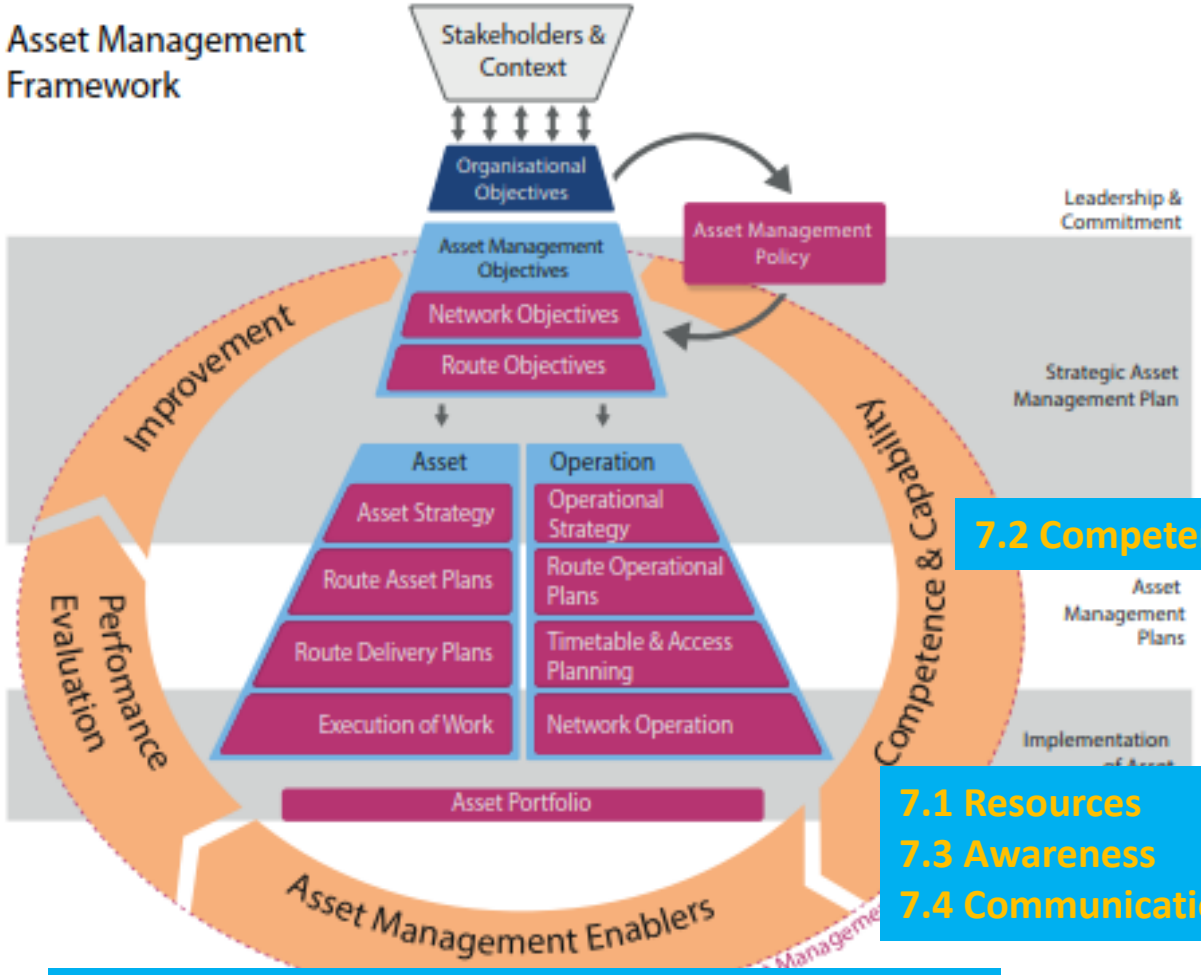
Figure 8: People do Asset Management



Clause 7: Support



Clause 7: Support



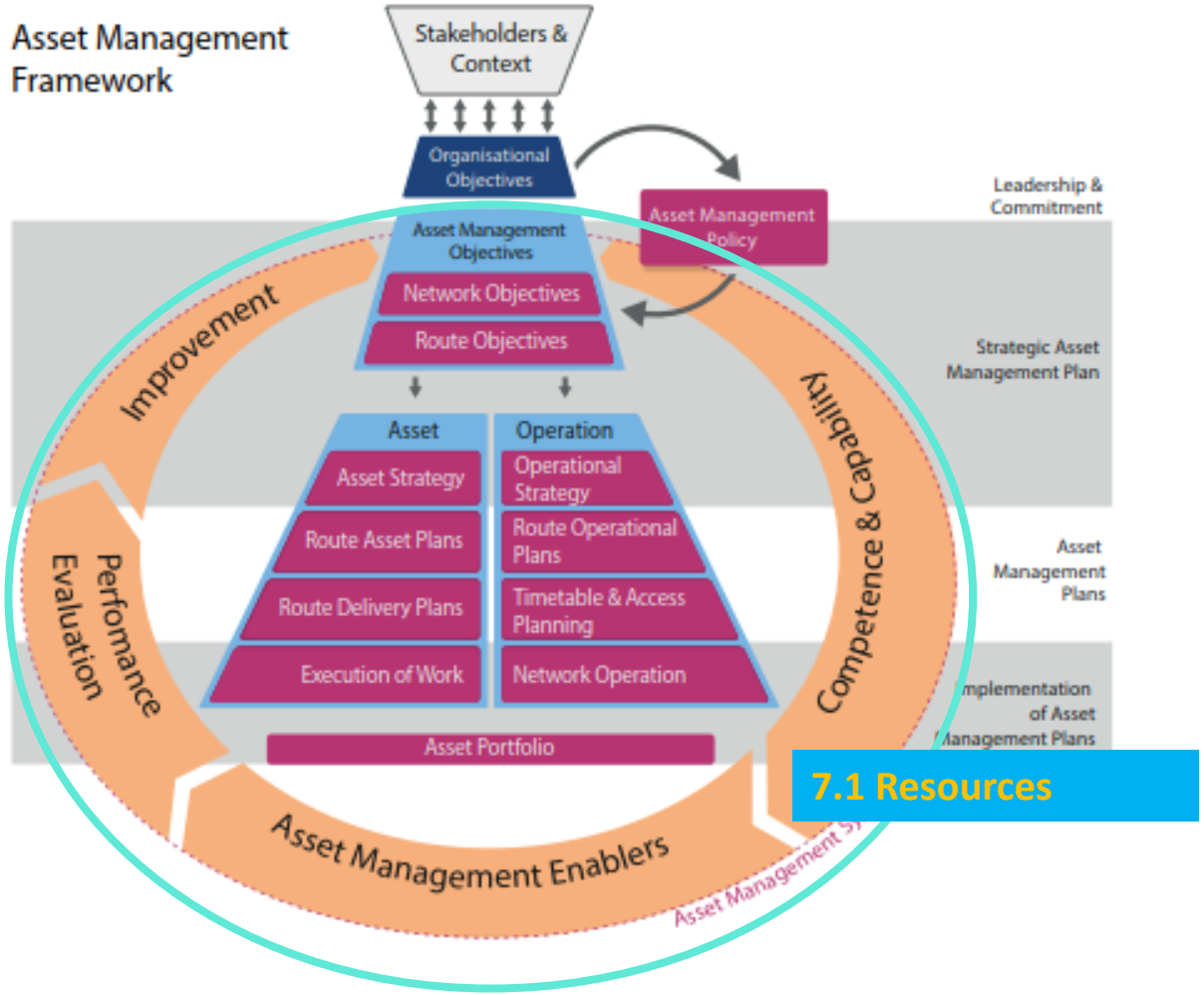
*An overview of all support activities which are necessary to make asset management happen **(chapter 7 of guidelines)***

7.2 Competence

7.1 Resources
7.3 Awareness
7.4 Communication

7.5 Information Requirements } Gian Piero Pavirani,
7.6 Documented information } Donatella Fochesato

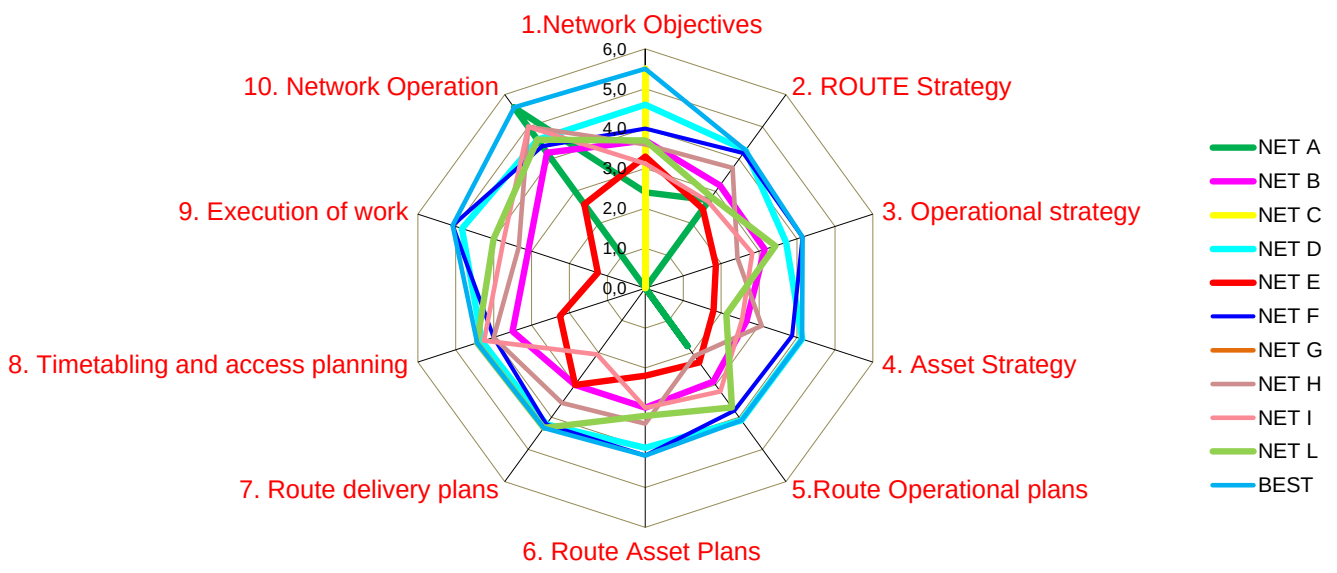
Clause 7:1 - Resources



This clause tests if there are:

- ❑ **Sufficient suitable resources in place to:**
  - ❑ Develop and Maintain the Asset Management System
    - ❑ Strategic Planning
    - ❑ Implementation
    - ❑ Monitoring
    - ❑ Review
    - ❑ Improving
- ❑ **Sufficient and appropriate resources in place to:**
  - ❑ Implement activities in the Asset Management Plans.

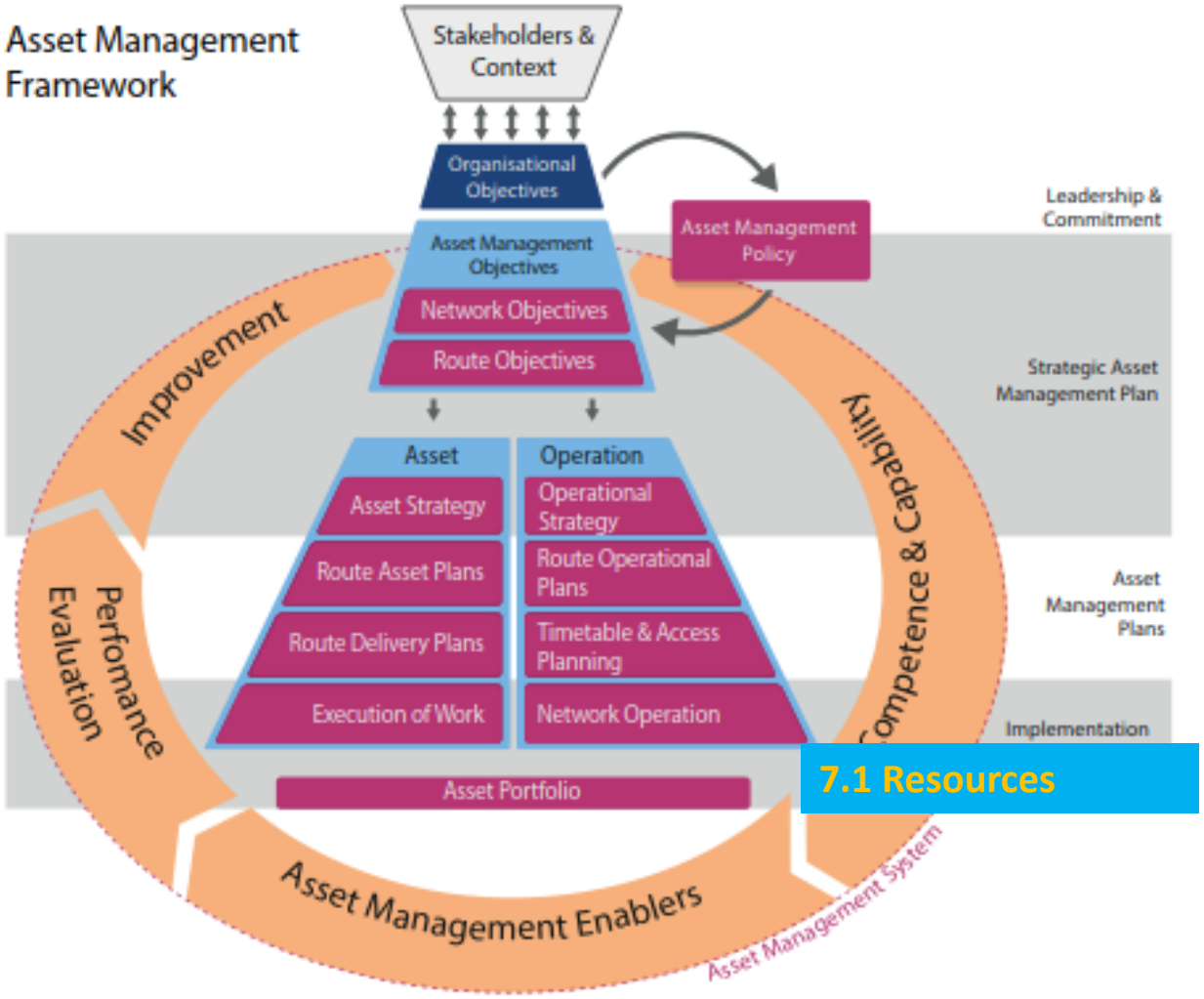
Clause 7:1 Resources



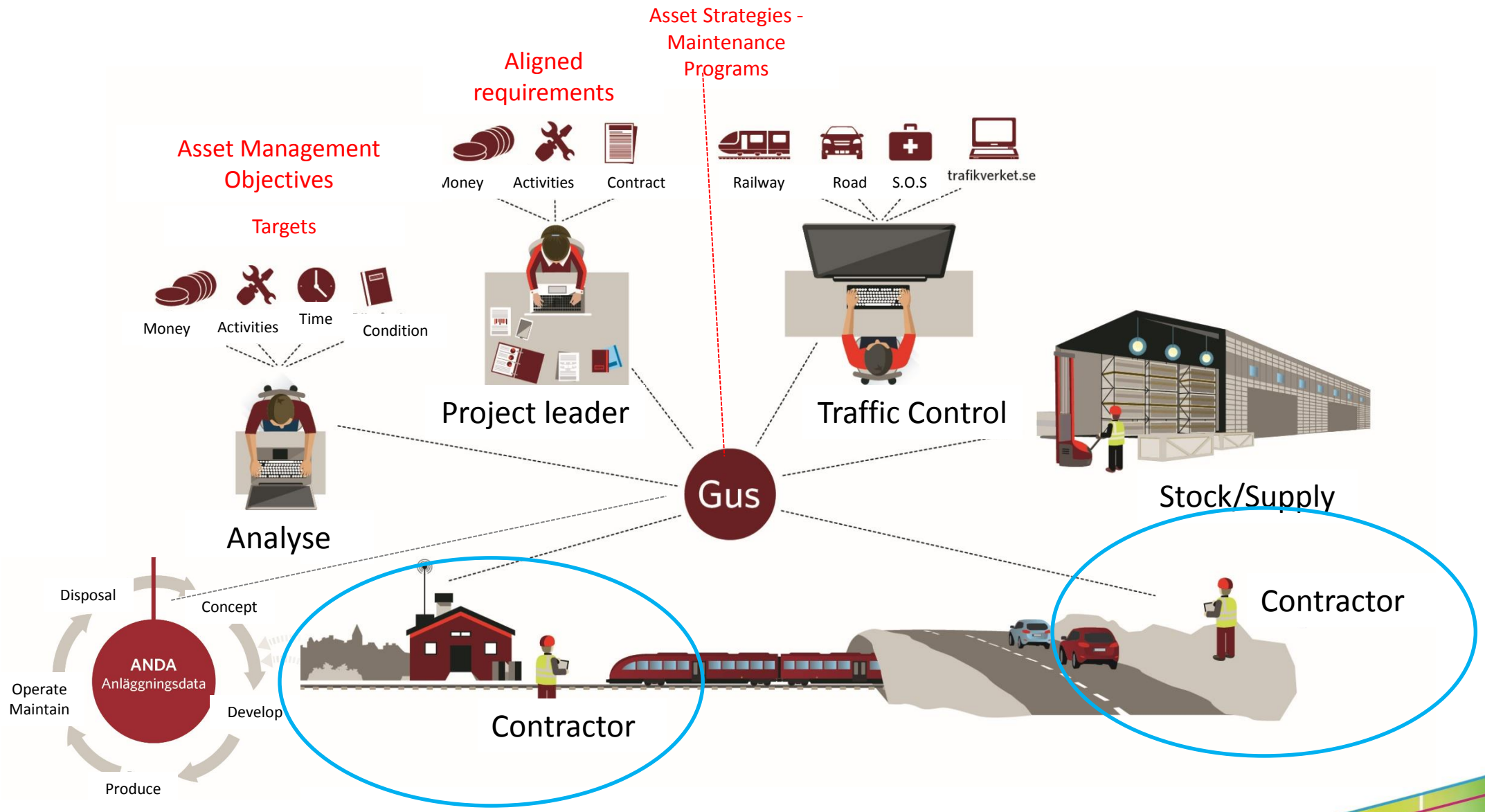
Maturity Assessment:

- Low Maturity maybe caused by problems with resources
  - Competence
  - Contractual arrangements
  - Unclear roles and responsibilities
  - Etc.

Clause 7:1 Resources



- Resourcing for all asset delivery, **no matter internal or third party**
  - Operations
  - Maintenance
  - Renewals
  - Enhancements
- Resourcing for all activities in the asset management system, **no matter internal or third party**



Resourcing for all asset delivery – whether internal or third party

Service

Network Owner

This role comprises the financial ownership of the asset and includes the accountable corporate body (company board or similar) . Overall corporate 'Client' of the business activity . The role is responsible for understanding future network demand and required levels of service and for strategic engagement of stakeholders to clarify future funding availability .

Asset Requirement

Asset Investment

Route Asset Steward

(Route Asset Manager)

This role is accountable for the long term stewardship of the asset base. This is a management / engineering role that operates within delegated authorities – both financial and technical as set by the Network Owner . The aim of the role is to provide the local management necessary to deliver the service required and to provide technical input (or sponsorship) to the development of intervention programmes.

Delivery Organisation

(Operations / Maintenance / Projects)

This role is accountable for developing and delivering safely and efficiently enhancements and renewals projects, maintenance and inspection activity and operating the network, all in accordance with the Route Asset Stewards 'Route Asset Management Plan' and pre-stated management system controls / requirements.

Technical Authority This role is accountability for technical, safety, engineering and environmental expertise, assurance and leadership of technical professions.

Strategic Planning Framework

Managing the Asset

Page 43 in the UIC55100 Guidelines

- Slightly modified

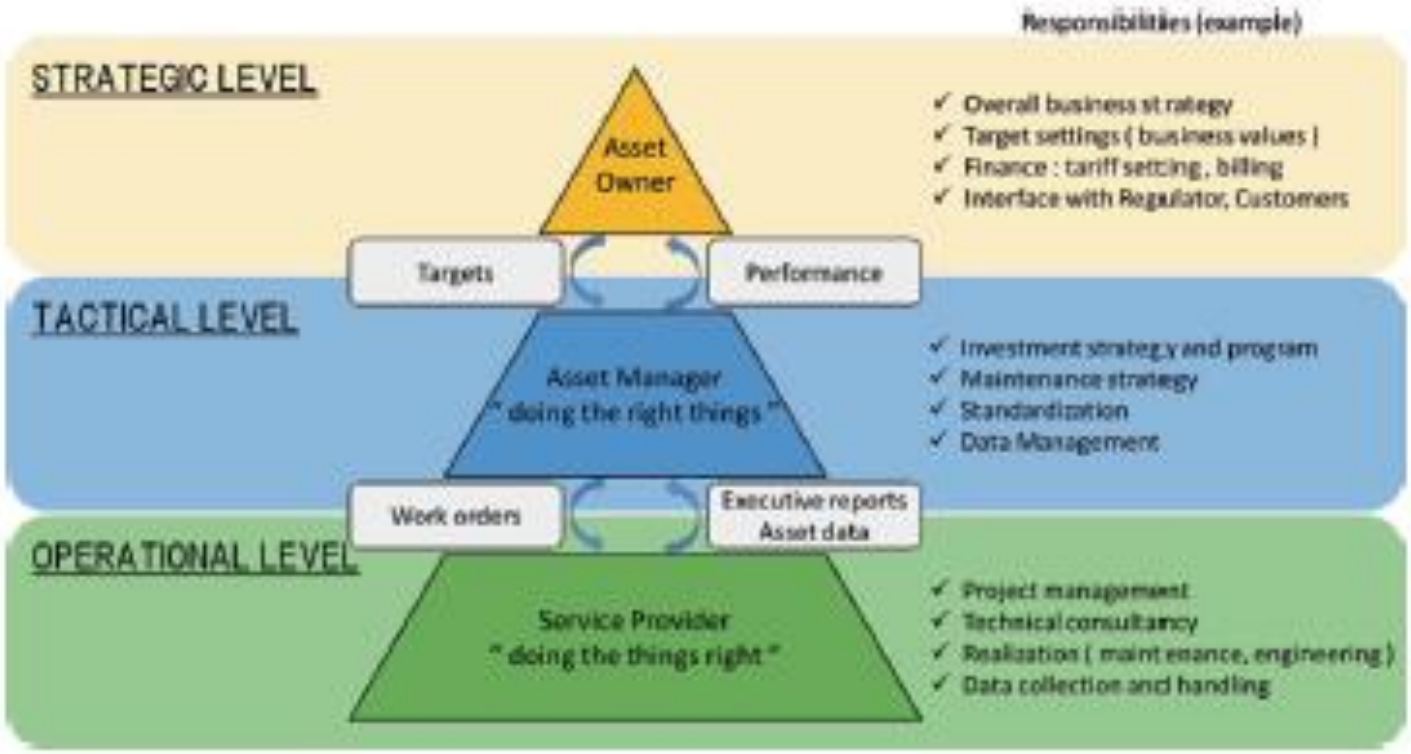
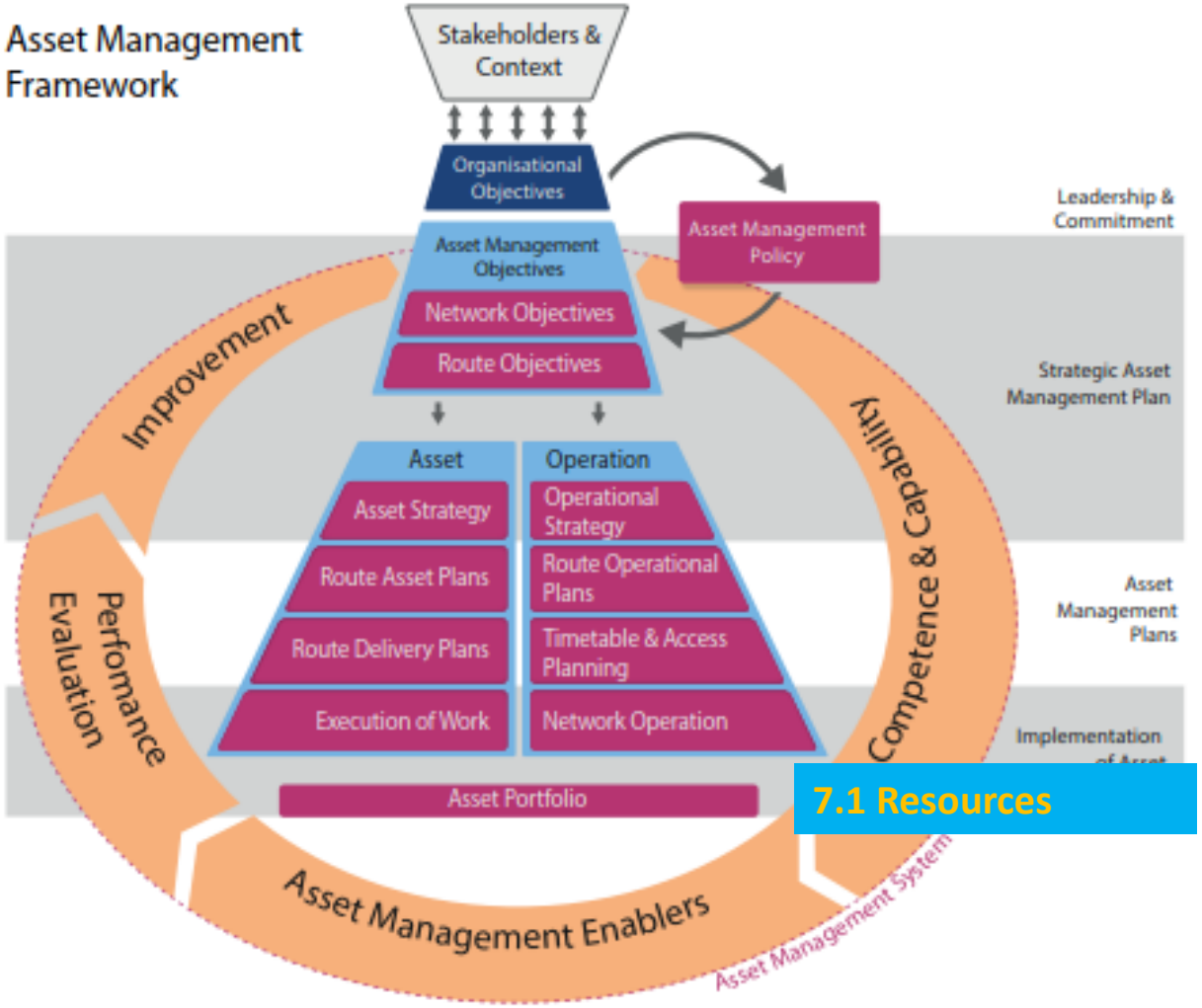


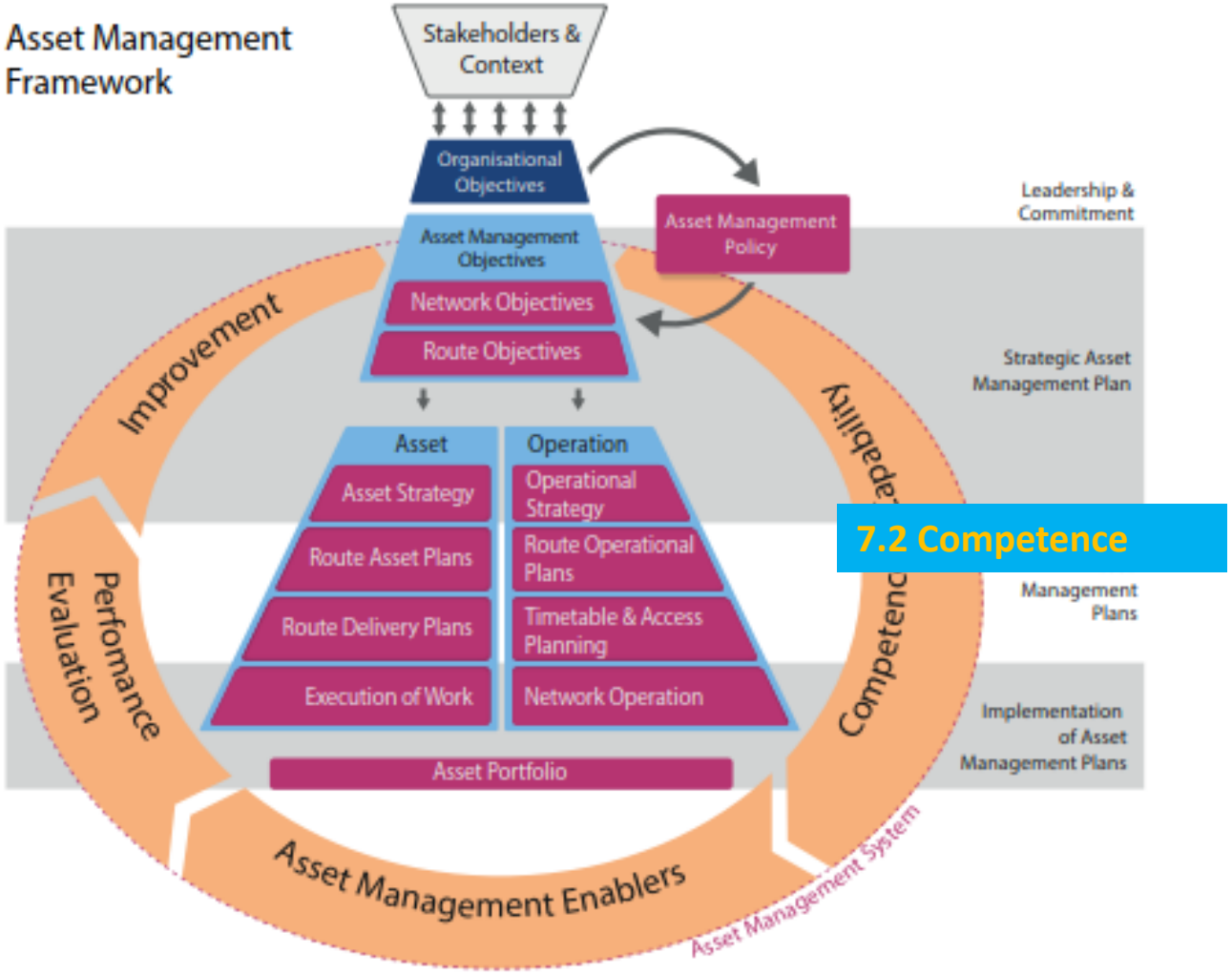
Figure 3-1 | Asset management functions and information exchange [7] [8]

Clause 7: 1 – Resources



- Recommended evidence:
  - **Assessment of resources**
    - Establish and sustain the Asset Management System as a whole and,
    - For each component of the Framework
- **Definition of roles and responsibilities**
  - AMS
  - For each component
- Competence Management System or similar mapped to AMS roles and responsibilities
- Resourcing and procurement strategies
- Contractual management responsibilities
- Relationship with strategic resource planning
- Resource planning processes and tools

Clause 7: 2 – Competence



This clause refers to the ability,

- Of an individual to perform a task consistently based on
  - Knowledge
  - Skills
  - Behaviours

This clause seeks to that specific positions within the Asset Management System are filled by people that are competent for the defined role

Closely related to 7.1 Resources

Clause 7.2 - Competence
- IAM Competence Framework

Asset Management requires a multidisciplinary approach

Finance

Engineering

Management

Operations

Organisational development

Information Systems Managers

Contract and Supplier Management

Human resources

Clause 7.2 - Competence - IAM Competence Framework

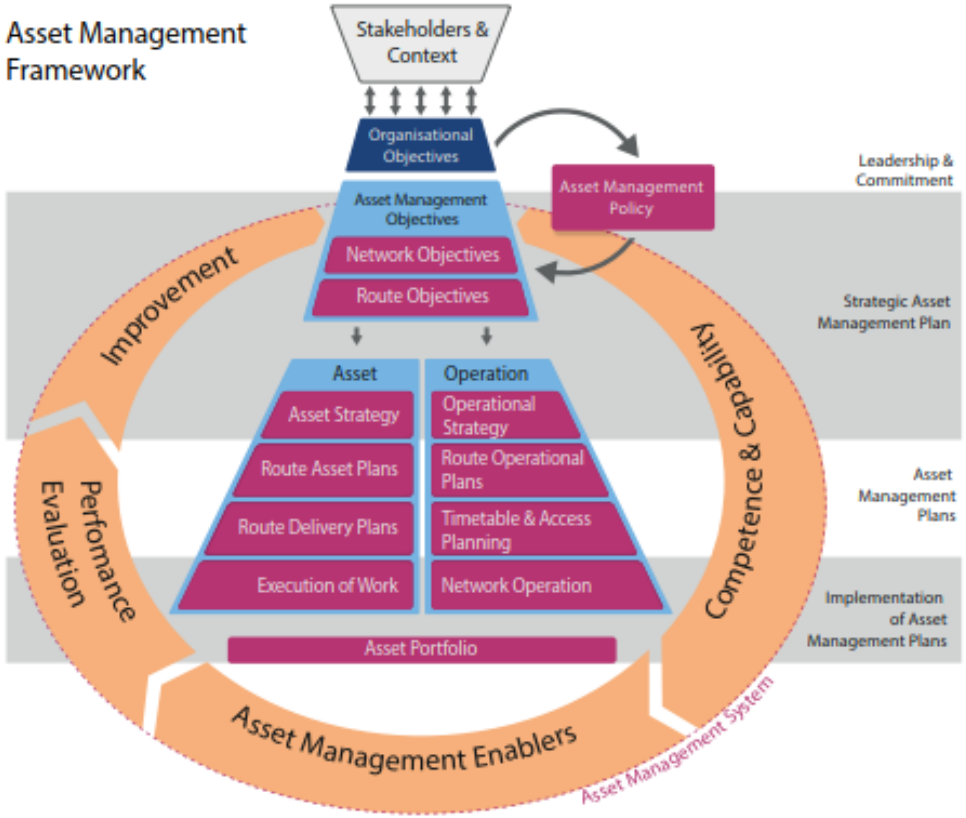
Key purpose: To optimise the delivery and performance of physical assets

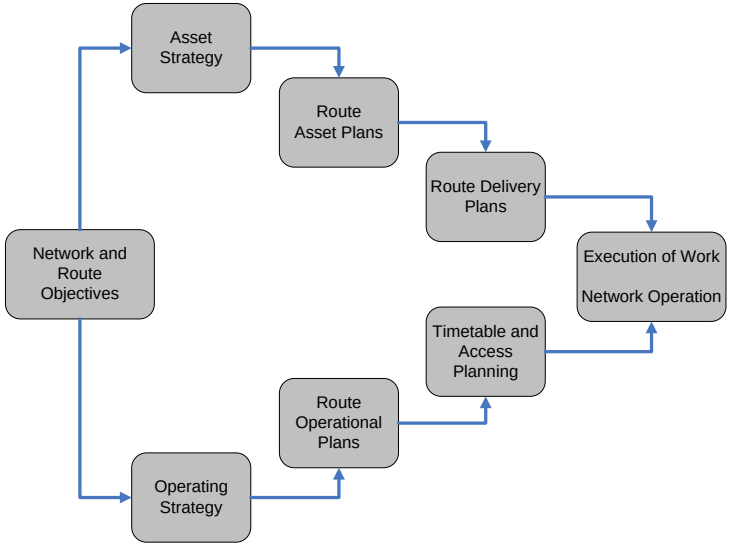
Key roles:

1. **Policy development**
2. **Strategy development**
3. **Asset Management Planning**
4. **Implement Asset Management Plans**
5. **Asset Management Capability Development**
6. **Risk Management and performance improvement**
7. **Asset Knowledge management**

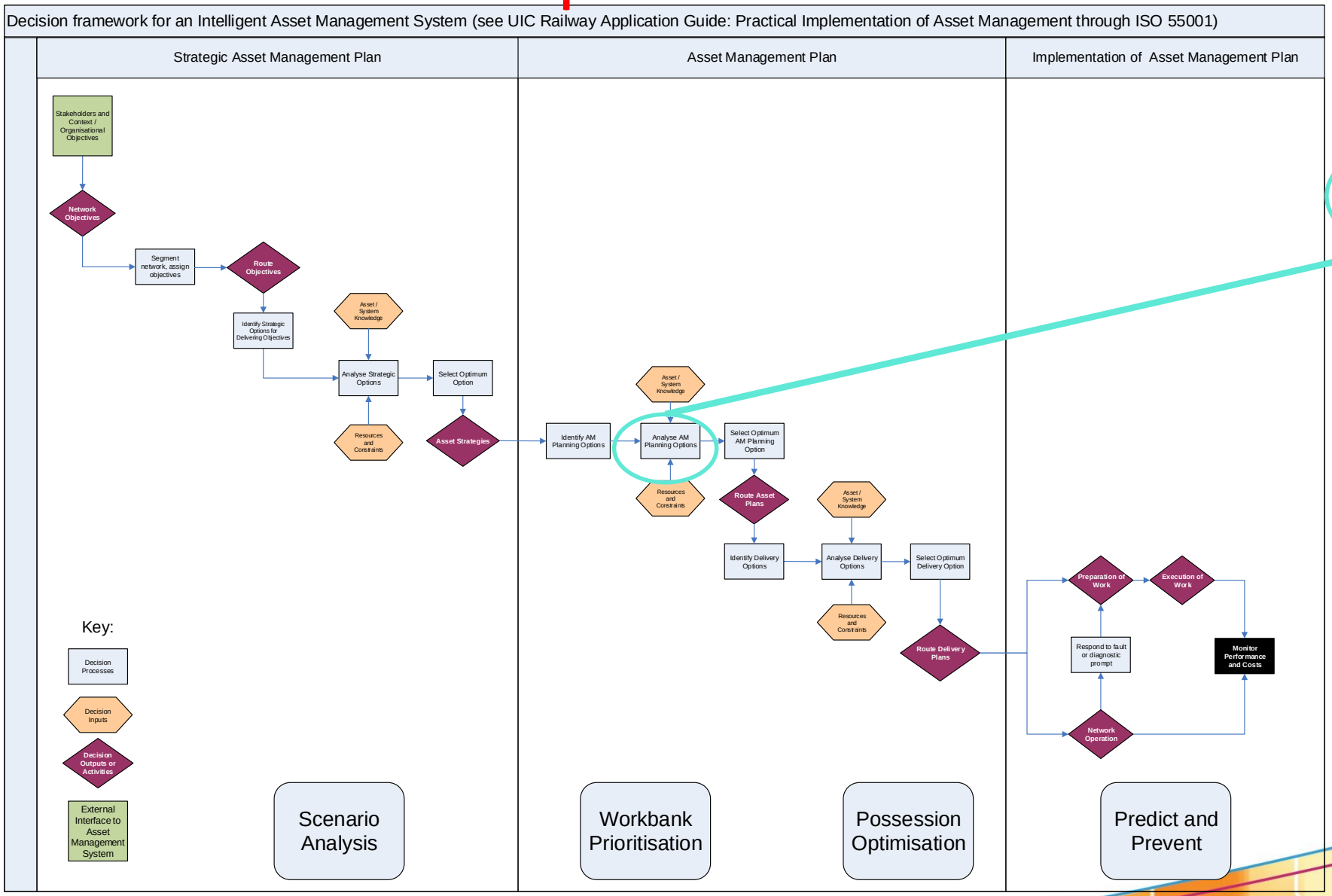
Each is broken down in further elements

Clause 7.2 - Competence
- Core decision a way to define the needs





Clause 7.2 – Competence



Actors involved in analysis of the feasible scenarios are:

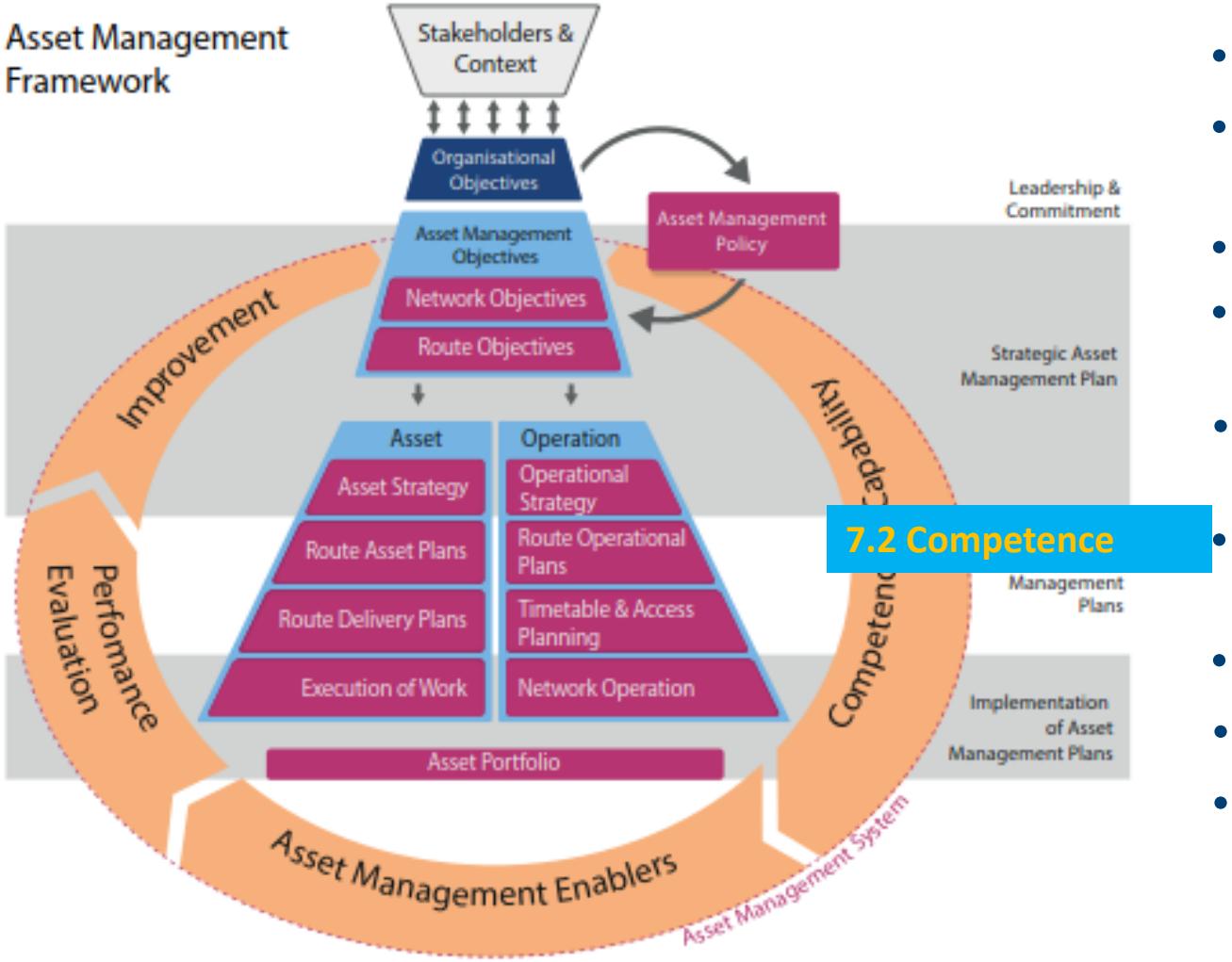
- Asset Managers
- System Experts
- Expert of Assets/Components
- Maintenance Experts
- Data Mining/Analytics Experts
- RAMS Experts

Source Shift to Rail – IN2SMART

Clause 7: 2 – Competence
- Asset Management Training Program

		AM leaders	Key supporters	AM supporters	Executives	Everyone else
AM intro	Video, 10 min	x	x	x		x
	E-learning, 90 min	x	x	x		
	Exec, E-learn., 15 min				x	
AM Awareness	AM Awareness	x	x			
	Team learning					x
AM Certification	IAM Certificate	x	x			
	AM Assessing		x	x		
Continual Professional Development (CPD)	Short Courses	x	x		x	

Clause 7: 2 – Competence

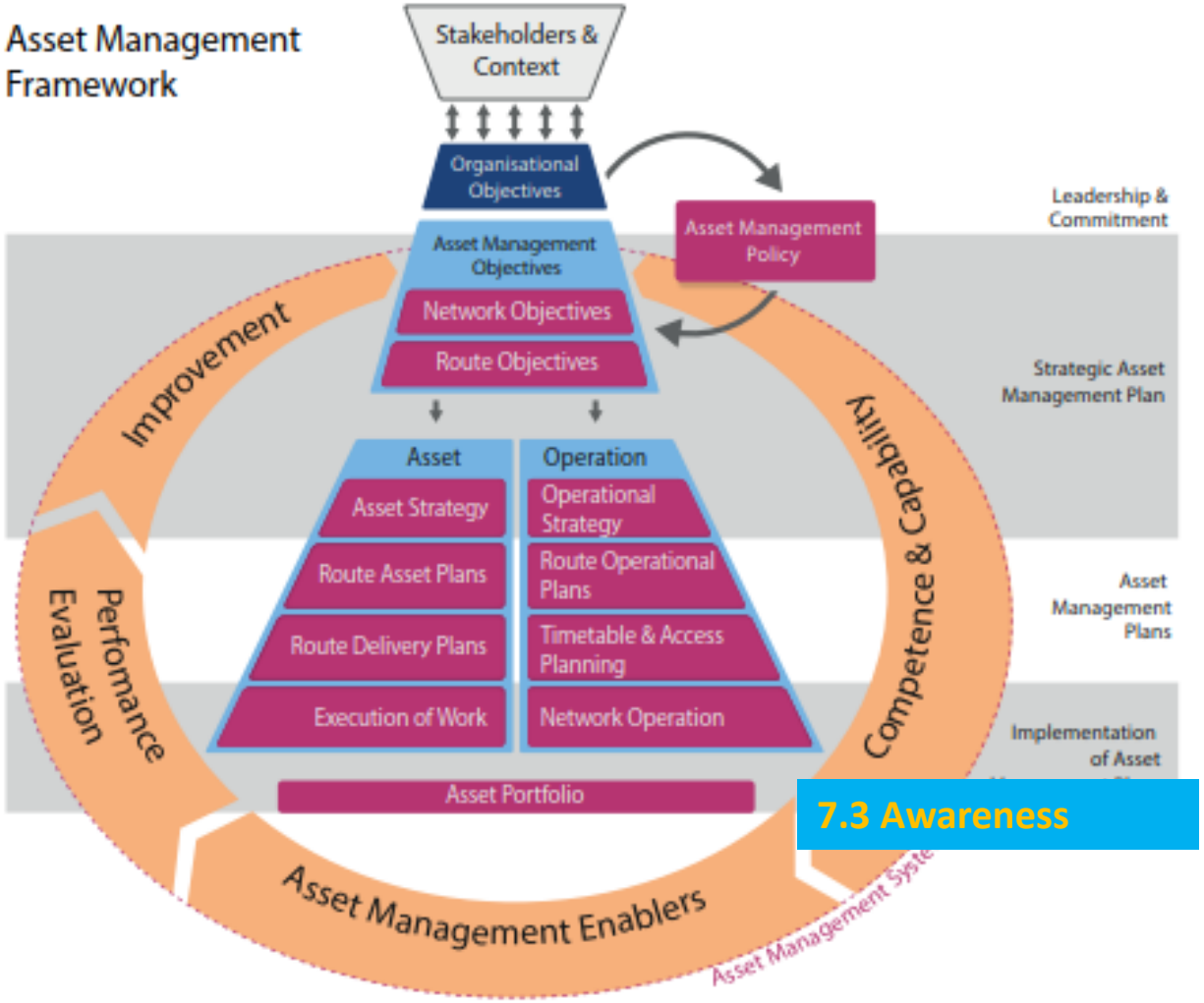


7.2 Competence

Recommended evidence:

- Asset Management Competency Strategy
- Asset Management training programme and metrics
- Competency Management System
- Competency register or matrix mapped to roles and procedures
- Annual performance review process/procedures and evidence of application
- Forecast of competence requirements mapped to Asset Management Strategy
- Clear appropriate role/ job descriptions
- Training requirement analysis
- Application of Competency Management System to recruitment

Clause 7: 3 – Awareness



Recommended evidence:

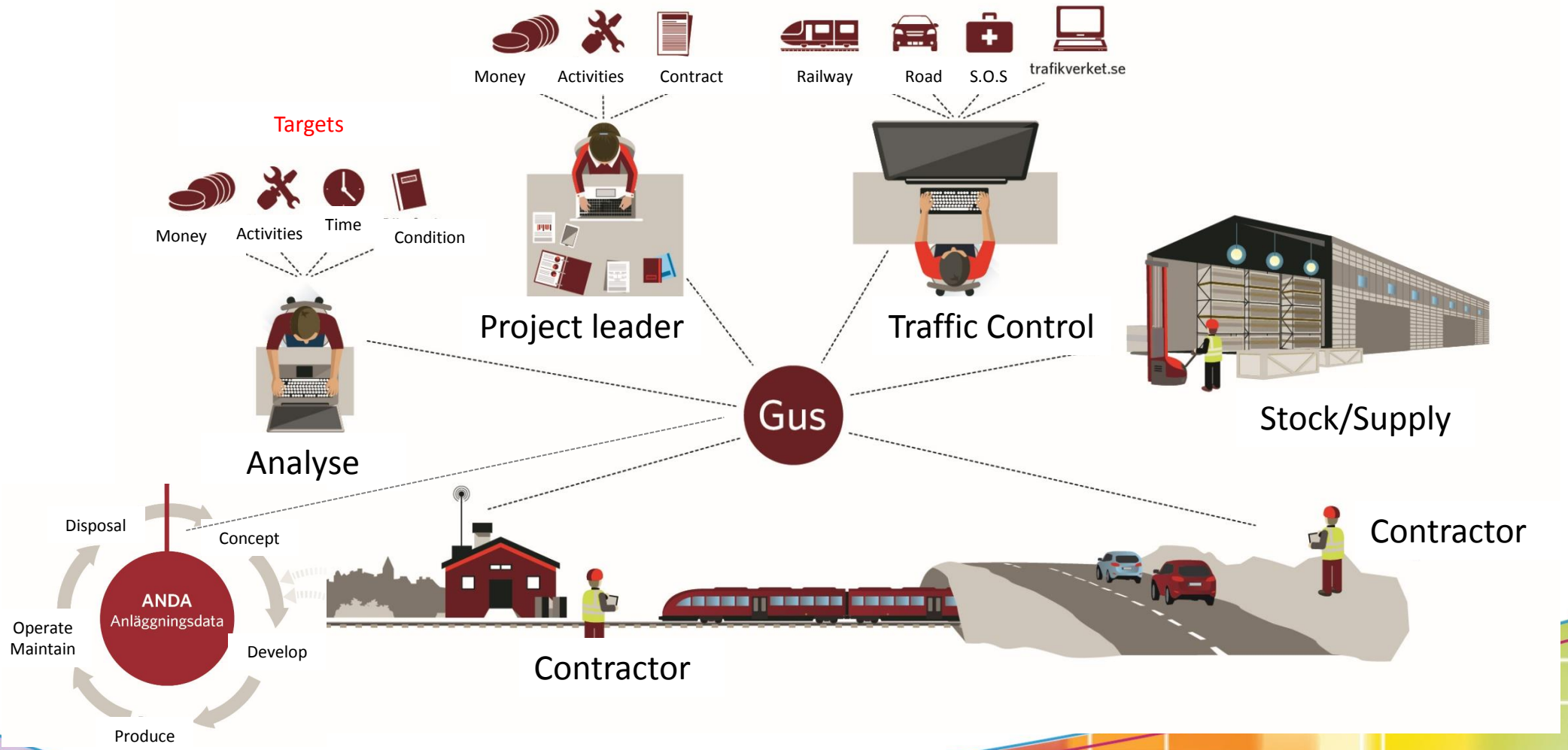
- Display/dissemination of Asset Management Policy in organisation
- Recognition by staff
- Clear role and responsibility definitions
- Asset Management explicit in business improvement programs and change programs

Clause 7: 3 – Awareness

Asset management is not asset maintenance…

Clause 7: 3 – Awareness

Asset management is not an IT-system either…



Clause 7: 3 – Awareness

A short story how Trafikverket become aware about the need for an Asset Management Policy and a Framework for Asset Management

TRAFIKVERKET

Clause 7: 3 – Awareness

Possible drivers for implementation of an Asset Management System

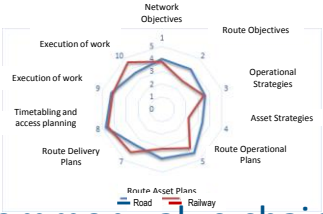
- Request fr lator t ment ISO55000
- Request fron nplement ISO55000
- Big accident 5000
- Demands fr vestors f 55000

The drivers for implementation within Trafikverket had to be found elsewhere

Clause 7: 3 – Awareness

STEPS TOWARDS AWARENESS IN TRAFIKVERKET SWEDEN

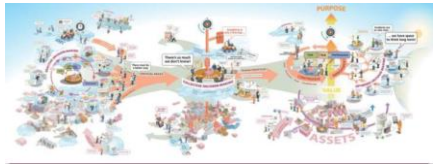
- Self diagnostic of Asset Management Maturity, a lot of AHA experiences



- New Common Management Principles in Trafikverket

Common value chain, transparent, together with stakeholders, engagement, trust, sustainability

- The Big Picture

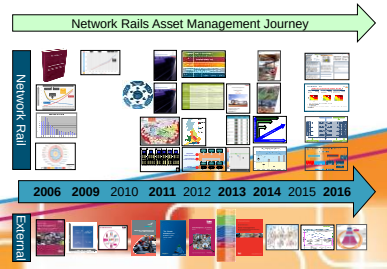


The Institute of Asset Management

- Communication – “What´s in it for me”

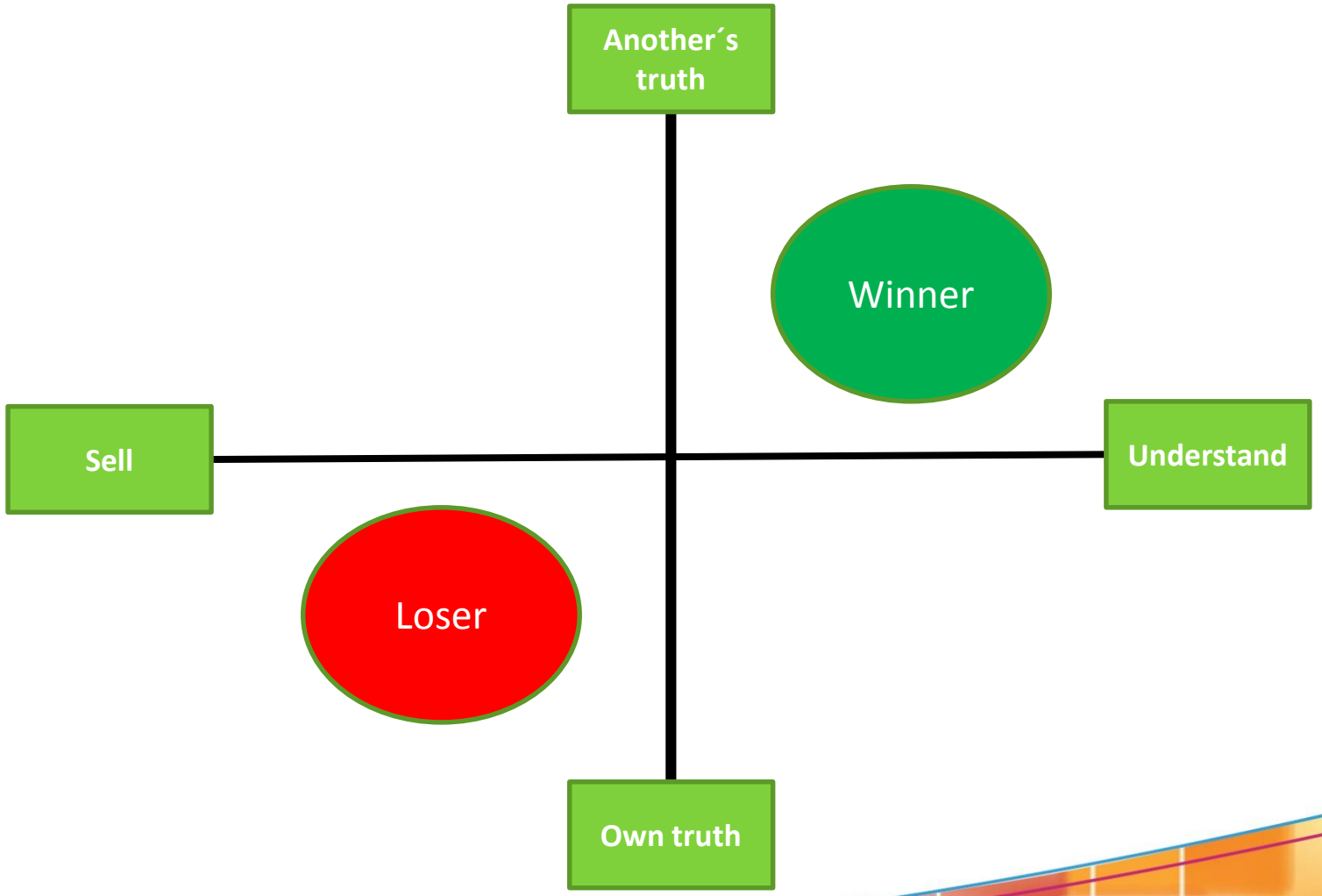
You can only meet people where they are, nowhere else!

- 2 ground-breaking Audit Remarque's
- Network Rails Asset Management Journey – Seminar



Clause 7:3 Awareness

- It is not reality that controls us, it is our map/concept of reality



Clause 7:3 Awareness

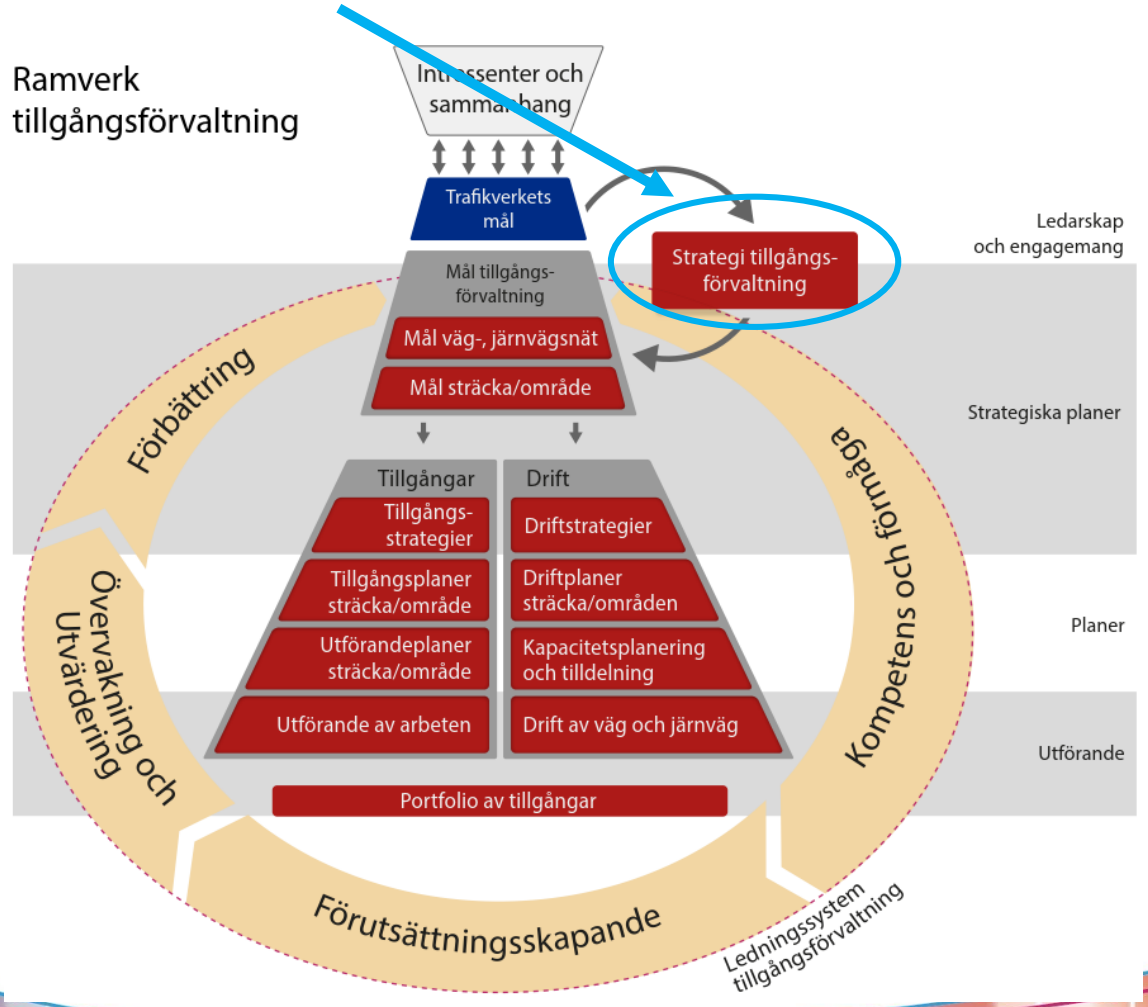
- 2016 Tetra Pak drove a promotion campaign towards their customers

Purpose: Making their customer understand what Asset Management is and how they can benefit from it

Tetra Pak has almost 3000 customers which all are strongly dependent on their plants for achieving profits

Clause 7: 4 – Communication

Asset Management Policy –
Signed by our CEO, Lena Erixon the 26th of June 2017



Management is ready

Coordination still needs to be improved

Clause 7: 4 – Communication
- First steps towards improved communication in Trafikverket

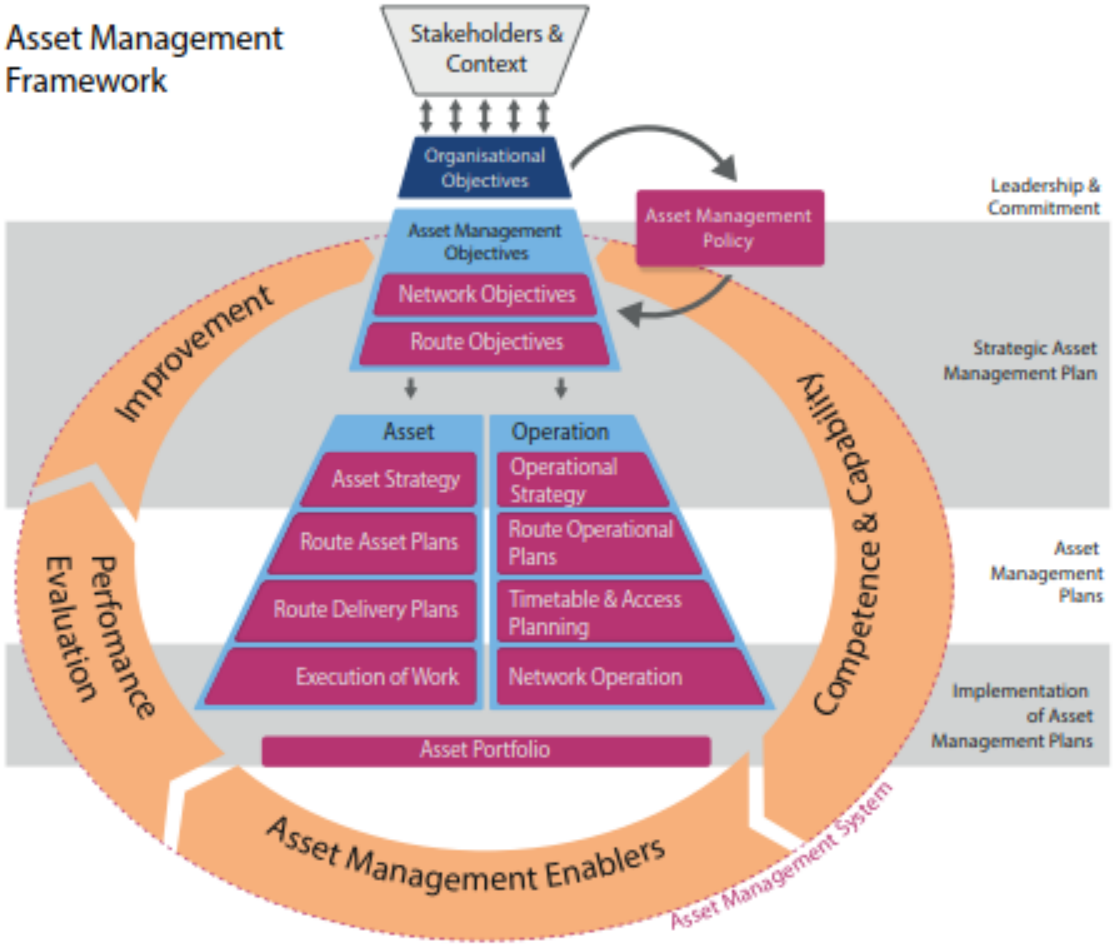
Asset Management Communication Plan

Find out Key target groups
Adjust communication for their need – “What´s in it for me”

Translate the UIC guideline to Swedish
Make the guideline easy available - Interactive

Workshops between actors that need to depend on each other

Clause 7: 4 – Communication



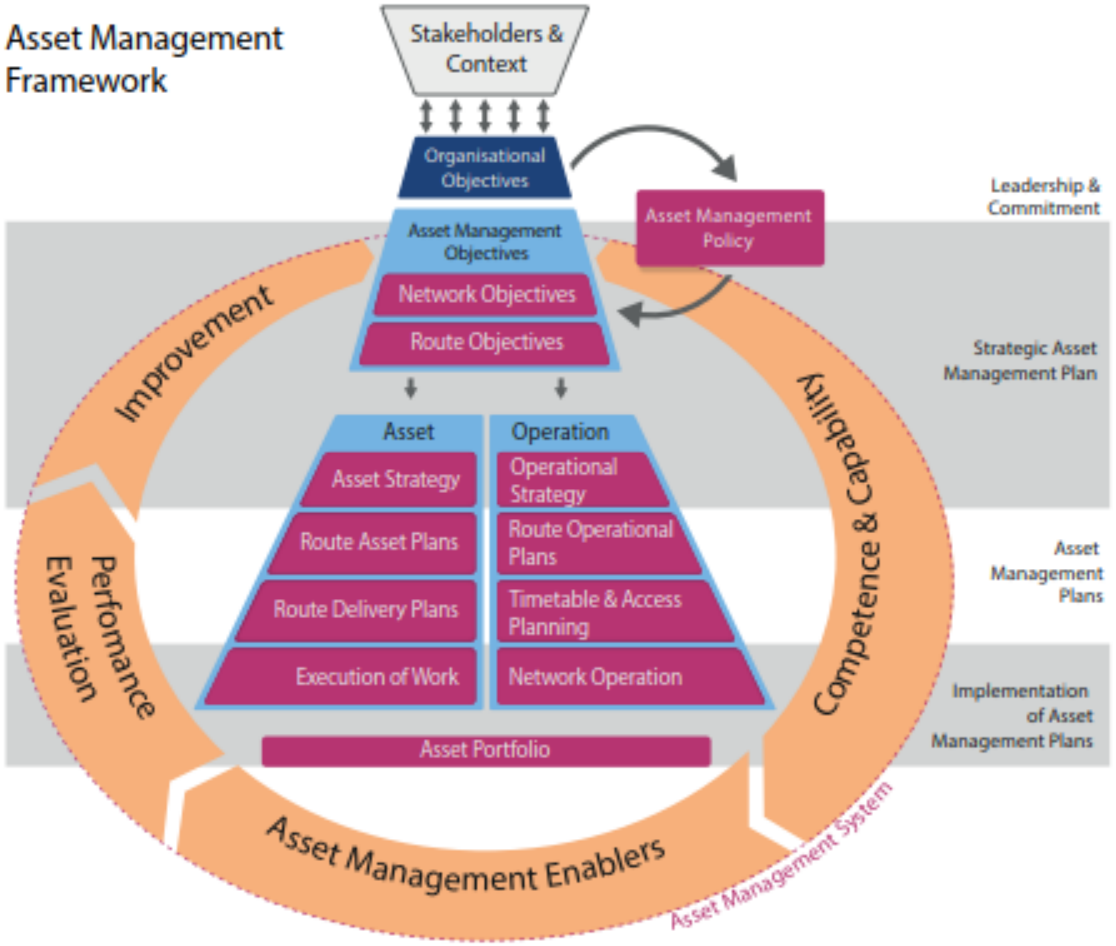
Exercise:

Communicate to different actors about their benefits from implementing Asset Management:

"What´s in it for":

- Asset Managers
- Design and Engineering Expert
- System Experts
- Expert of Asset/Components
- Maintenance Experts
- Data Mining/Analytics Experts
- RAMS Experts
- TMS Experts
- Human Resources
- Finance

Clause 7: 4 – Communication



Recommended evidence:

Asset Management Communication Plans

Two-way or multiple function communications forums and processes e.g. between asset planners and maintenance

Stakeholder engagement plans or equivalent

8 good starting points when implementing an Asset Management System

1. People are not stupid and they do want to perform
2. It is not reality that controls people, it is there map/concept of reality
3. You can only meet people where they are, nowhere else!
4. We need to share maps with each other to succeed

5. The ability to manage dizziness is strongly correlated with the ability to see new patterns
6. Owning your own mind about change and control is important in order to lead
7. There is no failure only feedback - we do not fail, we tend to give up

8. **There is a big difference in the turning radius of a blue whale and a shoal of herring**