Get yourself a map with more and more possibilities on

Time to leave

New imaginable truth

Let the doubt come

More and more sure

Old truth

New truth

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
Clause 7: Support

1. Identify Strategic Options for Delivering Objectives
2. Resources and Constraints
3. Select Optimum Option
4. Analyse Strategic Options
5. Asset Strategies
6. Segment network, assign objectives
7. Asset / System Knowledge
8. Network Objectives
9. Route Objectives
10. Network Objectives
11. Route Objectives
12. Segment network, assign objectives
13. Asset Strategies
Clause 7: Support

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

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.

Managing the Asset

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

Strategic Planning Framework

UIC RAILWAY ASSET MANAGEMENT CONFERENCE

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 ensure 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
## Clause 7: 2 – Competence
- **Asset Management Training Program**

<table>
<thead>
<tr>
<th></th>
<th>AM intro</th>
<th>E-learning, 90 min</th>
<th>Exec, E-learn., 15 min</th>
<th>AM Awareness</th>
<th>Team learning</th>
<th>AM Certification</th>
<th>AM Assessing</th>
<th>Continual Professional Development (CPD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AM leaders</td>
<td>Key supporters</td>
<td>Executives</td>
<td>Everyone else</td>
<td></td>
<td>IAM Certificate</td>
<td></td>
<td>Short Courses</td>
</tr>
<tr>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**AM intro**
- Video, 10 min

**E-learning, 90 min**
- x

**Exec, E-learn., 15 min**
- x

**AM Awareness**
- AM Awareness
  - x

**Team learning**
- x

**AM Certification**
- IAM Certificate
  - x

**AM Assessing**
- x

**Continual Professional Development (CPD)**
- Short Courses
  - x
Clause 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
Clause 7: 3 – Awareness

Possible drivers for implementation of an Asset Management System

- Request from regulator to implement ISO55000
- Request from government to implement ISO55000
- Big accident as a driver for ISO55000
- Demands from investors for ISO55000

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
- The Big Picture
- Communication – “What’s in it for me”
- 2 ground-breaking Audit Remarque’s
- Network Rails Asset Management Journey – Seminar

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

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